

**MCQs: 205 HRM: Competency Based Human Resource Management System**

<b>Unit I- Performance Management System</b>		
<b>Sr.no</b>	<b>Question</b>	<b>Answer</b>
1	An effective performance management system seeks to align with the goals, values, and initiatives of the organization. (a) corporate strategies (b) employee contributions (c) organization culture (d) compensation	a
2	Which of the following is the best way to communicate expectations to employees? (a) Give them more work than they can get done. (b) Provide lots of corrective feedback. (c) Limit the amount of annual pay increases. (d) Help them establish individual goals.	d
3	An easy way to spot performance trends over time is to use: (a) line graphs. (b) Gantt charts. (c) thermometer type bar graphs. (d) approximate simulations.	a
4	The first thing to do when you discover a performance gap is: (a) analyze the possible causes and solutions to the gap. (b) determine why no one told you about the gap. (c) investigate the gap to see whether it is positive or negative. (d) find out whether the employee is trying to eliminate the gap.	a
5	Coaching can best be described as: (a) a team intervention designed to eliminate poor performance. (b) non disciplinary attempts to improve performance.	c

	(c) a process to help employees achieve their potential. (d) the last resort for solving employee performance problems	
6	Why are expectations an important factor in the success of a performance management system? (a) High expectations can lead to substandard performance. (b) Low expectations provide realistic goals for employees. (c) Most people will meet or exceed known expectations. (d) Big expectations can expand small performance gaps.	a
7	Corrective feedback should be used to: (a) keep employees from becoming complacent. (b) to teach employees the correct way. (c) recognize positive performance results. (d) reduce the need for setting long-range goals.	b
8	When taking notes about an employee's performance, you should: (a) periodically review notes and clean out your files. (b) keep notes only on problem employees. (c) never place notes in the employee's personnel file. (d) focus on negative performance you want to remember.	c
9	Prior to developing individual goals, it is important to: (a) write personal action plans to improve performance. (b) understand the organization's vision and values. (c) ensure there is a sufficient budget for monetary rewards. (d) establish the benchmark for defining performance objectives.	b
10	The key to an effective performance appraisal is to have a: (a) well-defined form. (b) three-tier rating system. (c) two-way discussion. (d) BARS method to evaluate performance.	a
11	BARS method The primary reason to train employees is to: (a) reward past behavior. (b) improve performance.	b

	<p>(c) reduce overhead costs.</p> <p>(d) remove a task interference.</p>	
12	<p>Performance management is successful when there is a --- -- partnership between employees and management.</p> <p>(a) limited</p> <p>(b) proactive</p> <p>(c) reactive</p> <p>(d) forced</p>	b
13	<p>Which of the following is important when observing employee performance?</p> <p>(a) Observe performance on several occasions.</p> <p>(b) Only observe employees when they aren't expecting you.</p> <p>(c) Tell employees to "pretend" you're not there.</p> <p>(d) Observe just prior to conducting a performance appraisal.</p>	a
14	<p>When an employee gets rewarded for poor performance, it is example of:</p> <p>(a) an effective employee incentive program.</p> <p>(b) not having specific performance goals.</p> <p>(c) too many task interferences.</p> <p>(d) consequences not matching performance.</p>	a
15	<p>Which of the following is the best approach to writing job descriptions?</p> <p>(a) Have a human resource specialist create a first draft so it meets le- gal requirements.</p> <p>(b) Develop a template that can be used to write all job descriptions within the organization.</p> <p>(c) Let managers write all the job descriptions for their department's employees.</p> <p>(d) Involve the person doing the job, the supervisor, and an objective third party.</p>	d
16	<p>One benefit of using nonmonetary rewards is that they:</p> <p>(a) can easily be eliminated.</p> <p>(b) can be linked to organization strategy.</p>	b

	(c) will be accepted by employees regardless of the reward. (d) reduce the need to give employees positive feedback.	
17	Which of the following would be the best way to determine the cause of an employee performance gap? (a) Involve the employee in analyzing the performance gap. (b) Use computer-generated reports to identify alternative causes. (c) Rely on your own perceptions about the employee's performance. (d) Review the goal setting process for accuracy.	a
18	.A Performance Action Plan could best be described as a: (a) replacement for developing S.M.A.R.T. goals. (b) mentoring tool that develops new skill sets. (c) commitment by an employee to improve performance. (d) strategy to increase employee training and development.	c
19	Which of the following is most likely to determine the ultimate success of a performance management system? (a) Management commitment (b) Employee commitment (c) Organization culture (d) Nonmonetary rewards	b
20	Using a wall chart to track sales performance is an example of having a: (a) S.M.A.R.T. goal. (b) personal action plan. (c) detailed training system. (d) feedback system.	b
21	Having a successful performance management system requires: (a) a long-term commitment. (b) increasing the company salary budget. (c) employees who like to work independently. (d) reducing the time managers spend in meetings.	a
22	Establishing baseline performance is important because it: (a) allows comparison of results between organizations	b

	<p>(b) provides a starting point for measuring performance.</p> <p>(c) ensures goals will only be obtained by hard work.</p> <p>(d) reduces the likelihood that performance will trend downward.</p>	
23	<p>Which of the following would be considered an environment strategy for improving performance?</p> <p>(a) Transferring an employee to another job.</p> <p>(b) Adding more management levels.</p> <p>(c) Reorganizing the work area.</p> <p>(d) Using record charts and bar graphs.</p>	c
24	<p>One of the main reasons for performance gaps is the lack of:</p> <p>(a) good employee attitudes.</p> <p>(b) management feedback.</p> <p>(c) performance charts and graphs.</p> <p>(d) time available to properly train employees.</p>	b
25	<p>The best performance are goal that.</p> <p>(a) Are general and have flexible deadline</p> <p>(b) are developed in a strategic planning session.</p> <p>(c) enable you to effectively measure results.</p> <p>(d) can be used to control employee pay raises.</p>	b
26	<p>When goal setting, performance appraisal, and development are consolidated into a single, common system designed to ensure that employee performance supports a company's strategy, it is called_____.</p> <p>a) Strategic organisational development</p> <p>b) Performance management</p> <p>c) Performance Appraisal</p> <p>d) Human Resource management</p>	b
27	<p>Aligning and evaluating employee's performance with company's set goals is called</p> <p>a) appraisal management</p> <p>b) performance management</p> <p>c) hierarchy of management</p>	b

