

CAIIB HRM Practice Questions



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1. Which framework of HRM incorporates recognition of a range of stakeholder interests and acknowledges the importance of trade-offs between owners and employees?

- A. Michigan Framework
- B. Harvard Framework
- C. Warwick Framework
- D. Guest Framework

Answer: B. Harvard Framework

Explanation: The Harvard Framework, as noted by Boxall (1992), incorporates recognition of a range of stakeholder interests and explicitly acknowledges trade-offs between the interests of owners and those of employees, making it broader in scope than other HRM frameworks.

2. Human capital of an organisation refers to:

- A. The physical assets owned by the company
- B. The financial reserves maintained by the firm
- C. The people who work there and on whom the success of the business depends
- D. The brand value and goodwill of the organisation

Answer: C. The people who work there and on whom the success of the business depends

Explanation: Human capital refers to the workforce of an organisation — their knowledge, skills, and abilities — which are considered the prime assets that drive organisational success and competitive advantage.

3. Which of the following is NOT a contextual factor that influences HR policies and practices?

- A. Technology
- B. Competitive pressures
- C. Annual dividend distribution
- D. Retraining staff

Answer: C. Annual dividend distribution

Explanation: Contextual factors influencing HR policies include technology, competitive pressures, coherent HR approaches, and attention to change management. Annual dividend distribution is a financial decision unrelated to HR policy formulation.

4. HRM is primarily classified as a:

- A. Line function
- B. Accounting function
- C. Staff function
- D. Marketing function

Answer: C. Staff function

Explanation: HRM is classified as a staff function because it provides advisory, support, and service roles to line managers. It assists other departments rather than directly producing goods or services.

5. Personnel Management differs from HRM in being more:

- A. Growth-oriented
- B. Strategic in nature
- C. Narrow and mechanical
- D. Employee-centric

Answer: C. Narrow and mechanical

Explanation: HRM is more growth-oriented and strategic, while Personnel Management is considered more narrow and mechanical, focusing primarily on administrative tasks like recordkeeping, payroll, and compliance rather than strategic workforce planning.

6. The Hawthorne Studies were conducted at which company?

- A. Ford Motor Company
- B. General Electric
- C. Western Electric's plant in Chicago
- D. IBM Research Centre

Answer: C. Western Electric's plant in Chicago

Explanation: The famous Hawthorne Studies were conducted by US social scientists Elton Mayo and Fritz Roethlisberger at Western Electric's Hawthorne plant in Chicago. These studies revealed the importance of social and psychological factors in employee productivity.

7. According to Behaviourist Theories of learning, the learner is treated as:

- A. An active participant in learning
- B. A passive participant in the learning process
- C. A self-directed autonomous learner
- D. A co-creator of knowledge

Answer: B. A passive participant in the learning process

Explanation: Behaviourist Theories view learning as a response to external stimuli. The learner is seen as a passive recipient who responds to stimuli rather than actively constructing knowledge, as opposed to cognitive or humanistic theories.

8. Which of the following is an 'off the job' training method?

- A. Understudy
- B. Job rotation
- C. Coaching
- D. Seminars

Answer: D. Seminars

Explanation: Seminars, sensitivity training, and conferences are off-the-job training methods conducted away from the actual workplace. Understudy, job rotation, and coaching are on-the-job training methods where learning occurs at the workplace.

9. The Latin word meaning 'Seed Plot' refers to:

- A. Mentoring
- B. Training
- C. Seminar
- D. Planning

Answer: C. Seminar

Explanation: The word 'Seminar' originates from the Latin word 'seminarium' meaning 'seed plot' or 'nursery', reflecting the concept of planting seeds of knowledge that grow through discussion and exchange among participants.

10. Skills inventory contains data about:

- A. Organisational financial performance
- B. Each employee's skills, abilities, and work preferences
- C. Customer satisfaction metrics
- D. Market research findings

Answer: B. Each employee's skills, abilities, and work preferences

Explanation: A skills inventory is a database or record system that contains detailed information about each employee's qualifications, skills, abilities, experience, and work preferences. It is used for human resource planning and internal recruitment decisions.

11. In terms of incentive compensation plans, which statement is most accurate?

- A. Incentive plans set base pay below the market rate
- B. The maximum earning potential of an incentive plan is usually higher than a merit plan
- C. Incentive pay is always added to the employee's base pay permanently
- D. Caps are never used in incentive pay systems

Answer: B. The maximum earning potential of an incentive plan is usually higher than a merit plan

Explanation: Incentive compensation plans typically offer higher maximum earning potential than traditional merit plans because they are tied to performance outcomes. Unlike merit pay, incentive pay is not permanently added to base salary and often resets each performance cycle.

12. Gross National Product (GNP) is defined as:

- A. GDP minus unemployment and welfare deductions
- B. GDP plus net property income earned overseas
- C. Total output of goods excluding services
- D. Total national savings plus exports

Answer: B. GDP plus net property income earned overseas

Explanation: Gross National Product (GNP) is calculated as GDP plus net property income earned overseas (i.e., income earned by residents abroad minus income earned by foreigners domestically). It measures the total economic output of a nation's residents regardless of location.

13. Minor misconduct during banking office hours includes:

- A. Only wilful slowing down of performance

- B. Only gambling on bank premises
- C. Only actions detrimental to bank's interest
- D. All of the above

Answer: D. All of the above

Explanation: Minor misconduct during banking office hours encompasses a range of behaviours including wilful slowing down of performance, gambling or betting on bank premises, and doing anything detrimental to the interest of the bank. All such behaviours are classified as misconduct.

14. In a defined benefit plan, retirement benefits are based on:

- A. The employee's investment choices
- B. Stock market performance
- C. Employee's age and length of service
- D. Annual profit of the organisation

Answer: C. Employee's age and length of service

Explanation: In a defined benefit plan, the retirement benefits received by an employee vary depending on factors like the employee's age and length of service with the organisation. The employer bears the investment risk, unlike defined contribution plans.

15. Maximum extraordinary leave that a bank employee can be granted in their entire employment period is:

- A. 3 months
- B. 6 months
- C. 12 months
- D. No fixed limit

Answer: C. 12 months

Explanation: As per banking service rules, the maximum total extraordinary leave that can be granted to a bank employee during their entire period of employment is 12 months (one year). Beyond this limit, leave may not be sanctioned.

