

CIL Personnel/ HR Memory Based Paper (Paper-II)-2022

Q1. The method of calculating wages under the Workmen Compensation act, 1923 is mentioned under_____.

- (a) Section 14 A
- (b) Section 8
- (c) Section 5
- (d) Section 6

Q2. The error of performance appraisal where the evaluators focus on an employee recent behavior in the appraisal process is said to be _____.

- (a) Recency error
- (b) Leniency error
- (c) Central Tendency error
- (d) Halo error

Q3. The Force Field Theory was developed by:

- (a) Kurt Lewin
- (b) Henry Fayol
- (c) Ralph Stogdill
- (d) George Graen

Q4. For how many employees the provision of ambulance room have to be provided under the Factories Act 1948?

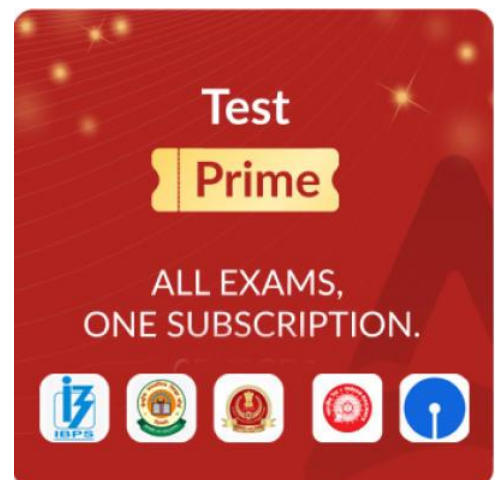
- (a) More than 200
- (b) More than 300
- (c) More than 500
- (d) More than 100

Q5. In which year the Industrial Dispute Act is enacted?

- (a) 1942
- (b) 1948
- (c) 1946
- (d) 1947


Q6. The ideal number of subordinates that can be supervised by one executive effectively is called_____.

- (a) Centralization
- (b) Depart mention
- (c) Decentralization
- (d) Span of supervision



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Q7. Which of the following provision is mentioned under section 12A under the Payment of Wages act, 1936?

- (a) Deduction of absence of duty
- (b) Deduction of damage of loss
- (c) Deduction of services rendered
- (d) Deduction of recovery of loans

Q8. Among which of the following test is used to evaluate candidates as they participate in a series of situations that resemble what they might be called on to handle on the job?

- (a) Assessment Center test
- (b) Personality Test
- (c) Behavioral test
- (d) Cognitive Ability test

Q9. What is the rate of employer contribution under the Employees State Insurance Act, 1948?

- (a) 10.25 percent of wages
- (b) 0.75 percent of wages
- (c) 3.25 percent of wages
- (d) 8.33 percent of wages

Q10. The new learning and performance wheel was developed by_____.

- (a) Peter Drucker
- (b) Henry Fayol
- (c) Udai Pareek
- (d) Paul Bernthal

Q11. Which of the following is the permanent closing down of a place of employment or part thereof?

- (a) Strike
- (b) Lockdown
- (c) Layoff
- (d) Closure

Q12. In Alderfer's ERG theory of motivation, the term ERG stands for:

- (a) Emotions, Relationship, and Growth
- (b) Evaluate, Rational, and Growth
- (c) Efforts, Relation, and Growth
- (d) Existence, Relatedness, and Growth

Q13. Match the following:

1. Hawthorne Experiments	a. Henry Fayol
2. Administrative Management	b. Max Weber
3. Bureaucracy	c. Vilfredo Pareto
4. Social System Approach	d. Elton Mayo

- (a) 1 (c), 2(b), 3(a), 4(b)
- (b) 1 (a), 2(c), 3(d), 4(b)
- (c) 1 (d), 2(d), 3(c), 4(a)
- (d) 1 (d), 2(a), 3(b), 4(c)

Q14. The system approach of industrial relations was developed by_____.

- (a) Karl Max
- (b) John R Commns
- (c) Edward James
- (d) John T Dunlop

Q15. The Theory of Employment was Given by:

- (a) J M Keynes
- (b) Alfred Marshall
- (c) Max Webber
- (d) Jude Waring

Q16. The Situational theory of leadership was developed by_____.

- (a) George Graen
- (b) Paul Hersey and Kenneth Blanchard
- (c) Jerald Greenberg
- (d) Blake and Mouton

Q17. Which of the following are said to be the plans that develop a required method of handling future activities?

- (a) Strategies
- (b) Policies
- (c) Procedures
- (d) Programs

Q18. The process of identifying facts, experimentation and awaiting solutions for organization's specific problem is said to be_____.