	d) off-the-job training	
28	<p>Steps involves in employer's movement for performance management is</p> <p>a) total quality</p> <p>b) appraisal issues</p> <p>c) strategic planning</p> <p>d) all of above</p>	d
29	<p>In performance management, main feature of performance management is to</p> <p>a) increase salary</p> <p>b) planning incentives</p> <p>c) comparing performance with goals</p> <p>d) comparing sales figures from last year</p>	c
30	<p>Performance management' is always</p> <p>a) goal oriented</p> <p>b) performance oriented</p> <p>c) sales oriented</p> <p>d) none of above</p>	a
31	<p>Performance management combines performance appraisal with _____ to ensure that employee performance is supportive of corporate goals.</p> <p>a) Goal setting</p> <p>b) Incentive systems</p> <p>c) Training</p> <p>d) All of the above</p>	d
32	<p>Which is the biggest challenge faced while conducting performance appraisal?</p> <p>a) Evaluating performance of self – managed teams</p> <p>b) Presence of a formal appeal process</p> <p>c) Appraisals based on traits are to be avoided</p> <p>d) None of the above</p>	a
33	Which of these options are the activities that constitute the core of	d

	performance management? a) Performance interview b) Archiving performance data c) Use of appraisal data d) All of the above	
34	Which method is used for evaluating the performance of executives or supervisory positions? a) Psychological Appraisals b) Assessment Centers c) Behaviorally Anchored Rating Scales d) 360 degree feedback	b
35	Management of performance ensures a) continuous improvement b) discontinue improvement c) performance reviews d) both A and C	d
36	Successful defenders use performance appraisal for identifying _____. a) Staffing Needs b) Job behaviour c) Training needs d) None of the above	c
37	Mostly employees' promotion decision is based on a) performance appraisal b) training results c) hiring tests d) in-house development	a
38	Performance rating as good or bad on numerical rating scale is called a) critical incident method b) forced distribution method c) behaviorally anchored rating scale	c



	d) paired comparison method	
39	<p>Ranking of all employees measuring a specific trait by making pairs of employees is called</p> <p>a) graphic rating scale method          b) management by objectives          c) alternation ranking method          d) paired comparison method</p>	D
40	<p>How performance appraisal can contribute to a firm's competitive advantage?</p> <p>a) Ensures legal compliances          b) Minimizing job dissatisfaction and turnover          c) Improves performance          d) All of the above</p>	D
41	<p>_____ is an objective assessment of an individual's performance against well-defined benchmarks.</p> <p>a) Performance Appraisal          b) HR Planning          c) Information for goal identification          d) None of the above</p>	A
42	<p>Basic approach in employee's performance compares with their current performance to</p> <p>a) set standards          b) performance in previous years          c) performance in last job          d) none of above</p>	A
43	<p>An advantage of Management by Objectives (MBO) is</p> <p>a) avoids central tendency and biases          b) jointly agreed performance objectives          c) provides behavioral anchors          d) ongoing basis evaluation</p>	B
44	Performance management includes	a



	a) daily and weekly interactions b) meeting semiannually c) yearly meetings d) never having meeting with subordinates	
45	Performance evaluation can be defined as a process of evaluating a) Past Performance b) Present Performance c) Future Performance d) Past and Present Performance	D
46	_____ is the personnel activity by means of which the enterprise determines the extent to which the employee is performing the job effectively. a) Job evaluation b) Work evaluation c) Performance evaluation d) None of the above	C
47	First step in 'appraising process' is a) defining the job b) training session c) feedback session d) interview sessions	A
48	In 360-degree feedback, ratings are collected from a) supervisors b) subordinates c) peers d) all of above	D
49	Employers generally use feedback to a) employee development b) avoid central tendency and biases c) rank someone d) hire the employee	A

50	An aim of 'performance appraisal' is to a) fire the employee b) motivate the employee c) counsel the employee d) hire the employee	B
51	An evaluation process of employee's performance, in comparison to set standards is called a) performance appraisal b) compensation c) counseling d) design of evaluation	A
<b>Unit II- Introduction to competency</b>		
1	Competencies, are characteristics that individuals have and use in appropriate, consistent ways in order to achieve desired ----- (a) Skill (b) Knowledge (c) Performance (d) Motivation.	C
2	Who has invented critical incident technique? (a) John C. Flanagan (b) Henry fayol (c) Lancaster (d) Elton Mayo	A
3	Purpose of developing critical incident technique was----- (a) To understand opinion of worker (b) To examine what people do (c) To discuss about problems (d) To motivate them	B
4	In -----, John C. Flanagan devised an approach he called the critical incident technique,	c

	<p>which was used to examine what people do.</p> <p>(a) 1926 (b) 1948 (c) 1954 (d) 1923</p>	
5	<p>Who has identified a human trait which considered as competence.</p> <p>(a) McClelland (b) Robert White (c) John C. Flanagan (d) Lancaster</p>	B
6	<p>A-----suggested that a competency is “an area of knowledge or skill that is critical for producing key outputs.”</p> <p>(a) McLagan (b) George Klemp (c) Dubois (d) Spencer</p>	A
7	<p>In a -----based approach, employees’ work results are aligned with achievement of the organization’s strategic objectives, and the contributions of the results are identified in specific, and usually measurable, terms.</p> <p>(a) Skill (b) Motivation (c) Knowledge (d) Competency</p>	D
8	<p>The long-term success of a -----based system depends on the creation, completion, and maintenance of HR records of various types.</p> <p>(a) Skill (b) Motivation (c) Knowledge (d) Competency</p>	D
9	<p>A competency-based approach ----- an organization’s bench strength.</p>	

	(a)Improves (b)Deteriorate (c)Increase (d)decrease	
10	The development, implementation, and maintenance of a competency-based approach demand significant commitment of organizational ---- (a) Resources (b) Technology (c) workforce (d) Policies.	A
11	What are the basic Components of Competency? (a) Knowledge, Skill, Attitude (b) Motivation, performance, reward (c) Recognition, promotion, compensation (d) Physical attributes, Technical skill, behavioral skill	A
12	Observation, Interviews, Diaries, Questionnaires Critical Incident Techniques, Customer Contact Maps are the Job----- technique. (a)Evaluation (b)Analysis (c)Expansion (d) Enrichment	B
13	Competence is not performance but is a state of being, a qualification to perform, Competence is not process input, Competence is not process output, Competence is not a trait, Competence is not capability or ability, Competence is not a motivational attitude are the ----- of competency. a)Myths b)Reality c)Facts d)Above all	A
14	Competence' and competency the ----- a) b)different c)opposite d)Above all	B