16. Which allowance is provided to clerks performing higher-level duties?

- A. Personal allowance
- B. Officiating allowance
- C. Dearness allowance
- D. Gift allowance

Answer: B. Officiating allowance

Explanation: Officiating allowance is specifically provided to clerical staff who are assigned to perform duties that are at a higher level or grade than their designated role. This compensates them for the additional responsibility temporarily undertaken.

17. If an employee refuses to fulfil special allowance duty, it amounts to:

- A. Simple disobedience
- B. Non-compliance with unreasonable orders

- C. Wilful disobedience
- D. Casual negligence

Answer: C. Wilful disobedience

Explanation: When an employee refuses to carry out duty that attracts a special allowance — which is a legitimate organisational requirement — it constitutes wilful disobedience, a serious form of misconduct that can attract disciplinary action.

18. An arbitrator's judgement in an industrial dispute is called:

- A. Notification
- B. Declaration
- C. Decision
- D. Award

Answer: D. Award

Explanation: In industrial relations, the judgement or ruling pronounced by an arbitrator after hearing a dispute between employer and employees is legally termed an 'Award'. It is binding on both parties and enforceable under labour law.

19. Who appoints the arbitrator for settlement of industrial disputes?

- A. State Government
- B. Industrial apex body
- C. The parties themselves
- D. Conciliation Officer

Answer: C. The parties themselves

Explanation: In voluntary arbitration, the disputing parties — typically the employer and the trade union — mutually agree upon and appoint the arbitrator themselves. This distinguishes arbitration from adjudication, where the government appoints the authority.

20. Lockout as an industrial weapon is used by:

- A. Employees
- B. Employers
- C. Trade Union Bodies
- D. Government

Answer: B. Employers

Explanation: Lockout is a weapon used by employers in industrial disputes, involving the temporary closure of the workplace or suspension of work to pressure employees into accepting management's terms. It is the employer's counterpart to the employees' right to strike.

21. The most effective and insidious use of power, according to Lukes (1974), is:

- A. Using force to prevent union action
- B. Dictating a system of work processes
- C. Preventing any form of conflict from arising in the first place
- D. Blocking workers from reaching managerial levels

Answer: C. Preventing any form of conflict from arising in the first place

Explanation: Lukes (1974) argued that the most subtle yet powerful use of power is the ability to shape perceptions and preferences such that conflict never arises. This 'third dimension of power' involves controlling the agenda and the consciousness of workers.

22. Education, as distinct from training, is best described as:

- A. Learning related to the present job
- B. Learning to prepare someone for a different but identified job
- C. Motivating employees for better performance
- D. Learning for individual growth unrelated to any specific job

Answer: B. Learning to prepare someone for a different but identified job

Explanation: Education prepares an individual for a different but specifically identified future job or role. Training focuses on current job skills, while development is broader and not tied to a specific job. Education bridges the gap between current and future roles.

23. Which of the following is not typically performed by an HR department?

- A. Recruitment and selection
- B. Reward management
- C. Accounting
- D. Training and development

Answer: C. Accounting

Explanation: Accounting is a function of the finance department and is not typically performed by the HR department. HR functions include recruitment, selection, training, development, compensation, performance appraisal, and employee relations.




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24. Intelligence tests have proved to be effective predictors for:

- A. Manual labour jobs
- B. High-profile knowledge-based jobs
- C. Customer service roles only
- D. Repetitive factory work

Answer: B. High-profile knowledge-based jobs

Explanation: Research has consistently shown that intelligence tests are strong predictors of performance in high-profile, knowledge-intensive jobs. These jobs require complex reasoning and problem-solving abilities that intelligence tests are designed to measure.

25. The scope of Human Resource Management includes:

- A. Only retirement and separation of employees
- B. Only HR training and development
- C. Only industrial relations
- D. All of the above

Answer: D. All of the above

Explanation: The scope of HRM is comprehensive and includes all aspects of managing people in an organisation — from recruitment, training, and development to industrial relations, retirement, separation, compensation, and performance management.

26. Which of the following statements about organisations is UNTRUE?

- A. Organisations are becoming less hierarchical
- B. Domestic rather than international issues are increasingly the emphasis of most organisations
- C. Norms have become more flexible in organisations
- D. Various organisational reform programmes have been implemented

Answer: B. Domestic rather than international issues are increasingly the emphasis of most organisations

Explanation: This is untrue because the trend is the opposite — globalisation has made international issues increasingly important for most organisations. Organisations are now focused more on global markets, cross-cultural management, and international competition.

27. Frauds in banks can be committed by:

- A. Bank staff only
- B. Bank staff in collusion with outsiders only
- C. Customers with help of outsiders only
- D. All of the above

Answer: D. All of the above

Explanation: Bank frauds can be perpetrated by bank staff acting alone, bank staff in collusion with external parties, or by customers aided by outsiders. This multi-dimensional risk necessitates robust internal controls, vigilance departments, and audit mechanisms.

28. The discharge of an employee due to gross misconduct amounts to:

- A. Retrenchment
- B. Gross negligence
- C. Summary dismissal
- D. Condoning of misconduct

Answer: C. Summary dismissal

Explanation: When an employee is discharged due to gross misconduct — such as theft, fraud, violence, or serious insubordination — it constitutes summary dismissal. Unlike retrenchment (which is due to business reasons), summary dismissal is disciplinary in nature and may deny the employee certain terminal benefits.

29. Performance Management System (PMS) is a systematic process used to:

- A. Only measure employee salaries
- B. Identify, measure, evaluate, encourage, and improve employee performance
- C. Only track employee attendance
- D. Manage only executive-level employees

Answer: B. Identify, measure, evaluate, encourage, and improve employee performance

Explanation: A Performance Management System (PMS) is a comprehensive, systematic process that encompasses identifying performance expectations, measuring actual performance, evaluating results, and taking actions to improve and encourage employee performance across all levels.

30. 360-Degree Appraisal is a technique that collects performance data from:

- A. Only the immediate supervisor
- B. Only subordinates
- C. All derived groups including peers, subordinates, supervisors, and self
- D. Only external customers

Answer: C. All derived groups including peers, subordinates, supervisors, and self

Explanation: 360-Degree Feedback (also called 360-degree appraisal) is a systematic method of collecting performance data from multiple sources — superiors, peers, subordinates, customers, and the employee themselves — providing a comprehensive multi-perspective view of performance.

31. Competency Mapping is a process used to:

- A. Map physical office locations
- B. Identify and assess the key competencies required for specific job roles
- C. Track employee travel expenses
- D. Measure customer satisfaction scores

Answer: B. Identify and assess the key competencies required for specific job roles

Explanation: Competency Mapping is an HR process that identifies the specific competencies (knowledge, skills, behaviours, and attitudes) required for effective performance in a particular job role, and maps current employee

competencies against these benchmarks.

