

STRATEGIC HUMAN RESOURCE MANAGEMENT- 304 HR

Semester –III

Specialization-HRM Subject core - Semester -III

Q. No	Question	Answer
1	SHRM stands for. a. Soft Human Resource Management b. Strong Human Resource Management c. Strategic Human Resource Management d. Sole Human Resource Management	c
2	There should be strategic fit between a. Business Strategy and Human resource planning b. Business competitors and Human resource planning c. Business Strength and Human resource planning d. Finance and Human resource planning	a
3	The scope of human resource management includes a. Procurement b. Development c. Compensation d. all of the above	d
4	Human resource management is normally _____ in nature a. Proactive b. Reactive c. Combative d. none of the above	a
5	The strategic human resource management functions aim at a. ensuring that the human resources possess adequate capital, tool, equipment and material to perform the job successfully b. Increasing competitive advantage with its human resource c. Improving an organization's creditworthiness among financial institutions d. none of the above	b
6	Which of the following aptly describes the role of line managers and staff advisors, namely HR professionals? a. Staff advisors focus more on developing HR programs while line managers are more involved in the implementation of those programs. b. Line managers are concerned more about developing HR programmes whereas staff advisors are more involved in implementing such programs.	a

	<p>c. Staff advisors are solely responsible for developing, implementing and evaluating the HR programs while line managers are not all involved in any matters concerning HR.</p> <p>d. Line managers alone are responsible for developing, implementing and evaluating the HR programs while staff advisors are not all involved in any matters concerning HR.</p>	
7	<p>Strategic Human resource management is the formal part of an organisation responsible for all of the following aspects of the management of human resources except:</p> <p>a. Strategy development and analysis b. Systems, processes, and procedures c. Policy making, implementation, and enforcement d. Management of the organization's finance .</p>	d
8	<p>Organisation relies on the following sources of capital</p> <p>a. cultural, human and system capital b. social, cultural and human capital c. cultural, human and source capital d. none of the above</p>	b
9	<p>Benefits of Strategic human resource management is:</p> <p>a. Organisational strategy, including strategy formulation and implementation b. long-term focused and composed of the organization's mission, vision and value statements c. long-term focused and composed of organisational strategy, including strategy formulation and implementation d. All of the above</p>	b
10	<p>Strategic human resource management involves:</p> <p>a. planning, foresight and analytical decision making b. setting employment standards and policies c. linking human resources with strategic objectives to improve performance d. all of the above</p>	d
11	<p>The balanced scorecard proposes that organisational success depends on:</p> <p>a. a focus on only the internal environment of the organization b. a constantly changing external environment c. the belief that it is impossible to take a rationalist view of the organisation to make optimal choices d. an ability to develop a complete list of cause and effect</p>	D

	relationships driving a firm's success	
12	<p>Kochan and Barocci's (1985) model of HRM has three elements. These elements are:</p> <ol style="list-style-type: none"> the external environment, the internal environment and human resource management HRM/IR system effectiveness, the external environment and the internal environment human resource management, the internal environment and HRM/IR system effectiveness . the external environment, human resource management and HRM/IR system effectiveness 	D
13	<p>The critical role of the SHRM Application Tool is to:</p> <ol style="list-style-type: none"> develop a better strategic management process to deal with the dynamic changing environment today's organizations face identify if the organisation has enough staff, if the staff need training, if the compensation practices are appropriate, and if jobs are designed correctly identify and assess a narrow group of actions and plan how the organisation can overcome resistance to change outline techniques, frameworks, and six steps that must be followed to effectively implement change in an organization 	A
14	<p>key roles for Strategic HR managers include</p> <ol style="list-style-type: none"> Strategic Partner Administrative Expert Employee Champion All of the above 	D
15	<p>What are the ideas underpinning 'soft', commitment, or 'high-road' HRM practices?</p> <ol style="list-style-type: none"> Labour needs to be treated as an asset to be invested in Employees are a cost which should be minimized A lack of mutuality existing between employer and employee A disregard for unlocking discretionary effort 	A
16	<p>Which consulting company is associated with the concept of talent management?</p> <ol style="list-style-type: none"> Price Waterhouse Coopers Boston Consulting Group Deloitte 	D

	d. McKinsey	
17	Why are employers interested in employee engagement? a. To encourage employees to trust their managers b. To make a quick profit c. Because engaged employees are more motivated and prepared to give of their best to make the firm succeed d. To make employees work harder for less	C
18	Which of the following is a key HR role as defined by Ulrich et al (2009)? a. Personnel administrator b. Business ally c. Payroll adviser d. Organisational geographer	B
19	The development of a consistent, aligned collection of practices, program and policies to facilitate the achievement of the organizational strategic objectives is defined by ? a. Jeffery A. Mello b. Stephen Fineman c. David Sims d. Yiannis Gabriel	A
20	13. What is good and bad or right and wrong, or has to deal with moral duty and obligation is referred to as (a) responsibilities (b) ethics (c) social expectations (d) standards	B
21	There are ___ levels of Strategy? a. 1 b. 2 c. 3 d. 4	C
22	_____ is the procedures through which one determines the duties associated with positions and the characteristics of people to hire for those positions. a. Job description b. Job specification c. Job analysis d. Job context e. None of the above	C
23	Which of the following is not a limitation of SWOT (Strengths, Weaknesses, Opportunity, Threats) analysis? a. Organisational strengths may not lead to competitive	D