15	<p>A----- refers to the range of skills which are satisfactorily performed, while competencies refers to the behavior adopted in competent performance.</p> <p>a) Competences b) Skill c) knowledge d) Attitude</p>	a
16	<p>The concept of core competencies was originally devised by:</p> <p>a) Michael E. Porter b) John Dunning and John Child c) C. K. Prahalad and Gary Hamel d) Jay B. Barney</p>	c
17	<p>Which of the following is the definition of competence?</p> <p>a. All of the experiences collected over a lifetime. b. A process whereby humans collectively create and regulate social reality. c. The discriminatory response of an organism to a stimulus. d. The ability to monitor one's behavior as it unfolds.</p>	a
18	<p>Which of the following statements is true about competence?</p> <p>a. If a person has process competence, he or she will automatically have performative competence. b. Each person must choose between process competence and performative competence; it's impossible to have both. c. Performative competence refers to the ability to produce appropriate communication while process competence refers to the cognitive activity necessary to generate performance. d. Performative competence refers to the ability to pretend to be someone you aren't.</p>	c
19	<p>The centrality of an attitude reflects:</p> <p>a person's degree of negative or positive feelings about an object. the extent to which an attitude is related to a person's other attitudes.</p>	c

	<p>the extent to which an attitude is part of a person's concept of self. the attitude's resistance to change .</p>	
20	<p>He is not formally dressed up in the office. He may be casual at work too. This is an example of-----bias in performance appraisal.</p> <p>a. Halo effect b. central tendency c. Horn effect d. Stereo typing</p>	c
21	<p>If a worker has few absence, his supervisor might give him a high rating in all other reason work this is an example of---- bias in performance appraisal.</p> <p>a. Halo effect b. Central tendency c. Horn effect d. Stereotyping</p>	c
22	<p>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 performances. This is an example of---bias in performance appraisal.</p> <p>a. Halo effect b. Central tendency c. Horn effect d. Stereo typing</p>	b
23	<p>Training information system included</p> <p>a. Training aids b. Internal and external faculty c. Training resources d. Training needs</p>	d
24	<p>Feedback and counseling involves</p> <p>a. discuss the steps the employee can take for movement b. provide support c. give critical and supporting feedback</p>	d

	d. all of the above	
25	<p>Objectives of training is</p> <p>a. Increased morale</p> <p>b. Increased productivity</p> <p>c. Favorable reaction to change</p> <p>d. All of the above</p>	d
26	<p>Performance management is viewed as a process carried out as a(n)</p> <p>a. once-a-year task</p> <p>b. twice-a-year activity</p> <p>c. ongoing process or cycle</p> <p>d. None of the above</p>	c
27	<p>The term performance rating system stands for</p> <p>a. a grade or score concerning the overall performance</p> <p>b. the information about the extent to which the work objectives were met</p> <p>c. the past objectives of the organization</p> <p>d. the achievements for a period of one year</p>	a
28	<p>Which of these options are the activities that constitute the core of performance management?</p> <p>a. Performance interview</p> <p>b. Archiving performance data</p> <p>c. Use of appraisal data</p> <p>d. All of the above</p>	d
29	<p>Which is the biggest challenge faced while conducting performance appraisal?</p> <p>a. Evaluating performance of self – managed teams</p> <p>b. Presence of a formal appeal process</p> <p>c. Appraisals based on traits are to be avoided</p> <p>d. None of the above</p>	a
30	<p>Which method is used for evaluating the performance of executives or supervisory positions?</p>	b



	<p>Psychological Appraisals</p> <p>b. Assessment Centres</p> <p>c. Behaviourally Anchored Rating Scales</p> <p>d. 360 degree feedback</p>	
31	<p>Performance appraisal aims at</p> <p>a. goals of employee</p> <p>b. goals of organization</p> <p>c. both a&amp; b</p> <p>d. neither a nor b</p>	c
32	<p>Which of the following is not an aim of performance appraisal</p> <p>a. Performance development</p> <p>b. Work satisfaction</p> <p>c. Training</p> <p>d. Work satisfaction</p>	c
33	<p>----- is not a step of performance appraisal.</p> <p>a. Communicating standards</p> <p>b. Comparing actual with standards</p> <p>c. Discussing the results</p> <p>d. Adjusting the standards</p>	d
34	<p>When the actual performance of the employees are measured hen it will be compared with</p> <p>a. Standard performance</p> <p>b. Other members</p> <p>c. Previous performance</p> <p>d. Group performance</p>	a
35	<p>The actual performance is compared with the standard performance –</p> <p>a. identify the gap</p> <p>b. give them training</p> <p>c. improve performance</p> <p>d. all of the above</p>	a
36	<p>Communicating the-----to the employees is necessary so that they can</p>	d

	<p>perform accordingly</p> <ul style="list-style-type: none"> <li>a. rewards</li> <li>b. standards</li> <li>c. Awards</li> <li>d. Targets.</li> </ul>	
37	<p>----- is to identify the strengths and weaknesses of employees to place right men on right ob.</p> <ul style="list-style-type: none"> <li>a. Recruitment</li> <li>b. Performance appraisal</li> <li>c. Selection</li> <li>d. Feedback</li> </ul>	b
38	<p>----- is not included in the advantages of performance appraisal.</p> <ul style="list-style-type: none"> <li>a. Compensation</li> <li>b. Communication</li> <li>c. Selection</li> <li>d. Motivation</li> </ul>	c
39	<p>----- method is used to have a detailed evaluation of an employee from all the perspectives.</p> <ul style="list-style-type: none"> <li>a. BARS</li> <li>b. Assessment center</li> <li>c. MBO</li> <li>d. 360 degree</li> </ul>	c
40	<p>Which of the following is not a performance appraisal biases</p> <ul style="list-style-type: none"> <li>a. Halo effect</li> <li>b. Central tendency</li> <li>c. Personal biases</li> <li>d. Wrong survey</li> </ul>	d
41	<p>First impression in a performance appraisal bias denotes-----</p> <ul style="list-style-type: none"> <li>a. halo effect</li> <li>b. primary effect</li> <li>c. horn effect</li> </ul>	c

	d. stereo typing	
42	The actual performance of an individual is measured in terms of its---- a. input and output b. efficiency and effectiveness c. returns to the organization d. business earned by him	b
43	This step of performance appraisal process finds out the deviation occurred in actual performance a. fixing standards b. measuring actual performance c. Communication of standards with the employee d. Discuss appraisal with the employee	d
44	The corrective actions in performance include a. Correct deviations b. Changes standards c. Neither a nor b d. Both a &b	d
45	Benefits of performance appraisal to the organization does not include a. documentation b. legal protection c. motivation d. motivation system	c
46	The concept of MBO was developed by a. Elton mayo b. F. W. taylor c. Peter drucker d. Philip Kotler	c
47	----- is the step where the management finds out how effective it has been at hiring and placing employees. a. Performance management b. Performance analysis	c