32. Key Result Areas (KRAs) refer to:

- A. Geographic regions where the company operates
- B. The primary areas of work for which an employee is responsible and accountable
- C. Financial ratios used in accounting
- D. Customer satisfaction measurement tools

Answer: B. The primary areas of work for which an employee is responsible and accountable

Explanation: Key Result Areas (KRAs) define the critical areas of work and responsibility assigned to an employee. They form the basis of performance appraisal and goal setting, ensuring that individual performance aligns with organisational objectives.

33. Human Resource Planning (HRP) is primarily a:

- A. Backward-looking function
- B. Cross-sectional function
- C. Forward-looking function
- D. Retrospective analysis function

Answer: C. Forward-looking function

Explanation: Human Resource Planning is a forward-looking function that anticipates future HR requirements of the organisation. It involves forecasting future staffing needs, identifying gaps between current and required human resources, and making plans to bridge those gaps.

34. The primary purpose of Recruitment is to:

- A. Train employees for higher roles
- B. Ensure the company gets the right people it needs through a structured process
- C. Evaluate current employee performance
- D. Determine compensation structures

Answer: B. Ensure the company gets the right people it needs through a structured process

Explanation: Recruitment is the process designed to attract, identify, and source qualified candidates for job vacancies. Its primary purpose is to ensure the organisation gets the right talent it needs to meet its operational and strategic objectives.

35. Induction is best defined as:

- A. The process of evaluating employee performance
- B. The process of familiarising new employees with the organisation and the job
- C. The process of identifying training needs
- D. The process of terminating employees

Answer: B. The process of familiarising new employees with the organisation and the job

Explanation: Induction (also called orientation) is the formal process of introducing and familiarising newly recruited employees with the organisation's

culture, policies, procedures, their role, colleagues, and the work environment to facilitate smooth integration.

36. The objective of salary administration is to:

- A. Maximise employee wages beyond market rates
- B. Minimise the wage bill of the organisation
- C. Offer fair wages that are equitable and competitive
- D. Link all salaries to organisational profit only

Answer: C. Offer fair wages that are equitable and competitive

Explanation: The primary objective of salary administration is to ensure that employees receive fair, equitable, and competitive wages that attract and retain talent, motivate performance, and comply with legal requirements — balancing both organisational cost constraints and employee expectations.

37. Ergonomics is primarily concerned with:

- A. Guiding employees in performing jobs
- B. Designing and shaping jobs to fit human capabilities and limitations
- C. Creative job enrichment strategies
- D. All of the above

Answer: D. All of the above

Explanation: Ergonomics is a multidisciplinary science concerned with designing jobs, workplaces, tools, and processes that fit human physical and cognitive capabilities. It encompasses job design, workplace layout, equipment design, and guidance on safe work practices to enhance productivity and well-being.

38. Job analysis is described as a must for employees' _____.

- A. Training only
- B. Performance appraisal only
- C. Compensation only
- D. All of the above

Answer: D. All of the above

Explanation: Job analysis forms the foundation of multiple HR functions. It is essential for designing training programmes, establishing performance appraisal criteria, and determining appropriate compensation structures. Without accurate job analysis, these functions lack a factual basis.

39. Competency-based job analysis means defining a job in terms of:

- A. Only measurable competency
- B. Only behavioural competency
- C. Only observable competency
- D. Measurable, behavioural, and observable competencies

Answer: D. Measurable, behavioural, and observable competencies

Explanation: Competency-based job analysis defines jobs in terms of the competencies required — which are measurable (can be quantified), behavioural (demonstrated through actions), and observable (visible in workplace performance). This approach focuses on 'how' work is done rather than just tasks.

40. Job enrichment is primarily used as a way to:

- A. Increase the number of tasks assigned to an employee
- B. Motivate employees by adding depth, responsibility, and autonomy to their work
- C. Compensate employees with monetary rewards
- D. Staff new employees in the organisation

Answer: B. Motivate employees by adding depth, responsibility, and autonomy to their work

Explanation: Job enrichment is a motivational technique that enhances jobs by adding greater responsibility, complexity, and autonomy (vertical loading). It increases employee motivation and satisfaction by making work more meaningful and challenging, as opposed to job enlargement which only adds quantity.

41. 'Corporate strategy' does NOT include:

- A. Diversification
- B. Consolidation
- C. Cost leadership
- D. Vertical integration

Answer: C. Cost leadership

Explanation: Cost leadership is a competitive strategy (business-level strategy) rather than a corporate strategy. Corporate strategies deal with the portfolio of businesses a firm operates in and include diversification, consolidation, and vertical integration. Cost leadership is a generic competitive strategy at the business unit level.



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42. An automated end-to-end process of planning and recruiting employees is known as:

- A. Phased retirement
- B. Pre-retirement counselling
- C. Talent management
- D. Modifying selection procedure

Answer: C. Talent management

Explanation: Talent management is a comprehensive, automated end-to-end process that encompasses workforce planning, recruitment, onboarding, performance management, learning and development, succession planning, and compensation management to attract, develop, and retain the best talent.

43. Which Act prohibits the employment of children below 14 years of age?

- A. Child Labour Act
- B. Contract Labour Act
- C. Bonded Labour Act
- D. Minimum Wages Act

Answer: A. Child Labour Act

Explanation: The Child Labour (Prohibition and Regulation) Act prohibits the employment of children below 14 years of age in hazardous occupations and processes. The act aims to protect children from exploitation and ensure their right to education and development.

44. The flow of work within an organisation is strongly influenced by:

- A. Nature of the task only
- B. Nature of product and service only
- C. Nature of the organisation only
- D. All of the above

Answer: D. All of the above

Explanation: The workflow within an organisation is influenced by multiple interconnected factors: the nature of tasks being performed, the type of products or services being delivered, and the organisational structure and culture. All three dimensions shape how work flows and gets coordinated.

45. In talent management, after workforce and succession planning, the next stage leads to:

- A. Compensation management
- B. Performance management
- C. Learning management systems
- D. E-recruiting

Answer: D. E-recruiting

Explanation: In the integrated talent management cycle, workforce and succession planning identifies the talent gaps, which then leads to e-recruiting (electronic recruitment) to fill those identified positions. The cycle then progresses through onboarding, performance management, and learning

management.