-
- (a) Action research
 - (b) Change research
 - (c) Change agent
 - (d) Collaborative management

Q19. Which among the following defines that the overall satisfaction profile and feeling of the well-being that an employee holds in the organization?

- (a) Employee Monotony
- (b) Fatigue
- (c) Motivation
- (d) Employee Morale

Q20. The theory of Modern behaviorism was initiated by_____.

- (a) Edward Tolman
- (b) Henry Ford
- (c) B F Skinner
- (d) Alfred P Sloan

Q21. Who among the following propounded the bargaining Theory of wages?

- (a) J B Say
- (b) Alfred Marshall
- (c) Francis S Walker
- (d) John Davidson

Q22. Which among these not a principal barrier proposed by McFarland?

- (a) Sound objectives
- (b) Semantic blocks
- (c) Organizational blocks
- (d) Human relation problems

Q23. How many extra leave days is provided to the women employee in case of illness due to pregnancy, delivery, and other as per the Maternity Benefit Act, 1961?

- (a) One Month
- (b) Three Months
- (c) Two Months
- (d) Four Months

Q24. Which among the following processes deals with where new employees learn the important organizational values and norms, work culture, and functionality of the job?

-
- (a) Employee Motivation
 - (b) Employee Development
 - (c) Employee Orientation
 - (d) Employee Performance

Q25. Which among the following defines the process of measuring the relative worth of the job?

- (a) Job Evaluation
- (b) Job Enrichment
- (c) Job Enlargement
- (d) Job Rotation

Q26. Which of the following stresses on a minimum standard of welfare which is necessary for labourers?

- (a) The Public Relation Theory
- (b) The Functional Theory
- (c) The Policing Theory
- (d) The Philanthropic Theory

Q27. The two-factor theory of motivation was given by:

- (a) Henri Fayol
- (b) Frederick Herzberg
- (c) Abraham Maslow
- (d) Douglas McGregor

Q28. The function that bridges the gap between where we are to where we want to go is_____.

- (a) Organizing
- (b) Leading
- (c) Planning
- (d) Controlling

Q29. Industrial Tribunals are mentioned in section___ under the industrial disputes act, 1947.

- (a) 8
- (b) 1
- (c) 7
- (d) 7A

Q30. The availability of accurate statistical information on wage for time action is called_____.

- (a) Wage Survey
- (b) Wage Product
- (c) Wage Equity
- (d) Wage Spiral

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Solutions

S1. Ans.(c)

Sol. In this Act and for the purposes thereof the expression "monthly wages" means the amount of wages deemed to be payable for a month's service whether the wages are payable by the month or by whatever other period or at piece rates.

S2. Ans.(a)

Sol. Recency error occurs when evaluators give undue weight to an employee's most recent behavior rather than assessing performance over the entire evaluation period. This error arises because recent events are easier to recall, potentially leading to unfair or biased appraisals that do not accurately reflect the employee's overall performance.

S3. Ans.(a)

Sol. Kurt Lewin developed the **Force Field Theory**, which is a model for understanding change within organizations. The theory suggests that any situation is maintained by a balance of forces: **driving forces** (which push for change) and **restraining forces** (which resist change). To bring about change, the equilibrium must be shifted by either strengthening the driving forces or weakening the restraining forces.

S4. Ans.(c)

Sol. Under **Section 45(4)** of the **Factories Act, 1948**, it is mandatory for factories employing **more than 500 workers** to provide an ambulance room. This provision ensures that immediate medical attention is available for workers in case of emergencies or accidents within the factory premises.

S5. Ans.(d)

Sol. The **Industrial Disputes Act, 1947** was enacted on **11th March 1947** and came into effect on **1st April 1947**. The primary objective of this Act is to address and resolve disputes between employers and employees, ensure industrial harmony, and promote the well-being of workers.

S6. Ans.(d)

Sol. The **span of supervision**, also known as the **span of control**, refers to the ideal number of subordinates that a manager or executive can effectively supervise and manage. This concept is crucial in organizational structure and management, as it impacts communication, decision-making, and overall efficiency.

- A **narrow span of supervision** means fewer subordinates under one manager, leading to closer supervision and a taller organizational structure.
- A **wider span of supervision** involves more subordinates under one manager, requiring delegation and promoting a flatter organizational structure.

S7. Ans.(d)

Sol. Under **Section 12A of the Payment of Wages Act, 1936**, provisions are made for the **deduction of recovery of loans** granted to employees. This section allows employers to recover loans and advances provided to workers by deducting a specified amount from their wages. However, such deductions must adhere to prescribed limits to ensure that the employee's financial well-being is not adversely affected.