	<p>c. Performance appraisal d. Performance evaluation</p>	
48	<p>-----is a process of evaluating an employee's performance of a job in terms of its requirements.</p> <p>a. Performance management b. Performance analysis c. Performance appraisal d. Performance evaluation</p>	c
49	<p>Which of the below is not an objective of performance appraisal</p> <p>a. Assessment of performance b. Measuring the efficiency c. Maintaining organizational control d. Designing organizational goal</p>	c
50	<p>If a worker has few absences, his supervisor might give him a high rating in all other areas of work this is an example of---- bias in performance appraisal.</p> <p>a. halo effect b. central tendency c. Personal biases d. Stereotyping</p>	a
<p><b>UNIT III- COMPETENCY DEVELOPMENT &amp; ITS MODELS</b></p>		
1	<p>1.Competency----- is a combination of abilities, aptitudes, skills, qualities, personality traits, interests, motivations, styles and competencies can be assessed by different techniques or a combination of techniques.</p> <p>(a) Framework (b) Model (c) Components (d) Mapping</p>	b
2	<p>Core values, Core competencies, Functional competencies are the</p>	b

	components of competency----- (a) Framework (b) Model (c) Components (d) Mapping	
3	A competency ----- is a means by which organizations communicate which behaviours are required, valued, recognized and rewarded with respect to specific occupational roles. (a) Framework (b) Model (c) Components (d) Mapping	b
4	A ----- is generally defined as a combination of skills, knowledge, attributes and behaviours that enables an individual to perform a task or an activity successfully within a given job. (a) Competency (b) Model (c) Components (d) Mapping	b
5	The iceberg model for competencies takes the help of an iceberg to explain the concept of ----- (a) Competency (b) Model (c) Components (d) Mapping	a
6	Competency management has grown strongly since David McClelland wrote his article in -----. (a) 1973 (b) 1959 (c) 1948 (d) 1971	a

7	<p>Who has pioneered the competency movement across the world?</p> <p>(a) David McClelland (b) F. W. Taylor (c) Henry Fayol (d) Max Weber</p>	a
8	<p>The process of identifying the gap between expected and actual competencies is referred to as Competency .....</p> <p>(a) Mapping (b) Excellence (c) Framework (d) Model</p>	a
9	<p>Who has developed the Lancaster Model of Managerial Competencies?</p> <p>(a) David McClelland (b) F. W. Taylor (c) Henry Fayol (d) Burgoyne and Stuart</p>	d
10	<p>In the year----- David McClelland developed the Lancaster Model of Managerial Competencies.</p> <p>(a) 1973 (b) 1959 (c) 1976 (d) 1971</p>	c
11	<p>Lancaster Model of Managerial Competencies shows required----- of successful manager.</p> <p>(a) Qualities (b) Motivation (c) Incentive (d) Appraisal</p>	a
12	<p>The average worker cost is divided by the average level of output to calculate</p> <p>a) Unit output cost</p>	d

	<ul style="list-style-type: none"> <li>b) Unit labor cost</li> <li>c) Unit material cost</li> <li>d) None of the above</li> </ul>	
13	<p>The competitive advantage in the form of human capital of organization is considered as</p> <ul style="list-style-type: none"> <li>a) Strategic human resource management</li> <li>b) Workforce management</li> <li>c) Effectively management</li> <li>d) Efficiency management</li> </ul>	a
14	<p>The capability of an organization which helps it gaining competitive advantage over its competitors is classified as</p> <ul style="list-style-type: none"> <li>a) Managerial competency</li> <li>b) Core competency</li> <li>c) Organizational competency</li> <li>d) Workforce specialty</li> </ul>	b
15	<p>The measurement of work results in comparison of the material or resources used by the company is classified as</p> <ul style="list-style-type: none"> <li>a) Cost effectively</li> <li>b) Cost competency</li> <li>c) Profitability</li> <li>d) Productivity</li> </ul>	d
16	<p>What are the distinctive features of competency modeling?</p> <ul style="list-style-type: none"> <li>a) Hire the best available people</li> <li>b) Used to enhance feedback</li> <li>c) Clarify ob and work expectations</li> <li>d) All of these</li> </ul>	d
17	<p>There are total ----- steps in the process of designing a competency model.</p> <ul style="list-style-type: none"> <li>a) 5</li> <li>b) 6</li> <li>c) 7</li> <li>d) 8</li> </ul>	a



18	<p>Which amongst the following is not one of the steps for designing competency model?</p> <p>a) Revision of data b) Conduct the data collection c) Select methodology and participants d) Examine job description data</p>	a
19	<p>Lancaster says that being honest with your employees and customers can have what effect?</p> <p>a. Creating distrust when you admit to mistakes b. Reducing profitability, because your competitors are all bluffing to get ahead c. Reducing risk, because your employees will be more honest too d. Creating loyalty and trust</p>	d
20	<p>Which of the following is NOT true about the link between attitudes and behaviour?</p> <p>a. Attitudes do not predict behaviour as well as they predict behavioural intentions. b. Attitudes are infallible predictors of behaviour. c. Nobody knows whether there is a link between attitudes and behaviour. d. None of the above.</p>	b
21	<p>A common method of measuring attitudes is by using:</p> <p>a. in-depth interviews. b. observing people's behaviour. c. semantic differential scales. d. lie detector.</p>	c
22	<p>The emotional part of an attitude is called _____.</p> <p>a. Affective component b. Attitude c. Behavioural component d. All of the above</p>	a
23	<p>The demonstrable skills, knowledge or behaviors that enable employee's</p>	a

	<p>performance are called</p> <ul style="list-style-type: none"> <li>a) Competencies</li> <li>b) Job description</li> <li>c) Job specification</li> <li>d) Job evaluation</li> </ul>	
24	<p>The pay plan is based on influence able competencies for companies to focus on</p> <ul style="list-style-type: none"> <li>a) Focal reviews</li> <li>b) Unvocal reviews</li> <li>c) Vocal reviews</li> <li>d) Local reviews</li> </ul>	a
25	<p>The qualitative methods of evaluation does not include</p> <ul style="list-style-type: none"> <li>a) Point method</li> <li>b) Factor comparison method</li> <li>c) Graphical evaluation</li> <li>d) None of above</li> </ul>	d
26	<p>Whereas core competencies tend to refer to areas of special technical and production expertise, distinctive capabilities tend to describe ____</p> <ul style="list-style-type: none"> <li>a) excellence in research capabilities</li> <li>b) excellence in broader business processes</li> <li>c) competitive advantages</li> <li>d) None of above</li> </ul>	b
27	<p>What leadership style is used to maintain a strong control in the department?</p> <ul style="list-style-type: none"> <li>a)Laissez- faire</li> <li>b)Democratic</li> <li>c)Collegial</li> <li>d)Autocratic</li> </ul>	a
28	<p>Which of the following statements best defines the term 'core competences'?</p> <p>a. Capabilities without which the core operations of the organisation</p>	c