46. Which of the following best describes Transformational Leadership?

- A. Leadership based on transactional exchanges and rewards
- B. Leadership that inspires followers to transcend self-interest for the good of the organisation
- C. Leadership focused purely on task completion and deadlines
- D. Leadership that relies solely on formal authority

Answer: B. Leadership that inspires followers to transcend self-interest for the good of the organisation

Explanation: Transformational Leadership is a style where leaders inspire and motivate followers to go beyond their own self-interest for the collective good of the organisation. It involves creating a compelling vision, intellectual stimulation, individualised consideration, and inspirational motivation.

47. John P. Kotter's model for successful organisational change involves:

- A. Four steps
- B. Six steps
- C. Eight steps
- D. Ten steps

Answer: C. Eight steps

Explanation: John P. Kotter's widely used model for leading successful change consists of eight sequential steps: creating urgency, forming a powerful coalition, creating a vision, communicating the vision, removing obstacles, creating short-term wins, building on the change, and anchoring the change in corporate culture.

48. 'Quality Circle' is best described as:

- A. A financial audit process
- B. A HR strategy involving small groups of employees who meet voluntarily to solve work-related problems
- C. A customer satisfaction measurement tool
- D. A compliance monitoring mechanism

Answer: B. A HR strategy involving small groups of employees who meet voluntarily to solve work-related problems

Explanation: A Quality Circle is a HR strategy where a small group of employees from the same work area voluntarily meet regularly to identify, analyse, and solve quality and work-related problems. It promotes employee participation, teamwork, and continuous improvement in quality.

49. Six Sigma is primarily a model for:

- A. Employee recruitment
- B. Improving business processes by reducing defects and variability
- C. Managing executive succession
- D. Setting employee compensation benchmarks

Answer: B. Improving business processes by reducing defects and variability

Explanation: Six Sigma is a data-driven methodology and model for improving business processes by identifying and eliminating defects, reducing variability, and improving quality. It uses statistical tools and aims to achieve near-perfect process performance (3.4 defects per million opportunities).

50. Stress Management in the context of HRM is primarily concerned with:

- A. Eliminating all forms of pressure from the workplace
- B. Helping employees cope with work-related stress to maintain health and productivity
- C. Transferring stressed employees to other departments
- D. Reducing workload by hiring more staff

Answer: B. Helping employees cope with work-related stress to maintain health and productivity

Explanation: Stress Management in HRM focuses on identifying sources of occupational stress and implementing individual and organisational strategies to help employees effectively cope with stress. The goal is to maintain employee health, well-being, and productivity rather than eliminating all workplace pressure.

51. The concept of 'Knowledge Management' (KM) in banks primarily involves:

- A. Managing physical infrastructure of the bank
- B. Capturing, organising, sharing, and utilising knowledge assets to improve organisational performance
- C. Managing customer deposit accounts
- D. Tracking regulatory compliance documents

Answer: B. Capturing, organising, sharing, and utilising knowledge assets to improve organisational performance

Explanation: Knowledge Management (KM) in banks involves systematically capturing, organising, storing, sharing, and utilising the explicit and tacit knowledge within the organisation. This enhances decision-making, innovation, customer service, and overall organisational performance.

52. HR Analytics differs from HR Metrics in that:

- A. HR Analytics is only about collecting raw data
- B. HR Analytics involves advanced analysis to predict trends and support strategic decisions, while metrics are basic measurements
- C. HR Metrics provides predictive insights while Analytics is descriptive
- D. There is no difference between the two

Answer: B. HR Analytics involves advanced analysis to predict trends and support strategic decisions, while metrics are basic measurements

Explanation: HR Metrics are basic quantitative measurements (e.g., turnover rate, absenteeism). HR Analytics goes further by applying statistical and analytical techniques to these metrics and other data to identify patterns, predict future trends, and support strategic HR and business decision-making.

53. VUCA stands for:

- A. Vision, Understanding, Commitment, Action

- B. Volatility, Uncertainty, Complexity, Ambiguity
- C. Value, Urgency, Creativity, Agility
- D. Viability, Unity, Competence, Adaptability

Answer: B. Volatility, Uncertainty, Complexity, Ambiguity

Explanation: VUCA is an acronym originally coined by the US Army War College to describe the post-Cold War environment. In business and leadership contexts, it describes the challenging conditions of: Volatility (rapid change), Uncertainty (unpredictability), Complexity (multiple interconnected issues), and Ambiguity (lack of clarity).

54. Green HRM refers to:

- A. HR practices focused on employee recreational activities in green spaces
- B. The application of environmentally friendly HR policies and practices to promote sustainability
- C. Recruitment of employees from the agriculture sector
- D. Compensation linked to the Green GDP

Answer: B. The application of environmentally friendly HR policies and practices to promote sustainability

Explanation: Green HRM refers to the integration of environmental management into HRM practices. It involves designing and implementing HR policies and practices — in areas like recruitment, training, performance management, and compensation — that promote environmental sustainability and reduce the ecological footprint of organisations.

55. Corporate Social Responsibility (CSR) in Indian banking primarily involves:

- A. Maximising shareholder dividends
- B. Voluntary initiatives by banks to contribute to social, environmental, and economic development
- C. Mandatory government tax payments
- D. Expanding the bank's branch network

Answer: B. Voluntary initiatives by banks to contribute to social, environmental, and economic development

Explanation: CSR refers to the responsibility of banks and corporations to contribute positively to society beyond profit maximisation. In India, CSR activities for banks include financial inclusion, education, healthcare, environmental sustainability, and rural development — now also mandated under the Companies Act 2013.

56. Employee Engagement is best defined as:

- A. The process of hiring new employees
- B. The emotional commitment and involvement employees have towards their organisation and its goals
- C. The formal performance appraisal process
- D. The management of employee grievances

Answer: B. The emotional commitment and involvement employees have towards their organisation and its goals

Explanation: Employee Engagement refers to the degree to which employees

are emotionally committed to and involved in their work, team, and organisation. Highly engaged employees are motivated to contribute to organisational success and are less likely to leave the organisation.

57. Work From Home (WFH) and Hybrid Models are categorised under which aspect of HRM?

- A. Traditional HR practices
- B. Contemporary employee engagement and new employment models
- C. Industrial relations management
- D. Compensation and benefits administration

Answer: B. Contemporary employee engagement and new employment models

Explanation: Work From Home and Hybrid Models are classified under contemporary employee engagement strategies and emerging employment models. They represent a shift in how work is structured, offering flexibility while maintaining productivity, and have gained prominence especially in the post-pandemic work environment.