	<p>advantage</p> <p>b. SWOT gives a one-shot view of a moving target</p> <p>c. SWOT's focus on the external environment is too broad and integrative</p> <p>d. SWOT overemphasizes a single dimension of strategy</p>	
24	<p>A marketing department that promises delivery quicker than the production department's ability to produce is an example of a lack of understanding of the:</p> <p>a. synergy of the business units.</p> <p>b. need to maintain the reputation of the company.</p> <p>c. organisational culture and leadership</p> <p>d. interrelationships among functional areas and firm strategies</p>	D
25	<p>According to Schermerborn, Hunt, and Osborn, 'Career planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment</p> <p>a. Career planning</p> <p>b. Succession planning</p> <p>c. Target planning</p> <p>d. all of the above</p>	A
26	<p>Which of the following lists is comprised of support activities?</p> <p>a. Human resource management, information systems, procurement, and firm infrastructure</p> <p>b. Customer service, information systems, technology development, and procurement</p> <p>c. Human resource management, technology development, customer service, and procurement</p> <p>d. Human resource management, customer service, marketing and sales, and operations</p>	A
27	<p>Although firm infrastructure is quite frequently viewed only as overhead expense, it can become a source of competitive advantage. Examples include all of the following except:</p> <p>a. negotiating and maintaining ongoing relations with regulatory bodies</p> <p>b. marketing expertise increasing a firm's revenues and enabling it to enter new markets.</p> <p>c. effective information systems contributing significantly to a firm's overall cost leadership strategy.</p> <p>d. top management providing a key role in collaborating with important customers.</p>	B
28	<p>The competencies or skills that a firm employs to transform inputs into outputs are:</p> <p>a. tangible resources</p>	E

	<ul style="list-style-type: none"> b. intangible resources c. organisational capabilities d. reputational resources e all of the above 	
29	<p>The information resulting from Job analysis is used for writing _____</p> <ul style="list-style-type: none"> a.job descriptions b.work activities c.work aids d.Job contexte. 	A
30	<p>_____ is one of the Challenge for succession planning?</p> <ul style="list-style-type: none"> a. Poor linkage to business strategy b. Top management support c. Organization-wide talent database d. Effective balance 	A
31	<p>The "balanced scorecard" supplies top managers with a _____ view of the business.</p> <ul style="list-style-type: none"> a. long-term financial b. detailed and complex c. simple and routine d. fast but comprehensive 	D
32	<p>In strategic human resource management, HR strategies are generally aligned with:</p> <ul style="list-style-type: none"> a. business strategy b. marketing strategies c. finance strategy d. economic strategy 	A
33	<p>Which of the following is closely associated with strategic human resource management?</p> <ul style="list-style-type: none"> a. Efficient utilization of human resources b. Attracting the best human resources c. Providing the best possible training d. All of the above 	D
34	<p>Treating employees as precious human resources is the basis of the approach.</p> <ul style="list-style-type: none"> a. hard HRM b. soft HRM c. medium HRM d. none of the above 	B
35	<p>Strategic human resource management aims to achieve competitive advantage in the market through</p> <ul style="list-style-type: none"> a. Price b. Product 	C

	<p>c. People d. Process</p>	
36	<p>Wright and Snell made important contribution to the growth of: a. Strategic fit model b. Strategic labour allocation process model c. Business-oriented model d. none of the above</p>	C
37	<p>Strategic management process usually consists of ___ steps a. Four b. Five c. Six d. Seven</p>	B
38	<p>One of the components of corporate level strategy is: a. growth strategy b. portfolio strategy c. parenting strategy d. all of the above</p>	D
39	<p>Creating an environment that facilitates a continuous and two-way exchange of information between the superiors and the subordinates is the core of: a. High involvement management model b. High commitment management model c. High performance management model d. none of the above</p>	A
40	<p>Boundary crossing is an activity that a. Creates internal organisational conflict between different departments as they compete to generate new practices b. Occurs when organizations advance into new areas of the market c. Undermines the integration of an organisation through the breakdown of the departmental boundaries. d. Is focused upon achieving internal organisational integration between various organisational roles and units in order to generate creativity and synergy</p>	D
41	<p>Procedures provide for an important element of consistency in managerial? a. Direction b. Strategy</p>	D

	<p>c. Recruitment d. Decision-making</p>	
42	<p>Why has the bureaucratic form of organisation been fundamentally questioned? a. The pressures of globalization have rendered it unsuitable. b. Organizations are experiencing acute pressure to change and pursue innovation as a means of securing business growth. c. Organizations have grown so large that it is almost impossible to create an effective bureaucracy to manage them. d. Information Technology has made it redundant.</p>	B
43	<p>Who famously adopted Taylor's Scientific Management approach? a. Ronald McDonald b. Ralph Lauren c. Henry Ford d. James Dyson</p>	C
44	<p>Corporate level of management does consist of _____. a) Board of directors b) Chief Executive Officer c) Corporate staff d) All the above</p>	D
45	<p>One of the following attributes of potential employees is of heightened interest to employers when recruiting. Which one is it? a. The candidate's physical health b. The candidate's ability to deal with customers c. The candidate's ability to prepare for and cope with an uncertain future d. The candidate's organisational abilities</p>	C
46	<p>Selection is concerned with: a. The activity to select a suitable pool of candidates. b. Always being stimulated by the departure of an employee. c. Always ascertaining a candidate's personality to ensure a suitable fit. d. Applying appropriate techniques and methods to select a candidate.</p>	D