	<p>cannot be performed</p> <p>b. Strategic capabilities that correspond directly to the key factors for success in the industry</p> <p>c. Groups of skills and technologies that enable an organisation to provide particular benefits to customers</p> <p>d. The key skills workers need to function in a particular job role within the organization</p>	
29	<p>The systems that core competencies focus on are the following, except:</p> <p>a. business operating</p> <p>b. cultural and behavioral</p> <p>c. production</p> <p>d. sales and marketing</p>	c
30	<p>The sample list of core competencies for competitive advantage include the following, except:</p> <p>a. service training program.</p> <p>b. employee competency.</p> <p>c. customer's product knowledge</p> <p>d. business operating</p>	c
31	<p>Examples of core competencies related to the service transaction include the following, except:</p> <p>a. political stability.</p> <p>b. speed of transaction.</p> <p>c. access to effective service personnel.</p> <p>d. employee attitudes.</p>	a
32	<p>Which is not the area identified in major core competencies?</p> <p>a) Competitor differentiation</p> <p>b) Customer Value</p> <p>c) Profitability of industry</p> <p>d) Application to other market</p>	c
33	<p>_____ is defined as a combination of skills &amp; techniques rather than</p>	a

	<p>individual skill or separate technique.</p> <p>a) Competency b) Driving Force c) Core Identity Force d) Concurrent Filter</p>	
34	<p>Which is meant about analyze competitors &amp; at the same time, it permits the comprehension of their vision, mission, core values, niche market, strength &amp; weakness?</p> <p>a) Strategic Analysis b) Core Competence c) Competitive Landscape d) Competitive Strategy</p>	c
35	<p>_____ are capabilities that serves as a source of competitive advantage for a firm over its rivals.</p> <p>a) Concurrent Filters b) Core competencies c) Driving Forces d) Core Identity Forces</p>	b
36	<p>_____ is a business analysis which identifies competitors, either direct or indirect.</p> <p>a) Competitive Landscape b) Strategic Analysis c) Core Competence d) Competitive Strategy</p>	a
37	<p>_____ comes from a firm's ability to perform activities more effectively than its rivals.</p> <p>a) Competitive Landscape b) Competitive Advantage c) Core Competence d) Strategic Change</p>	b
38	<p>The concept of the core competency was developed by _____.</p>	c

	<p>a) H.N. Prashad &amp; F.W. Taylor  b) R.K. Narayan &amp; Arthur D. Little  c) C.K. Prahalad &amp; Gary Hamel  d) Ansoff &amp; William F. Gluek</p>	
39	<p>Which criteria of core competency is related with the capabilities that allows firm to exploit opportunity or avert threats in its external environm</p> <p>a) Valuable  b) Rare  c) Costly to Imitate  d) Non-substitutable</p>	a
40	<p>Capabilities that are valuable, rare, costly to imitate, &amp; non-substitutable are _____.</p> <p>a) Core Competency  b) Driving Forces  c) Key Success Factors  d) Concurrent Filters</p>	c
41	<p>A _____ for a firm is whatever it does Best.</p> <p>a) Core Competency  b) Driving Forces  c) Key Success Factors  d) Concurrent Filters</p>	c
42	<p>_____ of a firm evolves out of consideration of several factors that are external to it.</p> <p>a) Competitive Landscape  b) Strategic Analysis  c) Core Competence  d) Competitive Strategy</p>	d
43	<p>If a company's strategies result in superior performance it is said to have _____.</p> <p>a) Core Competency  b) Strategic Analysis</p>	c

	<p>c) Competitive Advantage d) Value Creation</p>	
44	<p>Which has detailed actions taken to provide value to customer &amp; gain competitive advantage by exploiting core competencies in specific, individual products/services? a) Corporate level strategy b) Business level strategies c) Functional level strategies d) None of these</p>	b
45	<p>Which is the disadvantage of focused differentiation strategy? a) Lacking in distinctive competencies b) Higher cost of product/services c) Niche could be Disappear d) All the above</p>	d
46	<p>The Prominent area where the human resources manager can play strategic role _____. a) Providing purposeful direction b) Building Core Competency c) Managing Workforce Diversity d) All the above</p>	d
47	<p>Market sensing, Customer linking and channel bonding are: a) Core Competencies b) Distinctive capabilities c) a &amp; B d) None of the above</p>	b
48	<p>An example of a core competency of a firm is----- a. the corporate reputation b. communicating with customers in their own languages worldwide c. developing least squared exemptions within its accounting system d. evaluating tangible and intangible assets</p>	b
49	<p>-----are the organizations major value creating skills, capabilities</p>	c

	and resources that determine the organizations competitive weapon a) strength b) opportunities c) core competencies d) weaknesses	
50	_____ are capabilities that serve as a source of competitive advantage for a firm over its rivals. a) Concurrent Filters b) Core competencies c) Driving Forces d) Core Identity Forces	b
<b>UNIT IV-COMPETENCY MAPPING</b>		
1	A -----is a written description of the competencies required for fully successful or exemplary performance in a job category, work team, department, division, or organization. (a) competency model (b) components of competency (c) competencies (d) competency framework	a
2	-----is a means of clarifying key requirements for a job category or department and should be completed only after the dimensions of the work (for example, activities, tasks, setting, and tools) are identified. (a) competency model (b) components of competency (c) Competency identification (d) competency framework	c
3	----- refers to the measurement of the competencies needed to bring about desired business results, and ----- refers to the means of measurement that accurately reflects the actual competency levels of	a



	<p>Employees.</p> <p>(a) Specific, measurable</p> <p>(b) Achievable, validity</p> <p>(c) Validity , reliability</p> <p>(d) Reliable, validity</p>	
4	<p>Once organization's leaders have identified their recruitment needs, they must confirm the accuracy of the -----and-----for the positions to be filled.</p> <p>(a) Job descriptions, specifications</p> <p>(b) Job enlargement, Job enrichment</p> <p>(c) Job evaluation, Job analysis</p> <p>(d) Job analysis, Job evaluation</p>	a
5	<p>competency-based -----and -----concentrate on the results expected of a successful or exemplary performer.</p> <p>(a) Recruitment, selection</p> <p>(b) Training, development</p> <p>(c) Performance, compensation</p> <p>(d) Selection, performance</p>	a
6	<p>A competency-based approach encourages managers and other decision makers to clarify the verifiable, measurable results they expect from successful performers before a ----- decision is made.</p> <p>(a) Recruitment</p> <p>(b) Selection</p> <p>(c) Compensation</p> <p>(d) Training</p>	b
7	<p>Competency-based ---- also provides some insight into whether or not a new hire will be a good fit with the organization's culture.</p> <p>(a) Recruitment</p> <p>(b) Selection</p> <p>(c) Compensation</p>	b