58. The POSH Act 2013 deals with:

- A. Prevention of cybercrime in organisations
- B. Prevention, prohibition, and redressal of sexual harassment at the workplace
- C. Protection of whistleblowers in banks
- D. Prevention of occupational safety hazards

Answer: B. Prevention, prohibition, and redressal of sexual harassment at the workplace

Explanation: The POSH Act 2013 (Prevention, Prohibition and Redressal of Sexual Harassment of Women at Workplace Act) is a landmark Indian legislation that mandates organisations to provide safe working environments, establishes Internal Complaints Committees (ICC), and provides a mechanism for redressal of sexual harassment complaints.

59. Collective Bargaining in industrial relations refers to:

- A. Individual salary negotiations between employee and employer
- B. A process where employer and trade unions negotiate employment terms and conditions
- C. A government-mandated wage setting process
- D. Unilateral decisions made by management on wages

Answer: B. A process where employer and trade unions negotiate employment terms and conditions

Explanation: Collective Bargaining is a voluntary process where representatives of employees (trade unions) and employers negotiate in good faith to reach mutually acceptable agreements on employment conditions including wages, working hours, benefits, and workplace policies.

60. Workers' Participation in Management (WPM) aims to:

- A. Give workers complete control of management decisions
- B. Exclude unions from policy matters
- C. Associate workers with management decisions to promote industrial democracy

D. Replace management with worker committees

Answer: C. Associate workers with management decisions to promote industrial democracy

Explanation: Workers' Participation in Management (WPM) is a concept that aims to associate workers and their representatives with the management decision-making process at various levels. It promotes industrial democracy, reduces conflict, improves job satisfaction, and enhances organisational performance.

61. Succession Planning in HRM is primarily concerned with:

- A. Planning for employee retirements only
- B. Identifying and developing potential leaders to fill key positions in the future
- C. Planning the sequence of training programmes
- D. Determining the succession of HR policies

Answer: B. Identifying and developing potential leaders to fill key positions in the future

Explanation: Succession Planning is a proactive process of identifying and developing employees with the potential to fill critical leadership and key positions in an organisation when they become vacant. It ensures business continuity and leadership pipeline sustainability.

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62. Human Resource Audit is best described as:

- A. An audit of the company's financial accounts by the HR team
- B. A systematic assessment of the effectiveness of HR policies, programmes, and practices
- C. An audit conducted by HR of IT infrastructure
- D. Annual review of employee compensation only

Answer: B. A systematic assessment of the effectiveness of HR policies, programmes, and practices

Explanation: Human Resource Audit is a comprehensive, systematic evaluation of HR functions, policies, processes, and practices within an organisation. It assesses whether HR systems are aligned with organisational goals, comply with legal requirements, and operate effectively and efficiently.

63. Attrition/Turnover Management involves:

- A. Only tracking the number of employees who leave
- B. Strategies to understand, measure, and reduce unwanted employee departure
- C. Only conducting exit interviews
- D. Hiring additional employees to replace those who leave

Answer: B. Strategies to understand, measure, and reduce unwanted employee departure

Explanation: Attrition/Turnover Management encompasses a range of strategies and practices aimed at understanding the reasons for employee departure, measuring turnover rates, identifying at-risk employees, and implementing targeted retention strategies to reduce unwanted attrition and its associated costs.

64. In the context of banking, 'Core Banking' people challenges primarily include:

- A. Technical challenges in software implementation only
- B. Challenges related to retraining staff, managing change, and adapting HR practices to the digital banking environment
- C. Only customer service training challenges
- D. Only recruitment of technology professionals

Answer: B. Challenges related to retraining staff, managing change, and adapting HR practices to the digital banking environment

Explanation: Core Banking implementation presents significant people challenges for banks including the need to retrain existing staff on new technology platforms, managing resistance to change, adapting HR practices to support digital transformation, and addressing the cultural shift required in moving from traditional to digital banking.

65. The Grievance Redressal Mechanism in organisations is designed to:

- A. Punish employees who raise complaints
- B. Provide a formal structured process for employees to raise and resolve work-related complaints fairly
- C. Eliminate all workplace disputes permanently

D. Only address compensation-related complaints

Answer: B. Provide a formal structured process for employees to raise and resolve work-related complaints fairly

Explanation: A Grievance Redressal Mechanism is a formal, structured system that provides employees with a recognised channel to raise work-related complaints and grievances, ensuring these are heard, investigated, and resolved in a fair, timely, and transparent manner — promoting workplace justice and harmony.

66. 'Factor Analysis' in HRM is used to:

- A. Analyse factory production outputs
- B. Identify and analyse underlying factors or dimensions in HR data to support HR strategy formulation
- C. Calculate financial ratios
- D. Determine tax liabilities of employees

Answer: B. Identify and analyse underlying factors or dimensions in HR data to support HR strategy formulation

Explanation: Factor Analysis in HRM is a statistical technique used to identify underlying dimensions or factors from a set of HR variables. It helps HR strategists to understand complex interrelationships in data (like employee attitudes, competencies, or performance variables) and use these insights to build effective HR strategies.

67. 'Responsibility Charting' in the context of managing organisational change helps in:

- A. Mapping the financial responsibilities of all departments
- B. Clarifying roles and responsibilities of various stakeholders in the change process to avoid confusion
- C. Charting the organisational hierarchy
- D. Assigning blame when change initiatives fail

Answer: B. Clarifying roles and responsibilities of various stakeholders in the change process to avoid confusion

Explanation: Responsibility Charting is a tool used during organisational change management that explicitly defines and clarifies who is Responsible, Accountable, Consulted, and Informed (RACI) for each activity in a change initiative. This prevents ambiguity, overlap, and conflict in roles during change implementation.

68. Benchmarking in HR refers to:

- A. Setting physical benchmarks in office layout
- B. Comparing an organisation's HR practices and metrics against best-in-class organisations to identify improvement opportunities
- C. Setting minimum salary benchmarks for the industry
- D. Evaluating employee performance against a fixed benchmark score

Answer: B. Comparing an organisation's HR practices and metrics against best-in-class organisations to identify improvement opportunities

Explanation: HR Benchmarking is a systematic process of comparing an

organisation's HR policies, practices, processes, and metrics against those of top-performing organisations or industry standards. This enables identification of performance gaps and adoption of best practices to improve HR effectiveness.

69. 'Job Family' in talent management and succession planning refers to:

- A. Jobs held by members of the same family in an organisation
- B. A grouping of related jobs that share similar characteristics, skills, and career paths
- C. A family of compensation bands
- D. Jobs classified under the same union agreement

Answer: B. A grouping of related jobs that share similar characteristics, skills, and career paths

Explanation: A Job Family is an integrated organisational model that groups together jobs that are similar in nature, require similar skills and competencies, and follow a common career progression path. It serves as a framework for structured succession planning, talent management, and career development programmes.

