

PREVIOUS YEAR'S PAPERS
NTA-UGC NET HRM/LABOUR WELFARE
2018 JULY PREVIOUS PAPER

Read the Passage carefully and answer the questions that follow : (1-5) Change is 'alien' to an organisation, yet needs to be accepted. Unless a change is internalised and integrated, it remains 'alien'. Introduction of change in an organisation is a kin to the transplantation of an organ in a body. An organism and an organisation have some common features. The transplanted part in a body has to be integrated with that body. It may be rejected and so a watch has to be kept to ensure that it is not and steps have to be taken to facilitate integration. The same applies to an organisation. It is necessary to ensure that the change gets integrated into the organisation, is stabilised and becomes a part of the working of the organisation. This is a part of implementation process. Implementation starts after a decision has been taken to plan a programme of change. Several contextual factors have been found significant to the success of implementation. Fullan and Pomfret have suggested four different dimensions of implementation. These relate to the characteristics of innovation (its explicitness and complexity, or degree and difficulty, of change), strategies and tactics (in-service training, resource-support, feedback mechanism and participation in decision making), characteristics of the adopting unit (the adoption process, the organisational climate, environmental support and demographic factors) and characteristics of macro socio-political units (design issues, incentive system, evaluation and political complexity). Implementation has been treated as an issue of control versus decentralisation and facilitation of change through participation. Implementation may be seen as a multidimensional process. Paul has proposed the concept of strategic management for the implementation of public programmes as an interaction between four dimensions environment (opportunity, needs, constraints, threat, scope, diversity and uncertainty), strategy (service-client sequence and demand-supply, resource mobilisation), process (planning and allocation, monitoring and control, human resource development and motivational compliance) and structure (differentiation-integration of tasks, structural forms, degree of decentralisation and degree of autonomy).

1. Out of the statements given below, which one is not true ?

- a. Change is always unwarranted.
- b. Change has to be internalised and integrated.
- c. Organisations and organism have no common features.
- d. It is necessary to keep continuous watch on the change process.

Codes :

- (1) Only (a)
- (2) Only (a) and (c)
- (3) Only (c)
- (4) Only (b) and (c)

2. Which is not a stage of Implementation process ?

- (1) Integration into organisation
- (2) Becoming stable

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- (3) Becoming part of the working
- (4) Maintaining alien status

3. Which among the following is not a pre-requisite before starting the process of implementation ?

- (1) After taking a decision to plan a programme of change.
- (2) After finding several contextual factors significant to the success of implementation.
- (3) After finishing inservice training.
- (4) After resolving political complexity.

4. Who has proposed the concept of strategic management for the implementation of public programmes as an interaction between four dimensions ?

- (1) Paul
- (2) Fullan
- (3) Pomfret
- (4) Cooper

5. The process of Implementation has various phases. The number of phases comprising the process of implementation is :

- (1) Four Phases
- (2) Three Phases
- (3) Two Phases
- (4) Six Phases

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