	(d) Training	
8	<p>competency-based ----- and ----- process provides applicants with opportunities to outline, explain, and demonstrate their qualifications in competency-based terms</p> <p>(a) Recruitment, selection (b) Training, development (c) Performance, compensation (d) Selection, performance</p>	a
9	<p>competency-based recruitment and selection processes give -----an opportunity to plan for developing competencies for new hires and for experienced workers who must be reassigned.</p> <p>(a) HR practitioners (b) HR specialist (c) Line specialist (d) Dept. Head</p>	a
10	<p>Competency-based selection requires the investment of substantial numbers of hours by managers and others involved in group interviewing and assessments.</p> <p>(a) Recruitment (b) Selection (c) Compensation (d) Training</p>	b
11	<p>A -----based model for self-directed training and development emphasizes the individual's increased responsibility for his or her own learning.</p> <p>(a) Motivation (b) Selection (c) Competency (d) Skill</p>	c
12	<p>In the first step of the model, individuals decide to take more responsibility for their own ----- and competency development.</p>	b

	<p>(a) Motivation</p> <p>(b) Learning</p> <p>(c) outcome</p> <p>(d) Skill</p>	
13	<p>----- model emphasizes both the group's ability to carry out its collective work and each individual's competence within the team context.</p> <p>(a) Competency-Based recruitment and selection</p> <p>(b) Competency-Based Work Team Development</p> <p>(c) Competency-Based performance appraisal</p> <p>(d) Competency-Based compensation</p>	b
14	<p>The first step in applying the competency-based ISD model is called ----- in which trainers analyze the performance problem.</p> <p>(a) performance analysis</p> <p>(b) performance planning</p> <p>(c) performance evaluation</p> <p>(d) performance appraisal</p>	a
15	<p>Competency-based -----approach establishes a work environment in which the roles, relationships, and responsibilities of both managers and employees are well defined and clearly stated.</p> <p>(a) Recruitment</p> <p>(b) Selection</p> <p>(c) performance management</p> <p>(d) Training</p>	c
16	<p>Competency-based -----should be consistent with the corporate culture, which means that vendor training is not always appropriate for designing and developing an organization's competency-based performance management system.</p> <p>(a) Recruitment</p> <p>(b) Selection</p> <p>(c) Performance management</p> <p>(d) Training</p>	d

17	<p>The long-term success of any competency-based ----- system depends on senior managers understanding, endorsing in principle, and committing considerable resources to the project.</p> <p>(a) Recruitment (b) Selection (c) Performance management (d) Training</p>	c
18	<p>Training for managers and their employees must be competency based and designed to ensure that new managers can complete the considerable training, explanations, briefings, speeches, and overall guidance and technical leadership on the competency-based approach to-----.</p> <p>(a) Recruitment (b) Selection (c) Performance management (d) Training</p>	c
19	<p>An employee ----- is any recognition in the form of a tangible or intangible award, prize, or incentive that acknowledges an employee's contribution to organizational success.</p> <p>(a) Reward (b) Selection (c) Performance management (d) Training</p>	a
20	<p>Total ----- can be understood as an employee's salary, benefits, and short- and long-term incentives, and rewards or recognition for achieving specific performance goals.</p> <p>(a) Recruitment &amp; selection (b) Reward (c) Performance management (d) Training</p>	b
21	<p>Merit pay is sometimes called "pay for -----",</p>	c

	(a) Reward (b) Excellence (c) Performance (d) Standard	
22	. . . . .for which organizations create levels based on the acquisition of skills linked to the mastery of various work processes. (a) Skill based pay (b) Excellence (c) Performance (d) Standard	a
23	Employee training; tuition reimbursement; flexible work arrangements; worker-friendly environments, perquisites, amenities, and conveniences; and a positive management attitude it can be considered as. (a) Skill based compensation (b) Alternative compensation (c) Performance pay (d) Standard pay	b
24	. . . . ., which are meant to encourage desired performance, are either monetary or nonmonetary (a) Incentive(168) (b) Bonus (c) Salary (d) Wages	a
25	-----is similar to broad banding but emphasizes career development rather than advancement to the next grade (a) Career counseling (b) Career banding (c) Career path (d) Career planning	b
26	-----sharing is a form of incentive pay in which a percentage of a company's profits is shared with workers.	d

	<p>(a) Incentive (b) Bonus (c) Salary (d) Profit</p>	
27	<p>----- can be used for a variety of reasons, including fostering skill development or encouraging workers to relocate for a lateral move.</p> <p>(a) Incentive (b) Bonus (c) Salary (d) Profit</p>	b
28	<p>----- for good performance include sincere praise, organizational and employee partnerships, learning and development opportunities, time off, task force or other assignments, assistance with personal chores, gifts, and recognition of achievements in company or industry publications.</p> <p>(a) Total Reward (b) Monetary reward (c) Nonmonetary reward (d) Reward</p>	c
29	<p>----- can be a very effective means of rewarding behavior and emphasizing the importance of both contributions and performance</p> <p>(a) Incentive (b) Bonus (c) Recognition (d) Profit</p>	c
30	<p>Traditionally, some organizational leaders have held that a “fair” salary and a “good” benefits package are sufficient ----- for employee contributions to organizational success.</p> <p>(a) Compensation (b) Reward (c) Recognition</p>	a

	(d) Profit	
31	<p>The following is (are) the benefit(s) of training.</p> <p>a) Increased productivity b) Reduced accidents c) Reduced supervision d) All of the above</p>	d
32	<p>The following training aims to provide broad training to enable the trainee to take up a wide variety of tasks within his field of specialization</p> <p>a) Demonstration b) On-the-job training c) Apprenticeship d) All of the above</p>	c
33	<p>Demonstration type of training method is used to train</p> <p>a) Workers b) Supervision c) Managers d) All of the above</p>	a
34	<p>The following is not a part of lower level management</p> <p>a) Worker b) Foreman c) Supervisor d) Inspector</p>	a
35	<p>A homogenous group of ____ men from the plant constitutes an ideal conference group</p> <p>a) 8-10 b) 12-15 c) 18-20 d) 22-25</p>	b
36	<p>The following method is used to give to trainees the important information in permanent form for immediate or future use</p> <p>a) Lecture methods</p>	c



	b) Conference c) Written instructional method d) Training within the industry (TWI)	
37	Training within the industry (TWI) scheme imparts training in a) Job instructions b) Job rotation c) Job method d) All of the above	d
38	The following is not a on the job training method a) Understudies b) Job rotation c) Management by objectives (MBO) d) Case study method	d
39	The following is vertical expansion of the job a) Job rotation b) Job enrichment c) Management by objectives (MBO) d) All of the above	b
40	Which amongst the following options is not one of the benefits enjoyed by employees in competency based training? a) It brings fairness and objectivity into the performance assessment process b) Employee knows what skill they would need to develop to move up in the organization c) Employee knows clearly what he ob requires d) During the hiring process, employees are unclear what the job fully entails	d
41	In today's rapidly changing business environment, organization have to respond quickly to requirements for people. Which is the step that starts off the process of acquiring and retaining employees for an organization ? a .Selection	c