70. Intrinsic rewards in employee motivation refer to:

- A. Salary increments and financial bonuses
- B. Non-monetary rewards like praise, recognition, sense of achievement, and personal growth that come from the work itself
- C. Company car, housing allowance, and travel perquisites
- D. Group incentive schemes and profit sharing

Answer: B. Non-monetary rewards like praise, recognition, sense of achievement, and personal growth that come from the work itself

Explanation: Intrinsic rewards are internal, psychological rewards that employees derive directly from performing their work — such as feelings of accomplishment, recognition, responsibility, personal growth, and the inherent satisfaction of doing meaningful work. They are distinct from extrinsic rewards which are externally provided.

71. Extrinsic rewards in compensation management include:

- A. Sense of accomplishment and pride in work
- B. Monetary rewards, bonuses, benefits, and other tangible rewards provided by the organisation
- C. Personal growth and job enrichment opportunities
- D. Autonomy and decision-making authority

Answer: B. Monetary rewards, bonuses, benefits, and other tangible rewards provided by the organisation

Explanation: Extrinsic rewards are tangible rewards provided by the organisation from outside the individual, including salary, bonuses, benefits (insurance, pensions), perquisites, and other monetary or material rewards. They are distinct from intrinsic rewards which come from within the individual.

72. Indirect compensation in employee benefits refers to:

- A. Direct cash salary paid to employees
- B. Performance bonuses linked to output

- C. Non-cash benefits such as retirement pensions, life insurance, and health benefits
- D. Commission on sales achieved

Answer: C. Non-cash benefits such as retirement pensions, life insurance, and health benefits

Explanation: Indirect compensation includes all non-cash benefits and services provided to employees such as retirement pension plans, life insurance, health insurance, paid leave, and other employee benefits. These supplement direct compensation (cash salary) and form a significant part of the total compensation package.

73. Management by Objectives (MBO) as a performance management approach involves:

- A. Setting objectives unilaterally by management alone
- B. A participative process where managers and employees jointly set, review, and assess objectives
- C. Managing employees by strict rules and regulations
- D. Evaluating performance based only on behaviour

Answer: B. A participative process where managers and employees jointly set, review, and assess objectives

Explanation: Management by Objectives (MBO) is a performance management philosophy where managers and employees collaboratively define specific objectives, establish timelines, and regularly review progress. It aligns individual goals with organisational objectives and emphasises participative goal-setting as a motivational and performance management tool.

74. The 'Halo Effect' in performance appraisal refers to:

- A. Rating an employee unfairly low due to personal bias
- B. Allowing one prominent positive trait to influence the overall rating of an employee positively
- C. Rating all employees uniformly high
- D. Comparing employees against each other rather than standards

Answer: B. Allowing one prominent positive trait to influence the overall rating of an employee positively

Explanation: The Halo Effect is a common performance appraisal error where a rater allows one strong positive quality or trait of an employee (e.g., impressive appearance or excellent communication) to positively bias their rating on all other dimensions, resulting in an inflated overall evaluation.

75. Leniency error in performance appraisal occurs when:

- A. All employees are rated lower than they deserve
- B. The appraiser rates all employees higher than their actual performance warrants
- C. The appraiser rates all employees at the midpoint of the scale
- D. The appraisal is based on comparison with peers

Answer: B. The appraiser rates all employees higher than their actual performance warrants

Explanation: Leniency error is a rating bias where the appraiser consistently

rates employees at the higher end of the performance scale — giving unduly generous or favourable ratings regardless of actual performance. It inflates overall performance ratings and reduces the discriminating power of the appraisal system.

76. Rater bias in performance appraisal means:

- A. Objective measurement of employee performance
- B. The prejudices and personal biases of the rater distort the performance ratings
- C. Rating based purely on quantitative output measures
- D. Using multiple raters to avoid subjectivity

Answer: B. The prejudices and personal biases of the rater distort the performance ratings

Explanation: Rater bias is a measurement error in performance appraisal where the personal prejudices, stereotypes, or subjective preferences of the appraiser — related to factors like race, gender, age, or personal liking — distort and compromise the objectivity and accuracy of performance ratings.

77. Job Rotation in employee development involves:

- A. Permanently transferring employees to different departments
- B. Systematically moving employees across different jobs or departments over time to broaden their experience
- C. Adding more tasks to the same job without moving to a different role
- D. Enriching a job with more responsibility and autonomy

Answer: B. Systematically moving employees across different jobs or departments over time to broaden their experience

Explanation: Job Rotation is a planned HR practice where employees are systematically moved across different jobs, functions, or departments at regular intervals. It develops multi-skilling, reduces monotony, provides broader organisational exposure, and prepares employees for higher responsibilities.

78. Job Enlargement refers to:

- A. Adding more depth, responsibility, and autonomy to a job
- B. Horizontally expanding a job by adding more tasks of a similar nature
- C. Moving an employee to a completely different job
- D. Providing employees with greater authority in decision-making

Answer: B. Horizontally expanding a job by adding more tasks of a similar nature

Explanation: Job Enlargement is horizontal job expansion — adding more tasks or duties of a similar nature and skill level to a job to reduce monotony and increase variety. Unlike job enrichment (vertical), it does not add greater responsibility or complexity but simply increases the breadth of tasks.

79. The 'Change Agent' in organisational change management refers to:

- A. An external consultant hired exclusively for all change initiatives
- B. Any individual or group that facilitates and drives the change process within an organisation
- C. The HR department alone

D. The technology system that automates change processes

Answer: B. Any individual or group that facilitates and drives the change process within an organisation

Explanation: A Change Agent is an individual or group — whether internal (managers, HR professionals) or external (consultants) — who facilitates, drives, and supports the change management process. They help organisations move from the current state to the desired future state effectively.

80. Organisational Communication in HRM encompasses:

- A. Only written memos and formal reports
- B. All forms of formal and informal communication that facilitate information sharing and coordination within and outside the organisation
- C. Only communication between HR and top management
- D. Only digital and electronic communication channels

Answer: B. All forms of formal and informal communication that facilitate information sharing and coordination within and outside the organisation

Explanation: Organisational Communication covers all forms of communication within an organisation — formal channels (official reports, policies, meetings), informal networks (grapevine), vertical and horizontal communication — that facilitate information sharing, coordination, decision-making, and relationship building among members.