47	<p>Which activities are not associated with workforce planning?</p> <p>a. Forward planning reviewing internal and external labour supply</p> <p>b. Assessing capability of workforce to develop any requisite skills</p> <p>c. Time keeping</p> <p>d. Identifying areas where recruitment will be needed</p>	c
48	<p>Why is job analysis so infused with organisational politics?</p> <p>a. Because it is a process which could lead to contraction of employees in a department and therefore diminishing its power base</p> <p>b. A result of interdepartmental rivalry</p> <p>d. Because it is a process through which companies try to shed labour</p>	a
49	<p>What do rational processes to recruitment and selection typically ignore?</p> <p>a. Labour market demand</p> <p>b. Wages</p> <p>c. The time it takes to get to work</p> <p>d. The use of power and micro politics by managers</p>	d
50	<p>In general organizations experience:</p> <p>a. Longer recruitment cycles due to scarcity of talented resources</p> <p>b. That successful talent management focuses on the A-players in the company</p> <p>c. That employer-brands does not significantly affect talent attraction and retention</p> <p>d. That talent management is all about quality of people and the quantity of good people.</p>	a
51	<p>Most organisations:</p> <p>a. Will have the same skills requirements for jobs in the future as jobs do not change much</p> <p>b. Experience a more disengaging workforce who are less loyal</p> <p>c. Are effective in measuring performance and</p>	b

	<p>productivity</p> <p>d. Have effective and pro-active talent management strategies</p>	
52	<p>The following is important when applying talent management:</p> <p>a. It can only be accessed through objective assessments</p> <p>b. Performance and potential should be used as predictors of talent</p> <p>c. Talent is always evident</p> <p>d. Potential is indicated by cognitive power and ability</p>	b
53	<p>The 9-box matrix:</p> <p>a. Is vague and non-specific</p> <p>b. Is often discriminatory and subjective</p> <p>c. Allows for flexible management of talent</p> <p>d. Ignores current performance and only focuses on future employment</p>	c
54	<p>Reward strategies should:</p> <p>a. Reward talented people from the start to prevent them from leaving</p> <p>b. Match real contribution and value add with real rewards</p> <p>c. Include long-term incentives to reward performance in the short term</p> <p>d. Take into account that “stars” are consistent in their delivery</p>	B
55	<p>According to the Leitch Review of Skills (2006), the ability of firms to succeed in the face of growing international competition depends increasingly on;</p> <p>a. Work culture</p> <p>b. Relaxed legal system</p> <p>c. Good infrastructure</p> <p>d. Skilled labour</p>	d
56	<p>What is the main reason employers give why employees are not fully proficient?</p> <p>a. Lack of experience</p> <p>b. Over qualified</p> <p>c. Lack of numeracy skills</p> <p>d. Lack of literacy skills</p>	A
57	<p>Which of the stages below are part of the Systematic</p>	B

	<p>Training Cycle?</p> <ul style="list-style-type: none"> a. Analyse operating conditions b. Design training c. Deliver on time <p>Evaluate customer feedback</p>	
58	<p>What is the main disadvantage of off-the-job learning?</p> <ul style="list-style-type: none"> a. It isn't always directly related to real organisational issues and needs b. The time needed to set up c. Accessibility for those training d. Long term costs 	A
59	<p>A cultural view of learning considers the values and norms of communities through:</p> <ul style="list-style-type: none"> a. Myths, legends and proverbs b. Music, song and dance c. Rituals, language and religion d. Talk, practices and stories 	D
60	<p>What is a 'communities of practice' approach to organisational learning?</p> <ul style="list-style-type: none"> a. An approach that focuses on practicing 'best practice' b. An approach that focuses on the values, beliefs and norms of a social group c. An approach that focuses on the skills embedded within the group d. An approach that has a clear set of defined practices to use in all situations 	b
61	<p>Chase's study (1997) identified what issue as being the biggest obstacle to creating a knowledge creating company?</p> <ul style="list-style-type: none"> a. Limited resources for training and development b. Organisational culture c. Failure of management d. Inability to access learning material 	B
62	<p>What is the most common form of organisational intervention designed to improve employee wellbeing?</p>	A

	<p>a. Secondary and tertiary b. Primary c. Variable d. Best-fit</p>	
63	<p>What are the main aims of Employee Assistance Programmes? a. To alter the organisational culture b. To address team and individual performance and well-being in the workplace c. To focus the attention of employees to the power structures of an organization d. To establish effective methods of care and support for everyone in an organization</p>	B
64	<p>How does the selection of an international assignee usually take place? a. Formal interview process with internal staff. b. Informal discussion based on need and conversations with internal staff. c. Informal discussion between each member of a specific team. d. Formal recruitment process that includes internal and external candidates</p>	B
65	<p>Which multinational bank used business sponsors to monitor international assignees? a. Oman International Bank b. Falcon International c. HSBC d. Barclays</p>	c
66	<p>What is the major problem with the theorizing of strategic IHRM? a. It becomes obsolete very quickly as change occurs so fast b. It is biased towards western ideas c. It tends to offer a highly idealized perspective on strategy formulation d. It fails to incorporate conflict</p>	
67	<p>Finding ways to reduce _____ is a key responsibility of management. (A) Dissatisfaction (B) Uncertainty</p>	b