S8. Ans.(a)

Sol. An **Assessment Center test** is a method used to evaluate candidates by having them participate in a series of job-relevant simulations and exercises. These activities replicate challenges or situations they might face on the job, such as group discussions, role-playing, case studies, presentations, and problem-solving exercises. The objective is to assess their competencies, skills, and behaviors in a controlled and realistic environment.

S9. Ans.(c)

Sol. As of July 1, 2019, the employer's contribution rate under the Employees' State Insurance Act, 1948 is 3.25% of the wages paid to employees. This rate is calculated on the wages paid or payable to employees in each wage period.

S10. Ans.(d)

Sol. The **New Learning and Performance Wheel** was developed by **Paul Bernthal**. It is a framework designed to enhance organizational learning and performance by integrating key aspects of training, development, and strategic alignment. The wheel focuses on creating a culture of continuous learning and improving workforce capabilities to achieve organizational goals.

S11. Ans.(d)

Sol. **Closure** refers to the permanent shutting down of a place of employment or a part of it. Under the **Industrial Disputes Act, 1947**, a closure occurs when an employer permanently discontinues operations at a workplace. This decision is typically due to financial difficulties, lack of resources, or other critical challenges, and it results in the termination of employment for the workers.

S12. Ans.(d)

Sol. In **Alderfer's ERG Theory of Motivation**, the term **ERG** stands for:

- **Existence:** Refers to the basic material and physiological needs, such as food, shelter, and safety.
- **Relatedness:** Refers to social and interpersonal relationships, including the need for belongingness, acceptance, and interaction with others.
- **Growth:** Refers to the need for personal development, self-esteem, and achieving one's potential.

Alderfer's ERG theory is an extension of Maslow's hierarchy of needs, but unlike Maslow's model, it suggests that individuals can be motivated by more than one need category simultaneously and that needs are not always hierarchical.

S13. Ans.(d)

Sol. Hawthorne Experiments – Elton Mayo
Administrative Management – Henry Fayol
Bureaucracy – Max Weber
Social System Approach – Vilfredo Pareto

S14. Ans.(d)

Sol. The **System Approach** to industrial relations was developed by **John T. Dunlop**, an American economist and scholar. He proposed a framework that views industrial relations as a system involving three key components:

1. **Actors:** These include employers, workers, and the government.
2. **Context:** The socio-economic, political, and legal environment that influences industrial relations.
3. **Rules:** The norms and regulations that govern the relationships between employers, employees, and the state, including laws, collective bargaining agreements, and organizational policies.

Dunlop's system approach emphasizes the interaction between these elements and the importance of understanding the relationships within this system to address industrial conflicts and improve labor-management relations.

S15. Ans.(a)

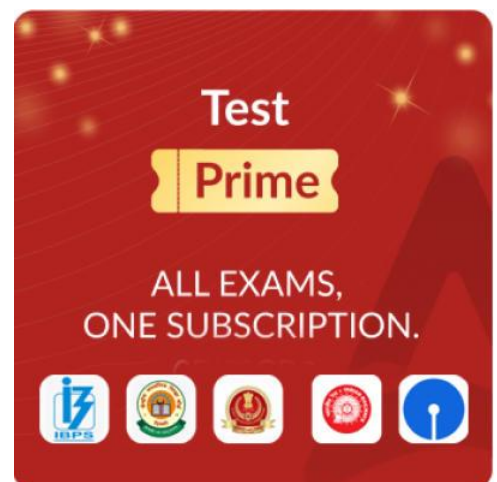
Sol. John Maynard Keynes introduced the "Theory of Employment" in his seminal work *The General Theory of Employment, Interest, and Money* (1936). He challenged classical economics, emphasizing the role of aggregate demand in determining employment levels. Keynes argued that government intervention through fiscal and monetary policies is crucial to addressing unemployment during economic downturns.

S16. Ans.(b)

Sol. The Situational Theory of Leadership, developed by Paul Hersey and Kenneth Blanchard, emphasizes that effective leadership depends on adapting one's style to the maturity and readiness of the followers. Leaders must assess their team's competence and commitment, then adopt the appropriate leadership approach—directing, coaching, supporting, or delegating—to achieve optimal performance and outcomes.

S17. Ans.(c)

Sol. Procedures are detailed, step-by-step plans that outline the specific methods for handling future activities or recurring tasks. They provide a systematic approach to ensure consistency and efficiency in operations. Unlike strategies or policies, which focus on broader goals and guidelines, procedures are operational and focus on the "how-to" aspects of accomplishing specific activities.



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S18. Ans.(a)

Sol. Action research is a participative and systematic process aimed at solving specific organizational problems. It involves identifying facts, collecting data, experimentation, and implementing solutions in collaboration with stakeholders. The process emphasizes continuous improvement, where findings from one cycle are used to refine the approach. It is commonly employed in change management and organizational development.