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81. Phased Retirement in HR refers to:

- A. Immediate and complete retirement of all employees above a certain age
- B. A flexible arrangement where employees gradually reduce working hours or responsibilities before full retirement
- C. A compulsory early retirement programme
- D. Retirement benefits paid in instalments

Answer: B. A flexible arrangement where employees gradually reduce working hours or responsibilities before full retirement

Explanation: Phased Retirement is a flexible HR programme where employees approaching retirement age gradually transition out of full-time work by reducing their hours, shifting to part-time roles, or taking on mentoring responsibilities. It allows knowledge transfer, addresses talent gaps, and supports older workers' wellbeing.

82. BANI is an acronym that stands for:

- A. Bold, Agile, Nimble, Innovative
- B. Brittle, Anxious, Non-linear, Incomprehensible
- C. Business, Analytics, Networks, Intelligence
- D. Balanced, Accountable, Networked, Integrated

Answer: B. Brittle, Anxious, Non-linear, Incomprehensible

Explanation: BANI is a newer framework proposed as an evolution beyond VUCA. It describes the current world as: Brittle (strong-looking systems that break suddenly), Anxious (decisions made in a culture of constant worry), Non-linear (cause and effect are disproportionate), and Incomprehensible (events and data beyond understanding).

83. The primary role of Artificial Intelligence (AI) in HR functions includes:

- A. Completely replacing human HR managers
- B. Automating routine HR tasks, enhancing recruitment, improving analytics, and personalising employee experiences
- C. Only managing payroll calculations
- D. Solely monitoring employee attendance

Answer: B. Automating routine HR tasks, enhancing recruitment, improving analytics, and personalising employee experiences

Explanation: AI plays a growing role in HR by automating repetitive tasks (like resume screening, scheduling), improving candidate matching, providing predictive analytics on attrition and performance, personalising learning experiences, and enabling chatbots for employee queries — allowing HR professionals to focus on strategic and human-centric work.

84. Individual Creativity vs Organisational Creativity differs in that:

- A. Individual creativity is always superior to organisational creativity
- B. Organisational creativity involves harnessing and aligning individual creative outputs within systems, culture, and processes to drive innovation collectively
- C. Organisational creativity is purely a function of top management

D. There is no meaningful difference between the two

Answer: B. Organisational creativity involves harnessing and aligning individual creative outputs within systems, culture, and processes to drive innovation collectively

Explanation: While individual creativity refers to a person's ability to generate novel and useful ideas, organisational creativity involves creating the culture, systems, processes, and environment that collectively harness individual creative abilities and channel them into organisational innovation and competitive advantage.

85. Social Media Policy for organisations is needed because:

- A. Organisations want to ban all social media use by employees
- B. Social media use by employees can impact the organisation's reputation, information security, and productivity, necessitating clear guidelines
- C. It is mandated by all governments globally
- D. Only to regulate personal employee accounts during non-work hours

Answer: B. Social media use by employees can impact the organisation's reputation, information security, and productivity, necessitating clear guidelines

Explanation: A Social Media Policy is essential for organisations because employees' social media activities — whether during or outside work hours — can significantly impact the organisation's brand reputation, expose confidential information, create legal liabilities, and affect productivity. A clear policy establishes guidelines for acceptable use.

86. 'Diversity and Gender Issues' in HRM are addressed to:

- A. Give preferential treatment to women employees only
- B. Create an inclusive workplace that values and leverages differences in gender, culture, age, and background for organisational effectiveness
- C. Maintain separate policies for each gender group
- D. Limit the diversity of the workforce to improve cohesion

Answer: B. Create an inclusive workplace that values and leverages differences in gender, culture, age, and background for organisational effectiveness

Explanation: Managing Diversity and Gender Issues in HRM aims to create inclusive, equitable workplaces that recognise, respect, and leverage diversity across dimensions like gender, culture, age, ethnicity, and background. Diverse workplaces are associated with greater creativity, better decision-making, and improved organisational performance.

87. The Training Need Identification process in HRM involves:

- A. Only surveying managers about training preferences
- B. Systematically identifying gaps between required and current employee competencies to design targeted training interventions
- C. Selecting training programmes from catalogues based on budget
- D. Conducting training for all employees regardless of individual needs

Answer: B. Systematically identifying gaps between required and current employee competencies to design targeted training interventions

Explanation: Training Need Identification (TNI) is a systematic process that analyses individual, job, and organisational levels to identify the gaps between current and required competencies. It ensures training investments are targeted, relevant, and effective in addressing actual performance gaps.

88. ROI on Training refers to:

- A. The rate of interest applied to training loans
- B. A measure of the financial return or organisational benefit generated by training investments relative to their cost
- C. The regulatory oversight of training expenditure
- D. Repayment obligations for sponsored education programmes

Answer: B. A measure of the financial return or organisational benefit generated by training investments relative to their cost

Explanation: Return on Investment (ROI) on Training is a measurement approach that evaluates whether training programmes have generated measurable financial and organisational benefits — improved performance, reduced errors, increased productivity — that outweigh the cost of the training investment.

89. The concept of 'Learning Organisation' refers to:

- A. An educational institution for employee training
- B. An organisation that continuously learns, adapts, and transforms itself through the collective learning of its members
- C. An organisation that outsources all learning and development activities
- D. An organisation that mandates annual training for all employees

Answer: B. An organisation that continuously learns, adapts, and transforms itself through the collective learning of its members

Explanation: A Learning Organisation, as conceptualised by Peter Senge and others, is one that continuously facilitates the learning of its members and intentionally uses this learning to transform itself. It cultivates a culture of inquiry, experimentation, reflection, and knowledge sharing to build adaptive capacity.

90. 'Soft Skills Training' in banks and organisations is focused on:

- A. Training in software and IT systems only
- B. Developing interpersonal, communication, emotional intelligence, and behavioural skills complementary to technical expertise
- C. Training on soft furnishings for office decor
- D. Only customer relationship management systems training

Answer: B. Developing interpersonal, communication, emotional intelligence, and behavioural skills complementary to technical expertise

Explanation: Soft Skills Training develops non-technical, interpersonal competencies such as communication, teamwork, leadership, emotional intelligence, problem-solving, empathy, and adaptability. In banking, soft skills are critical for customer-facing roles, team collaboration, and effective leadership alongside technical banking knowledge.