	(C) Stress (D) None of the above	
68	How can HRM help to build successful cross-border alliances? a. By ensuring that organizations spend 25% of their budgets on cross-border alliances b. By ensuring that a strategy is in place before embarking on a cross-border alliance c. By ensuring that organizations export their ideas to other societies and cultures d. By ensuring that international joint ventures are staffed by high-quality managers	D
69	Which of the following statements most accurately defines human resource management? a. human resource management contributes to business strategy and plays an important role in the implementation of business strategy b. human resource management is an approach to managing people c. human resource management seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques d. human resource management focuses on people as the source of competitive advantage	c
70	Which of the following techniques are not connected with human resource planning? a. succession planning b. management of change c. simple linear regression d. Markov matrix analysis	b
71	Which of the following is NOT true of the activity known as job analysis? a. it aims to describe the purpose of a job and the conditions under which it is performed. b. the job elements are rated in terms such as frequency of use or amount of time involved c. the rate of pay for the job is already fixed d. jobs are broken into elements such as information or relations with other people	c

72	Which of the following is NOT a common criticism of using personality tests in selection? a. Good performers in the same job may have different personalities b. There are no reliable instruments with which to assess personality c. An individual's personality can vary with circumstances d. Candidates can fake the answers, so giving a misleading impression	b
73	Which of the following is not a recruitment technique? a. Interviews b. performance appraisal c. psychometric testing d. ability tests	b
74	Which statement best describes '360 degree feedback'? It is: a. a method used to appraise employees b. a system where managers give feedback to all their staff c. a system where feedback on any individual is derived from peers, subordinates supervisors and occasionally, customers d. a development tool	c
75	Which of the following would not form part of a flexible reward package? a. ability to 'buy and sell' leave days b. non-pay items such as child care vouchers c. cafeteria benefits d. performance-related pay	d
76	Which one of the following becomes a creative factor in production? a. Land b. Capital c. Consumers d. Human Resources	d
77	People cast in the role of contributors to production are called ____ a. Capitalist b. Land owners c. Human Resources	d

	d. Consumers	
78	Wide range of abilities and attributes possessed by people are called as a. Management b. Human Resources c. Entrepreneur d. Intreprenuer	b
79	Deployment of which resource is difficult to master a. Human b. Land c. Capital d. Natural	a
80	The focus of Human Resource Management revolves around" a. Machine b.Motivation c. Money d. Men	d
81	Quality- oriented organisation primary concern centers around ____ a. Coordination b. Communication c. Human Resources d. all of the above	d
82	Quality goals require alignment with: a. Production b. Human Resources c. Finance d. Purchase	b
83	Demand for human resources and management is created by a. Expansion of industry b. Shortage of labor c. Abundance of capital d. Consumer preferences	A
84	Management function arises as a result of: a. Consumer preferences b. Abundance of capital c. Expansion of industry d. Shortage of labour	D

85	Human Resource Management is primarily concerned with: a. Sales b. Dimensions of people c. External environment d. Cost discipline	B
86	Human Resource Management aims to maximise employees as well as organisational a. Effectiveness b. Economy c. Efficiency d. GDP	A
87	The difference between human resource management and personnel management is: a. Insignificant b. Marginal c. Narrow d. Wide	d
88	Strategic Human Resource Management function does not involve: a. Recruitment b. Selection c. Customer Satisfaction d. Training	c
89	Which one is not the specific goal of Strategic human resource management? a. Attracting applicants b. Separating employees c. Retaining employees d. Motivating employees	b
90	Identify which one is an added specific goal of human resource management: a. Retraining b. Learning c. Unlearning d. Separating	a
91	Someone who lives and works in a foreign country is	a

	<p>a(n) a</p> <p>(a) expatriate</p> <p>(b) holiday maker</p> <p>(c) international jet-setter</p> <p>(d) immigrant</p>	
92	<p>A major difference between International HRM and Domestic HRM is the</p> <p>(a) increased complexities such as currency fluctuations, foreign HR policies and practices, and differing labour laws</p> <p>(b) number of employees covered by the HR policies</p> <p>(c) ease with which employees adjust to new cultures</p> <p>(d) development of effective cross-border management styles</p>	a
93	<p>HRM as practiced by multinational organizations is called</p> <p>(a) global HRM</p> <p>(b) personnel management practices</p> <p>(c) domestic HRM</p> <p>(d) international HRM</p>	d
94	<p>Whirlpool's use of a performance management system worldwide is an example of</p> <p>(a) extended management control over employees</p> <p>(b) attempts to increase productivity in all its branches</p> <p>(c) an international HRM policy</p> <p>(d) a policy that has adopted a global village philosophy</p>	c
95	<p>Responding to employees and involving them in decision making is referred to as:</p> <p>a. Quality of work life</p> <p>b. Autonomy</p> <p>c. Empowerment</p> <p>d. Reaction</p>	c
96	<p>The main challenge for modern organizations' is:</p> <p>a. To remain ahead of the talent developments in the market</p> <p>b. To retain the talent they have to realize that talented people are the real wealth of the organisation</p> <p>c. To find ways to poach talent wherever they can find it</p> <p>d. none of the above</p>	B
97	<p>Talent management is:</p> <p>a. In essence about a contract between the organisation</p>	c