S19. Ans.(d)

Sol. Employee morale refers to the overall satisfaction, outlook, and sense of well-being that an employee experiences within an organization. High morale often leads to increased productivity, better teamwork, and reduced turnover. It reflects how employees perceive their work environment, relationships, and alignment with organizational goals, significantly influencing their motivation and performance.

S20. Ans.(c)

Sol. B. F. Skinner, a prominent psychologist, initiated the theory of modern behaviorism. His work emphasized the role of observable behavior over internal mental states, focusing on how external stimuli and reinforcements shape actions. Skinner's operant conditioning theory, involving positive and negative reinforcement, punishment, and schedules of reinforcement, remains a cornerstone in behavioral psychology and learning theories.

S21. Ans.(d)

Sol. John Davidson is credited with propounding the Bargaining Theory of wages. According to this theory, wages are determined by the relative bargaining power of employers and employees. The theory suggests that wages are not solely a result of market forces but are influenced by negotiations, where factors such as the skill level of workers, demand for labor, and labor unions play a significant role in determining the wage rate.

S22. Ans.(a)

Sol. McFarland identified several principal barriers to effective communication in organizations, which include semantic blocks, organizational blocks, and human relation problems. Semantic blocks refer to misunderstandings due to language or terminology, organizational blocks involve issues like hierarchical structures or poor communication channels, and human relation problems stem from interpersonal conflicts or lack of trust. "Sound objectives" is not one of the barriers in McFarland's framework, as clear and well-defined objectives are generally seen as a facilitators of effective communication.

S23. Ans.(a)

Sol. The Maternity Benefit Act of 1961 provides up to one month of extra leave for women employees who become ill due to pregnancy, confinement, or premature birth.

S24. Ans.(c)

Sol. Employee Orientation is the process by which new employees are introduced to the organization's culture, values, norms, and the specifics of their job roles. This process helps them understand how the organization functions, what is expected of them, and how they can successfully integrate into the work environment. It is essential for ensuring that new hires are well-prepared and aligned with the company's objectives and work culture.

S25. Ans.(a)

Sol. Job Evaluation is the process of assessing and determining the relative worth of various jobs within an organization. It aims to establish a fair and equitable salary structure by comparing the skills, responsibilities, and qualifications required for different positions. This process helps ensure that employees are compensated fairly based on the value their job contributes to the organization, and it supports consistent and transparent compensation practices.

S26. Ans.(c)

Sol. The Policing Theory of labor welfare stresses the importance of setting a minimum standard of welfare for workers. It focuses on ensuring that laborers have access to basic necessities and a safe working environment. This theory is built on the belief that the state or government must regulate working conditions, such as wages, hours, and safety, to protect the well-being of workers. It is often seen as a more regulatory and enforcement-focused approach to labor welfare.

S27. Ans.(b)

Sol. Frederick Herzberg's **Two-Factor Theory** of motivation, also known as the Motivation-Hygiene Theory, suggests that there are two distinct sets of factors that influence employee motivation:

1. **Hygiene factors** (such as salary, job security, and working conditions) prevent dissatisfaction but do not necessarily motivate employees.
2. **Motivators** (such as recognition, achievement, and personal growth) lead to higher satisfaction and motivation.

Herzberg's theory posits that improving hygiene factors will reduce dissatisfaction, but true motivation comes from factors that provide meaningful work and opportunities for growth.

S28. Ans.(c)

Sol. Planning is the function that bridges the gap between where an organization or individual currently stands and where they want to go. It involves setting goals, defining strategies, and outlining the steps needed to achieve the desired outcomes. Planning ensures that resources are allocated effectively and that the actions taken are aligned with long-term objectives, thus creating a roadmap to success. It is the foundational step that guides decision-making and directs efforts toward achieving the desired future state.

S29. Ans.(d)

Sol. Section 7A of the Industrial Disputes Act, 1947, deals with the establishment of Industrial Tribunals. The Act provides for the creation of such tribunals to resolve disputes between employers and employees, particularly concerning matters like wages, working conditions, and other industrial issues. Section 7A specifically outlines the procedure for the formation, powers, and functions of the Industrial Tribunals, which aim to provide fair and impartial resolution of industrial disputes.

S30. Ans.(a)

Sol. A **Wage Survey** refers to the process of collecting and analyzing statistical information on wages for specific time periods and job categories. It helps organizations and policymakers understand wage trends, compare wage levels across industries, and ensure that compensation is competitive and fair. Wage surveys provide data that is crucial for making informed decisions about wage structures and addressing wage disparities in the workforce.