91. Employee Risk Assessment Systems in banks are designed to:

- A. Assess physical safety risks in bank branches only
- B. Identify and manage risks associated with employee behaviour, fraud potential, and conduct to protect the bank
- C. Evaluate the financial risk profile of loan applicants
- D. Assess risks in employee pension investment portfolios

Answer: B. Identify and manage risks associated with employee behaviour, fraud potential, and conduct to protect the bank

Explanation: Employee Risk Assessment Systems in banks systematically identify, evaluate, and manage risks arising from employee behaviour, integrity, misconduct, or fraud potential. These systems include background verification, monitoring of sensitive transactions, dual controls, and periodic risk-based staff assessments to protect the bank's assets and reputation.

92. 'Domestic Enquiry' in disciplinary proceedings refers to:

- A. An enquiry conducted at an employee's home
- B. A formal quasi-judicial internal investigation process conducted by an employer against an employee accused of misconduct
- C. An external government investigation of domestic banking practices
- D. An informal discussion between supervisor and employee about performance

Answer: B. A formal quasi-judicial internal investigation process conducted by an employer against an employee accused of misconduct

Explanation: Domestic Enquiry is a formal internal inquiry process conducted by the employer (within the organisation) following the principles of natural justice to investigate charges of misconduct against an employee. The enquiry officer examines evidence and witnesses and submits a report that forms the basis of any disciplinary action.

93. The Industrial Relations Code 2020 in India consolidates:

- A. All labour laws related to social security only
- B. Multiple existing labour laws related to trade unions, conditions of employment, and dispute settlement
- C. Only laws related to minimum wages
- D. Exclusively laws related to contract workers

Answer: B. Multiple existing labour laws related to trade unions, conditions of employment, and dispute settlement

Explanation: The Industrial Relations Code 2020 is one of India's four labour codes that consolidates and simplifies multiple existing laws related to trade unions, industrial employment (standing orders), and industrial disputes. It aims to simplify labour law compliance and promote ease of doing business while protecting workers' rights.

94. The concept of 'Positive Attitude' as behavioural capital in organisations implies:

- A. Eliminating all negative feedback and criticism from the workplace
- B. Cultivating an optimistic, constructive mindset among employees as a core organisational resource that drives performance and engagement
- C. Selecting only naturally positive personalities during recruitment
- D. Providing monetary incentives to promote positive behaviour

Answer: B. Cultivating an optimistic, constructive mindset among employees as a core organisational resource that drives performance and engagement

Explanation: Positive Attitude as behavioural capital refers to the collective constructive, optimistic, and solution-focused mindset of an organisation's workforce. It is considered a core intangible asset because it drives employee resilience, creativity, collaboration, and high performance, particularly in challenging environments.

95. Business Etiquettes in a professional context refer to:

- A. Legal regulations governing business conduct
- B. The accepted standards of professional behaviour, courtesy, and conduct that facilitate effective business relationships
- C. Company financial reporting standards
- D. Marketing protocols for customer acquisition

Answer: B. The accepted standards of professional behaviour, courtesy, and conduct that facilitate effective business relationships

Explanation: Business Etiquettes encompass the conventions, standards, and norms of professional behaviour that govern interactions in the workplace and business settings — including communication etiquette, meeting conduct, email protocols, dress codes, and interpersonal courtesy — all of which facilitate professional relationships and organisational effectiveness.

96. 'Strategic HRM' (SHRM) differs from traditional HRM in that:

- A. SHRM focuses only on administrative HR functions
- B. SHRM aligns HR policies and practices with the overall strategic goals of the organisation to create competitive advantage
- C. SHRM is concerned only with senior executive management
- D. SHRM replaces line managers' people management responsibilities

Answer: B. SHRM aligns HR policies and practices with the overall strategic goals of the organisation to create competitive advantage

Explanation: Strategic HRM (SHRM) involves deliberately linking all HR policies, practices, and programmes to the long-term strategic goals of the organisation. Unlike traditional HRM which is reactive and administrative, SHRM is proactive and aligns human capital management with business strategy to drive sustainable competitive advantage.

97. The 'Person-Job Fit' concept in organisational behaviour refers to:

- A. Physically fitting employees into office workstations
- B. The compatibility between an individual's knowledge, skills, abilities, and personality with the requirements of a specific job
- C. Matching employees' job preferences with available openings only
- D. Aligning employee dress code with job role requirements

Answer: B. The compatibility between an individual's knowledge, skills, abilities, and personality with the requirements of a specific job

Explanation: Person-Job Fit refers to the degree of compatibility between an individual's competencies, personality traits, values, and preferences and the demands, characteristics, and requirements of a specific job. High person-job fit is associated with greater job satisfaction, performance, and lower turnover.

98. Group Dynamics in organisational behaviour primarily examines:

- A. The statistical analysis of group financial performance
- B. The complex social processes, roles, norms, cohesion, and interactions that occur within and between groups
- C. Only formal organisational committees
- D. The physical arrangement of group workspaces

Answer: B. The complex social processes, roles, norms, cohesion, and interactions that occur within and between groups

Explanation: Group Dynamics is the study of the psychological and social processes that occur within groups — including how groups form, develop norms, assign roles, manage conflict, and interact. Understanding group dynamics helps HR and managers build effective teams, improve collaboration, and manage interpersonal relationships.

99. Vigilance Departments in banks are needed primarily to:

- A. Monitor customer creditworthiness
- B. Detect, investigate, and prevent internal frauds, malpractices, and misconduct within the bank
- C. Oversee the bank's marketing activities
- D. Manage the bank's IT security infrastructure exclusively

Answer: B. Detect, investigate, and prevent internal frauds, malpractices, and misconduct within the bank

Explanation: Vigilance Departments in banks are established to proactively detect, investigate, and prevent internal frauds, malpractices, corruption, and misconduct. They examine sensitive transactions, conduct investigations into complaints, review delegation of financial powers, and work to maintain the integrity and ethical standards of the banking institution.

100. HR Entrepreneurship as a future concept in HRM refers to:

- A. HR professionals starting their own businesses
- B. HR professionals adopting an entrepreneurial mindset to drive innovation, strategic value creation, and proactive change within the HR function
- C. Outsourcing all HR functions to entrepreneurs
- D. Applying startup culture principles exclusively to recruitment

Answer: B. HR professionals adopting an entrepreneurial mindset to drive innovation, strategic value creation, and proactive change within the HR function

Explanation: HR Entrepreneurship is an emerging concept where HR professionals think and act as internal entrepreneurs ('intrapreneurs') — proactively identifying opportunities, taking calculated risks, driving innovation in people management practices, and creating strategic value within their organisations beyond the traditional administrative HR role.

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