	<p>and the employee</p> <p>b. Also taking into account other factors that unlock value in the business</p> <p>c. A combination of hard and soft issues (including the psycho-social contract) and taking the new economy into account (i.e. the knowledge-based economy)</p> <p>d. all of the above</p>	
98	<p>Key factors in skills development and talent management are:</p> <p>a. A broad definition of talent to ensure inclusivity and</p> <p>b. Finding a balance between staff development and making staff more employable</p> <p>c. Compliance with the EE Act</p> <p>d. Both (a) and (b)</p>	D
99	<p>In competitive environment it is difficult to clearly estimate _____ about firm's strategies.</p> <p>a) Competitive Responses</p> <p>b) Operating Process</p> <p>c) Control System</p> <p>d) Reasonable Outcomes</p>	a
100	<p>Which of these is something that has to do with war & ways to win over enemy ?</p> <p>a) Strategy</p> <p>b) Management</p> <p>c) Execution</p> <p>d) Monitoring</p>	a
101	<p>Benefits of Talent Management include:</p> <p>a. A reduction in the recruitment cycle</p> <p>b. Creating a competitive advantage</p> <p>c. Improved client relations and retention</p> <p>d. (b) and (c)</p>	d
102	<p>Competitive edge comes from the _____ of people.</p> <p>(A) Competency</p> <p>(B) Efforts</p> <p>(C) Quality</p> <p>(D) Hard work</p>	c
103	<p>_____ is considered as a strategic activity.</p>	a

	<p>(A) Recruitment</p> <p>(B) Planning</p> <p>(C) Productivity</p> <p>(D) All of the above</p>	
104	<p>Strategic thinking is a _____ process.</p> <p>(A) Short term</p> <p>(B) Long term</p> <p>(C) Continuous</p> <p>(D) All of the above</p>	c
105	<p>Finding ways to reduce _____ is a key responsibility of management.</p> <p>(A) Uncertainty</p> <p>(B) Costs</p> <p>(C) Absenteeism</p> <p>(D) None of the above</p>	b
106	<p>_____ of management is likely to be another key agenda item.</p> <p>(A) Performance</p> <p>(B) Quality</p> <p>(C) Expansion</p> <p>(D) Decision</p>	b
107	<p>All aspects of the merger need _____.</p> <p>(A) Controlling</p> <p>(B) Delegating</p> <p>(C) Staffing</p> <p>(D) Managing</p>	d
108	<p>Commitment strategy is inherently _____.</p> <p>(A) Short term</p> <p>(B) Long term</p>	b

	(C) Continuous (D) None of the above	
109	HR professionals has to be skilled in the art of_____. (A) Clarifying (B) Handling people (C) Both (A) and (B)	a
110	Finding ways to reduce_____is a key responsibility of management. (A) Dissatisfaction (B) Uncertainty (C) Stress (D) None of the above	b
111	The_____and control systems should be altered to support the strategic human resource function. (A) Appointment (B) Reward (C) Job allotment (D) None of the above	b
112	In HR terms, what embodies the values and standards that guide peoples' behavior? B A. society B. brand C. tradition D. custom	b
113	Being on which list of "100 best" is so desirable that some organizations try to change their culture and philosophies to get on the list? B A. <i>Working Mother</i> list of 100 best companies B. <i>Fortune</i> magazine's 100 Best Companies to Work For C. <i>Business Ethics</i> magazine list of 100 Best Corporate Citizens D. <i>Computerworld</i> list of Best Places to Work	b
114	The utilization of individuals to achieve organizational objectives is A. human resource leadership. B. human resource management. C. human resource staffing. D. human resource planning	b

115	Which of the following is NOT a human resource management function? A. staffing B. training and development C. human resource research D. compensation	c
116	What is the process called through which an organization ensures that it always has the proper number of employees with the appropriate skills in the right jobs, at the right time, to achieve the organizations objectives? A. staffing B. recruitment C. selection D. HR planning	A
117	9. When a person from one culture communicates with a person from another culture they are engaging in (a) cross-cultural communication (b) two-way communication (c) multi-focus communication (d) verbal communication	a
118	Which of the following is NOT a component of staffing? A. training B. human resource planning C. recruitment D. selection	a
119	What is the systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization? A. human resource planning B. human resource analysis C. human resource research D. job analysis	D
120	What staffing task impacts virtually every aspect of human resource management? A. selection B. job analysis C. recruitment D. human resource planning	B
121	The systematic process of matching the internal and external supply of people with job openings anticipated in the organization over a specified period of time is referred to as A. human resource planning. B. recruitment.	A

	<p>C. selection. D. performance appraisal</p>	
122	<p>The process of attracting individuals on a timely basis, in sufficient numbers, and with appropriate qualifications, to apply for jobs with an organization is referred to as</p> <p>A. human resource planning. B. selection. C. appraisal. D. recruitment</p>	D
123	<p>The process of choosing from a group of applicants the individual best suited for a particular position and the organization is known as</p> <p>A. recruitment. B. human resource planning. C. human resource scrutiny. D. selection.</p>	D
124	<p>Which human resource management function consists not only of training and development but also of individual career planning and development activities, organization development, and performance management and appraisal?</p> <p>A. staffing B. employee and labor relations C. training and development D. human resource development</p>	D
125	<p>What is the term that is designed to provide learners with the knowledge and skills needed for their present jobs?</p> <p>A. development B. training C. career planning D. succession planning</p>	b
126	<p>What task involves learning that goes beyond today's job and has a more long-term focus?</p> <p>A. training B. career planning C. development D. organizational development</p>	c
127	<p>An ongoing process whereby an individual sets career goals and identifies the means to achieve them is called</p> <p>A. succession planning. B. career development.</p>	c