	<p>b. Induction c .Recruitment d .Appointment</p>	
42	<p>An effective recruitment program aims at _____ a. Aiding the recruiter by making a wide choice of candidates available. b. Attracting the best people for the job. c. Optimizing the cost and time involved in recruitment d. All of the above</p>	d
43	<p>A good _____ is based on the organizational objectives, identification of the recruitment, criteria for selection and preferences the cost of recruitment and other financial implications. a. Human resource plan b. Selection process c. Recruitment policy d. Training and development program.</p>	c
44	<p>_____ is consider to be a vital step in the employment process, where the organization attempts to identify the right candidate attempts to identify the right candidate for the right position? a. Recruitment b. Selection c. Placement d. Induction</p>	b
45	<p>Choosing the most suitable candidate for a job from the available applicants is termed as _____ a. Hiring b. Selection c. Placement d. Employing</p>	b
46	<p>What is the main objective of the recruitment and selection process? a. Recruit the right candidates b. Meet the high labour turnover</p>	b

	<p>c. To reduce the costs of recruiting</p> <p>d. None of the above</p>	
47	<p>The competency based pay plan is more</p> <p>a. person oriented</p> <p>b. job oriented</p> <p>c. tenure oriented</p> <p>d. evaluation oriented</p>	
48	<p>The outcomes of competency based pay system such as fewer bottlenecks, more workforce flexibility and increased effectiveness are classified as</p> <p>a. quartile strategy based outcome</p> <p>b. organization-related outcomes</p> <p>c. employee-related outcomes</p> <p>d. percentiles strategy outcomes</p>	<b>b</b>
49	<p>The ideal compensation system:</p> <p>a emphasizes pay for performance</p> <p>b controls labour cost by paying below the market</p> <p>c is typically designed and administered at the individual plant level</p> <p>d will vary with organizational strategy and context</p>	<b>d</b>
50	<p>The most common reason organizations to initially adopt performance appraisal is to provide a basis for:</p> <p>a. career development</p> <p>b. training needs assessment</p> <p>c. pay-for-performance policies</p> <p>d. validation of selection procedures</p>	<b>c</b>
	<b>UNIT V-COMPETENCY DRIVEN CAREER AND CULTURE</b>	
1	<p>.----- consists of activities that are directed specifically toward improving the effectiveness of a total organization or its subgroups.</p> <p>(a) Organization development</p> <p>(b) Employee development</p> <p>(c) Training &amp; development</p>	<b>a</b>

	(d) Profit	
2	<p>-----can include an individual's self-employment, working for an organization, or volunteering, or activities such as homemaking and relationship building.</p> <p>(a) Retirement (b) Employment (c) Development (d) Career</p>	b
3	<p>A ----- is the integrated progression of an individual's life- and work-related activities, including the identification, development, and pursuit of aspirations in accord with his or her personal values over an entire life span.</p> <p>(a) Successes (b) Reward (c) Recognition (d) Career</p>	d
4	<p>----- is an individually focused change effort pursued by an employee for the purpose of learning specific behaviors that are needed for immediate performance of work</p> <p>(a) Compensation (b) Training (c) Learning (d) Discussion</p>	b
5	<p>----- is the pursuit of any activity that leads to continuous learning and personal growth and contributes to achieving both the individual's and the organization's objectives</p> <p>(a) Employee development (b) Career development (c) Training &amp; development (d) Management development</p>	a
6	-----is thus a process that continues throughout an individual's life	a

	<p>span, regardless of employers or type of employment and individual experiences.</p> <p>(a) Employee development (b) Career development (c) Training &amp; development (d) Management development</p>	
7	<p>..... identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed.</p> <p>(a) Competency mapping (b) Competency model (c) Competency framework (d) Competencies</p>	a
8	<p>The culture in which the beliefs and values followed by the human capital of the firm is classified as</p> <p>a) Specialist culture b) Generalist culture c) Organizational culture d) Shared culture</p>	c
9	<p>A company's ethics should be formalized into a code of conduct because--</p> <p>----</p> <p>a) Code of conduct converts ideas into concrete description of how ethical the employees behave company b) It helps to shield from legal issues that result from employee misconduct c) It reflects the company's culture and make people excited about the business they work for d) All of these</p>	d
10	<p>Which Leadership style motivates followers to do more originally affected to do by stretching their abilities &amp; increasing their shelf confidence?</p> <p>a) Transformational Leadership</p>	a

	<p>b) Transactional Leadership c) Both (a) &amp; (b) d) None of these</p>	
11	<p>Which Leadership Offers excitement, vision, intellectual stimulation and personal satisfaction? a) Transformational b) Transactional c) Both (a) &amp; (b) d) None of these</p>	a
12	<p>Changing a _____ is very difficult because of the heavy anchor of deeply held values and habits-people Cling emotionally to the old &amp; familiar. a) Problem Culture b) Strategic Control c) Support process d) None of these</p>	a
13	<p>_____ use charisma &amp; enthusiasm to inspire people to exert them for good of the organization. a) Transformational Leadership b) Transactional Leadership c) Both (a) &amp; (b) d) None of these</p>	a
14	<p>It is strategy maker's responsibility to select strategy compatible with _____ parts of prevailing corporate culture. a) Changeable b) Unchangeable c) Similar d) None of these</p>	b
15	<p>Positions held by an individual throughout his work life are normally referred to as a. job b. task</p>	c

	<p>c. career</p> <p>d. none of above</p>	
16	<p>Which of the following perspectives looks at the career of an individual from the future positions he is likely to hold?</p> <p>a. subjective perspective</p> <p>b. objective perspective</p> <p>c. neutral perspective</p> <p>d. none of the above</p>	a
17	<p>The systematic and deliberate advancement made by an individual in his career in the entire work life is known as</p> <p>a. <i>career path</i></p> <p>b. career goals</p> <p>c. career guidance</p> <p>d. career anchoring</p>	a
18	<p>The factors that influence the selection of individuals' career choices are usually referred to as</p> <p>a. career path</p> <p>b. career goals</p> <p>c. career guidance</p> <p>d. career anchoring</p>	d
19	<p>Which of the following is used as a self-assessment technique by the employees?</p> <p>a. The strength and weakness balance sheet</p> <p>b. The likes and dislikes survey</p> <p>c. The type focus assessment</p> <p>d. All of the above</p>	d
20	<p>The career development program me which enables the employees to gain multi-skills and diverse experience before being considered for any promotion in the future is called</p> <p>a. Dual-skills path</p> <p>b. conventional career path</p>	d