	C. career planning. D. management staffing	
128	The average person graduating from college today may face how many career changes in his or her working years? A. five to seven B. one to two C. two to three D. three to four	a
129	A formal approach used by the organization to ensure that people with the proper qualifications and experiences are available when needed is referred to as A. career development. B. succession planning. C. career planning. D. training.	a
130	What is the planned process of improving an organization by developing its structures, Systems and processes to improve effectiveness and achieving desired goals called? A. organization development B. team development C. team training D. organization training	A
131	What is a goal-oriented process that is directed toward ensuring that organizational processes are in place to maximize productivity of employees, teams, and ultimately, the Organization? A. team management B. performance management C. organization development D. career development	B
132	What human resource management task is a formal system of review and evaluation of Individual or team task performance? A. team training B. performance appraisal C. organizational appraisal D. team appraisal	B
133	What HR approach affords employees the opportunity to capitalize on their strengths and Overcome identified deficiencies? A. recruitment B. staffing	C

	C. performance appraisal D. selection	
134	Compensation, as described in your text, refers to A. total of all rewards provided employees in return for their services. B. the wages individuals receive each pay period. C. wage schedules and wage rates listed in the union contract. D. the internal alignment of intrinsic awards	A
135	Compensation, as the term is used in this book, includes what rewards received as a result of employment? A. direct financial B. nonfinancial C. indirect financial D. all of the above	d
136	What is pay that a person receives in the form of wages, salaries, commissions and bonuses called? A. direct financial B. benefits C. incentives D. enticements	a
137	What are rewards related to the job itself or to from the psychological and/or physical environment in which the person works called? A. vacation B. nonfinancial C. benefits D. sick pay	b
138	What human resource management task involves protecting employees from injuries caused by work-related accidents? A. accident prevention B. injury analysis C. workplace analysis D. safety	d
139	What human resource management task refers to the employees' freedom from physical or Emotional illness? A. utilization review B. physical review C. health D. workplace analysis	c
140	Business firms are required by law to recognize unions and	a

	<p>A. bargain with them in good faith. B. make concessions. C. assist them in organizing activities. D. sponsor them.</p>	
141	<p>When a labor union represents a firm's employees, what is the human resource activity often referred to as? A. union manager B. labor manager C. industrial relations D. union relations manager</p>	c
142	<p>What human resource task pervades all functional areas of human resource management? A. human resource planning B. development C. training D. human resource research</p>	d
143	<p>Which of the following best describes HRM functional areas? A. independent B. interrelated C. distinct D. autonomous</p>	b
144	<p>What are factors outside an organization's boundaries that affect a firm's human resources make-up called? A. corporate environment B. external environment C. social environment D. corporate culture</p>	b
145	<p>Which of the following is NOT an external environment factor? A. competition B. customers C. firm's mission D. technology</p>	c
146	<p>Which of the following is NOT an external environmental factor? A. unanticipated events B. labor market C. economy D. informal organization</p>	d
147	<p>Which of the following is an external environmental factor for managers to consider? A. society B. unions</p>	d

	C. shareholders D. all of the above	
158	What are potential employees located within the geographic area from which employees are recruited called? A. forecasted allocation B. labor market C. workers D. workforce	b
149	Which of the following are parts of the legal considerations that affect human resource management? A. executive orders B. court decisions C. laws D. all of the above	d
150	The implied, enforced, or felt obligation of managers, acting in their official capacities, to serve or protect the interests of groups other than themselves is referred to as A. ethics. B. social ethics. C. social responsibility. D. morals	c
151	What is the discipline dealing with what is good and bad, or right and, wrong or with moral duty and obligation referred to as? A. morals B. social responsibility C. ethics D. social interests	c
152	Employees who have joined together for the purpose of dealing with their employees are called a (an) A. conspiracy. B. organization. C. union. D. association	c
153	Unions are treated as an environmental factor because, essentially, they become a _____ party when dealing with the company. A. disinterested B. secondary C. third D. accountable	c
154	In a unionized organization, the _____, rather than	a

	<p>the _____, negotiates an agreement with the firm.</p> <p>A. union; employee B. employee; supervisor C. steward; supervisor D. employee; steward</p>	
155	<p>What are owners of a corporation called?</p> <p>A. managers B. executives C. presidents D. shareholders</p>	D
156	<p>What are the people who actually use a firm's goods and services called?</p> <p>A. managers B. shareholders C. customers D. employers</p>	
157	<p>Companies are automating many or all of the human resource _____.</p> <p>A. production functions B. administrative functions C. core functions D. strategic functions</p>	b
158	<p>As a generalization, when the economy is booming, recruiting qualified workers is _____.</p> <p>A. easier B. dynamic C. more difficult D. more systematized</p>	c
159	<p>Your author described the impact of Hurricane Rita on human resource management in his home town as an external environmental factor. What was that factor?</p> <p>A. the economy B. unanticipated events C. society D. labor market</p>	b
160	<p>What is the concept of a possibility of a never-ending workday called?</p> <p>A. techwork B. telecommuting C. cyberwork D. 24/7 work</p>	c
161	<p>In analyzing HR's changing role, which of the following is a question to be asked?</p> <p>A. Can some HR tasks be performed more efficiently by</p>	d

	<p>line managers? B. Can some HR tasks be centralized or eliminated altogether? C. Can some HR tasks be performed more efficiently by outside vendors? D. All of the above</p>	
162	<p>The changing role of HR permits it to shed its _____ image and focus on more strategic and mission-oriented activities. A. legalistic B. diversity C. administrative D. staff</p>	c
163	<p>Individuals who normally act in an advisory or staff capacity, working with other managers to help them deal with human resource matters, are referred to as A. executives. B. line managers. C. human resource managers. D. project managers</p>	c
164	<p>The human resource manager normally operates in what capacity? A. line B. production C. matrix D. staff</p>	d
165	<p>The process of hiring an external provider to do the work that was previously done internally is referred to as A. shared service centers. B. consolidation centers. C. outsourcing. D. human resource centers</p>	c
166	<p>Which of the following is a key to the success of outsourcing? A. determine which functions to outsource B. determine the extent to which they should be outsourced C. determine which ones to keep in-house D. all of the above</p>	D
167	<p>Today HR outsourcing can be done in three ways. Which of the following is NOT one of those ways? A. discrete services B. moderate services C. multi-process services</p>	B

	D. total HR outsourcing	
168	Procter & Gamble has outsourced its entire training operations. According to your text, what form of outsourcing service would this be called? A. multi-process service B. discrete service C. single task service D. total HR outsourcing	A
169	Whirlpool Corporation signed a 10-year deal to outsource HR business processes. According to your text, what form of outsourcing service would this be called? A. multi-process service B. discrete services C. total HR outsourcing D. single task service	C
170	Although most organizations expect to outsource more in the future, they will likely keep the _____ components of HR within the organization. A. organizational B. functional C. administrative D. strategic	D
171	What is the term that takes routine, transaction-based activities that are dispersed throughout the organization and consolidates them in one place? A. outsourcing centers B. shared service centers C. consolidation centers D. human resource centers	B
172	Shared services centers provide an alternative to HR _____ and can often provide the same cost savings and customer service. A. outsourcing B. on boarding C. functioning D. downsizing	A
173	Approximately what percent of the <i>Fortune 500</i> companies use shared service centers for some of their HR tasks? A. 20 B. 30 C. 50 D. 60	C
174	What is the term called when a company leases	D

	<p>employees to other businesses?</p> <p>A. outsourcing B. HR provider C. external employer organization D. professional employer organizations</p>	
175	<p>According to your text, what is a possible weakness in the use of professional employer organizations?</p> <p>A. excessive paperwork B. erosion of employee loyalty C. EEOC complaints D. higher cost</p>	B
176	<p>What are individuals directly involved in accomplishing the primary purpose of the organization called?</p> <p>A. human resource managers B. line managers C. staff managers D. mobile managers</p>	B
177	<p>As the traditional work of HR managers diminishes, _____ managers are stepping up and performing duties often done by the human resource manager.</p> <p>A. staff B. advisory C. line D. consulting</p>	C
178	<p>What is the term called that uses software and the corporate network to automate paper based human resource processes that require a manager's approval, record-keeping or input, and processes that support the manager's job?</p> <p>A. manager self-service B. HRIS C. manager support service D. corporate support service</p>	A
179	<p>A generation ago many HR people were more like _____ than managers of human capital.</p> <p>A. salespersons B. marketers C. financial managers D. policemen</p>	D
180	<p>Which of the following would NOT likely be a task accomplished by an HR executive in his or her role as a strategic partner?</p> <p>A. EEO-1 preparation</p>	A

	<p>B. Strategic planning C. Mergers and acquisitions D. Reorganizing/Downsizing</p>	
181	<p>HR must focus on expanding its _____ and high-level corporate participation with an emphasis on adding value. A. mobile B. technical C. strategic D. tactical</p>	C
182	<p>Human resource professionals can give the CEO and CFO a powerful understanding of the role _____ plays in the organization and the way it combines with business processes to expand or shrink shareholder value A. laws B. executive orders C. human capital D. management</p>	C
183	<p>There are certain questions that the HR executive should ask to determine if he or she is involved strategically. Which of the following is one of those questions? A. Is HR present at mergers and acquisitions planning meetings, strategy reviews, and restructuring discussions? B. Does HR provide an annual report on its ROI? C. Is HR rated by its customers? D. All of the above</p>	D
184	<p>What are measures of HR performance? A. HR performance measures B. human capital management C. human capital metrics D. strategic measurement</p>	C
185	<p>Part of HR becoming a _____ business partner includes being able to measure the effectiveness of the various HR tasks. A. strategic B. practical C. administrative D. management</p>	A
186	<p>Today, HR is under scrutiny and management wants to know how HR activities contribute to the organization's _____. A. staff work B. administrative forecasting</p>	D

	C. company welfare D. bottom line	
187	What is the report card of HR effectiveness of a specific person called? A. efficiency measure B. scorecard C. balance sheet D. effectiveness report	B
188	What is a top-level manager called who reports directly to the corporation's chief executive officer (CEO) or to the head of a major division? A. executive B. generalist C. specialist D. manager	A
189	A human resource generalist normally performs tasks A. at entry levels. B. in either compensation or labor relations. C. in fewer than three functional areas. D. in a variety of human resource-related functions.	D
190	A human resource specialist may be which of the following? A. training manager B. compensation analyst C. recruiter D. any of the above	D
191	Which of the following positions would be considered a human resource specialist? A. human resource manager B. compensation manager C. vice president human resources D. marketing manager	B
192	An individual with a job title of <i>Benefits Analyst</i> is probably which type employee? A. executive B. generalist C. specialist D. manager	C
193	The vice president of industrial relations is both a (an) _____ and a _____. A. specialist, generalist B. generalist, specialist C. executive, specialist D. manager, specialist	c
194	A HR vice president is both a (an) _____ and a _____	B