	<p>c. lateral career path d. network career path</p>	
21	<p>A process in which the manager, supervisors or an external expert acts as the advisor, philosopher and guide is called</p> <p>a. career anchoring b. career development c. mentoring d. none of the above</p>	c
22	<p>A series of processes aimed at assisting the employees make informed career decisions is known as</p> <p>a. career guidance b. career anchoring c. mentoring d. career goals</p>	a
23	<p>What is a succession plan?</p> <p>a) Dismissing an employee for a more favorable employee b) A formal process of planning to fill a role that will become vacant c) A vote of no confidence in a board member d) The formal process of acquiring a new staff member</p>	b
24	<p>A process that is used to identify individuals who can replace employees in leadership positions when they exit an organization is known as _____.</p> <p>a. succession planning b. recruiting c. leadership training d. selection</p>	a
25	<p>Which of the following elements is NOT typically included in a succession plan?</p> <p>Development opportunities for potential successors Communication strategy to announce the change in leadership Pay scale for incumbent and subsequent leaders Process for identifying future leaders</p>	b



26	<p>Modern succession planning is often</p> <ul style="list-style-type: none"> <li>a. Rather secretive and only known to a few</li> <li>b. HR driven and owned</li> <li>c. Applicable to all levels and all key positions</li> <li>d. More reactive than pro-active</li> </ul>	<b>b</b>
27	<p>Key success factors include:</p> <ul style="list-style-type: none"> <li>a. Proper job design</li> <li>b. Employee participation &amp; Treating and dealing with staff as a group and not individualistically</li> <li>c. The proverbial “golden handcuffs”</li> <li>d. promotion</li> </ul>	<b>b</b>
28	<p>Which of the following was not identified as a defining feature of culture?</p> <ul style="list-style-type: none"> <li>a. Culture is symbolic.</li> <li>b. Culture is cumulative</li> <li>c. Culture is transmitted</li> <li>d. Culture is learned</li> </ul>	<b>c</b>
29	<p>Values, traditions, and beliefs are all examples of</p> <ul style="list-style-type: none"> <li>a. popular culture.</li> <li>b. non-material culture.</li> <li>c. customs.</li> <li>d. cultural relativism.</li> </ul>	<b>c</b>
30	<p>Language is usually considered to be</p> <ul style="list-style-type: none"> <li>a cultural barrier.</li> <li>b. cultural universal.</li> <li>c. essential for cultural integration.</li> <li>d. a key cultural marker.</li> </ul>	<b>d</b>
31	<p>Culture is usually assumed to be</p> <ul style="list-style-type: none"> <li>a subjective entity.</li> <li>b. insulated against technology</li> <li>c. mutually exclusive.</li> <li>d. always changing.</li> </ul>	<b>d</b>

32	<p>Cultural change can also occur through _____</p> <p>a. invention and discovery</p> <p>b. multiculturalism and assimilation</p> <p>c. diffusion and technology</p> <p>d. mass media and adaptation</p>	a
33	<p>According to Conflict theory, culture is maintained through the _____ of society.</p> <p>a. popular culture</p> <p>b. language</p> <p>c. proletariat</p> <p>d. dominant ideology</p>	d
34	<p>A _____ is a distinct cultural group within a larger culture.</p> <p>a. sub-culture</p> <p>b. bi-culture</p> <p>c. material culture</p> <p>d. co-culture</p>	d
35	<p>What is a “learned system of knowledge, behaviour, attitudes, beliefs, values, and norms shared by a group of people” called?</p> <p>a. dominant culture</p> <p>b. co-culture</p> <p>c. community</p> <p>d. culture</p>	d
36	<p>The process through which an individual acquires new approaches, beliefs, and values by coming into contact with another culture is referred to as _____.</p> <p>a. acculturation</p> <p>b. Enculturation</p> <p>c. sub-culturation</p> <p>d. cultural immersion</p>	a
37	<p>A _____ is a perception shared by a culture or group about key beliefs and issues like the meaning of life</p>	c

	<p>a.co-culture b. third culture c. world view d. cultural outlook</p>	
38	<p>What is not one of the layers of cultural influence? a) Social b) Business c) Organizational d) Company</p>	d
39	<p>What type of organizational culture is most likely to deliver stability and efficiency? a) Task culture b) Role culture c) Power culture d) People culture</p>	b
40	<p>Workers' acceptance of change is characteristic of what type of culture? a) Team culture b) Collaborative culture c) Group culture d) Collective culture</p>	b
41	<p>Which of the following contains data regarding employees' education, career development, and special skills and is used by managers when selecting inside candidates for promotion? a) computerized forecasting tools b) qualifications inventories c) trend records d) scatter plots</p>	b
42	<p>The process of deciding how to fill executive positions at a firm is known as _____. a) internal recruiting b) succession planning</p>	b

	<p>c) long-term forecasting d) advanced interviewing</p>	
43	<p>Succession planning requires making forecasts of in three steps: _____, develop inside candidates, assess and choose those who will fill the key position.</p> <p>a) identify key needs b) job specifications c) global trends d) labor relations</p>	a
44	<p>The ongoing process of systematically identifying, assessing, and developing organizational leadership to enhance performance is known as _____.</p> <p>a) employee mentoring b) succession planning c) work sampling d) employee recruiting</p>	b
45	<p>What is the first step in succession planning?</p> <p>a) creating an applicant pool b) identifying and analyzing key position needs c) selecting who will fill key positions d) developing the strengths of current employees</p>	b
46	<p>Finding or attracting applicants for an employer's open positions is known as _____.</p> <p>a) succession planning b) employee recruiting c) personnel planning d) job posting</p>	b

47	<p>The extent to which employees are aware of their interests, skills, strengths and weaknesses regarding their career goals is termed</p> <p>a. Career motivation b. Career resilience c. Career insight d. Career identity</p>	c
48	<p>_____ helps organizations identify employee strengths and weaknesses to determine avenues for their career development</p> <p>a. Gap analysis b. Individual assessment c. Organizational assessment d. Opportunity analysis</p>	b
49	<p>Career planning and development programs for employees</p> <p>a. Increase employee frustration b. Promote only a lucky few c. Increase the employee turnover rate d. Ensure future availability of resources</p>	d
50	<p>The process of selecting and developing employees in the organization to occupy key positions in the future is termed</p> <p>a. Career planning b. Succession planning c. Career development d. Human resource enhancement</p>	b