	(an)_____, having responsibility for a wide variety of functions. A. specialist, generalist B. executive, generalist C. executive, specialist D. manager, specialist	
195	When the first edition of your text was written, what was the title of the book? A. <i>The Management of Human Resources</i> B. <i>Personnel: The Management of Human Resources</i> C. <i>Managing Personnel</i> D. <i>Personnel</i>	b
196	The title of the journal prepared by the Society of Human Resource Management is presently <i>HR Magazine</i> . What was the previous title? A. <i>Personnel Administrator</i> B. <i>Personnel Journal</i> C. <i>Personnel News</i> D. <i>Human Resource Focus</i>	A
197	What tasks might the evolving HR organization is involved with most? A. Outsourcing B. Shared service centers C. line managers performing HR tasks D. all of the above	D
198	Which term refers to the holistic, integrated and results and goal-oriented process of planning, recruiting, selecting, developing, managing, and compensating employees? A) job analysis B) HR alignment C) strategic planning D) talent management	D
199	Which of the following terms refers to the procedure used to determine the duties associated with job positions and the characteristics of the people to hire for those positions? A) job description B) job specification C) job analysis D) job context	c
200	The information resulting from a job analysis is used for writing_____. A) job descriptions	Answer: A

	<p>B) corporate objectives C) personnel questionnaires D) training requirements</p>	
201	<p>All of the following types of information will most likely be collected by a human resources specialist through a job analysis EXCEPT_____.</p> <p>A) work activities B) human behaviors C) performance standards D) employee benefits options</p>	Answer: D
202	<p>A manager uses the information in a job analysis for all of the following EXCEPT_____.</p> <p>A) assessing training requirements B) complying with FCC regulations C) determining appropriate compensation D) providing accurate performance appraisals</p>	Answer: B
203	<p>Allison, a manager at a large clothing retail store, needs to determine essential duties that have not been assigned to specific employees. Which of the following would most likely provide Allison with this information? A) work activities B) job context C) job analysis D) performance standards</p>	Answer: c
204	<p>The_____ lists a job's specific duties as well as the skills and training needed to perform a particular job.</p> <p>A) organization chart B) job analysis C) work aid D) job description</p>	Answer: D
205	<p>Jennifer, a manager at an engineering firm, has been assigned the task of conducting a job analysis. What should be Jennifer's first step in the process?</p> <p>A) deciding how the gathered information will be used B) collecting data on job activities and working conditions C) selecting representative job positions to assess D) reviewing relevant background information</p>	Answer: A
206	<p>Which of the following data collection techniques would be most useful when writing a job description for a software engineer?</p> <p>A) distributing position analysis questionnaires B) interviewing employees C) analyzing organization charts D) developing a job process chart</p>	Answer: B
207	<p>Which of the following is a written statement that</p>	Answer: C

	describes the activities, responsibilities, working conditions, and supervisory responsibilities of a job? A) job specification B) job analysis C) job description D) job context	
208	Which of the following is a written statement that describes the activities, responsibilities, working conditions, and supervisory responsibilities of a job? A) job specification B) job analysis C) job description D) job context	Answer: C
209	Which of the following refers to the human requirements needed for a job, such as education, skills, and personality? A) job specifications B) job analysis C) job placement D) job descriptions	Answer: A
210	All of the following requirements are typically addressed in job specifications EXCEPT _____. A) desired personality traits B) required education levels C) necessary experience D) working conditions	Answer: D
211	Which of the following indicates the division of work within a firm and the lines of authority and communication? A) process chart B) employee matrix C) organization chart D) corporate overview	Answer: C
212	A(n) _____ shows the flow of inputs to and outputs from a job being analyzed. A) organization chart B) process chart C) job analysis D) job description	Answer: B
213	A workflow analyst would most likely focus on which of the following? A) methods used by the firm to accomplish tasks B) behaviors needed to complete specific work C) a single, identifiable work process D) a quantifiable worker skill	Answer: C
214	Which of the following is an example of business process reengineering? A) using computerized systems to combine separate tasks B) creating a visual chart for work flow procedures C) assigning additional activities to new employees	Answer: A

	D) developing employee skills and behaviors	
215	During the job analysis process, it is important to _____ before collecting data about specific job duties and working conditions. A) test job questionnaires on a small group of workers B) confirm the job activity list with employees C) select a sample of similar jobs to analyze D) assemble the job specifications list	Answer: C
216	The fourth step in conducting a job analysis most likely involves collecting data about all of the following EXCEPT _____. A) required employee abilities B) typical working conditions C) employee turnover rates D) specific job activities	Answer: C
	During the job analysis process, the primary purpose of having workers review and modify data collected about their current positions is to _____. A) confirm that the information is correct and complete B) provide a legal benchmark for employer lawsuits C) encourage employees to seek additional job training D) validate the job specification list provided by HR	Answer: A
217	What is the final step in conducting a job analysis? A) writing a job description and job specifications B) validating all of the collected job data C) collecting data on specific job activities D) reviewing relevant background information	Answer: A
218	HR manager should emphasize a desire for detail-oriented, motivated employees with strong social skills as indicated in the firm's job _____. A) specifications B) analysis C) reports D) descriptions	Answer: A
219	The primary drawback of performing a job analysis regards the _____. A) unverifiable data a job analysis typically provides B) certification required to conduct a job analysis C) amount of time a job analysis takes to complete D) redundant information gathered during a job analysis	Answer: C
220	Job _____ means assigning workers additional same-level activities. A) enrichment B) assignment C) enlargement D) rotation	Answer: C
221	_____ is the process of forecasting an organisations future demand for, and supply of, the right type of people in the right number.	a

	<ul style="list-style-type: none"> a. Human Resource Planning b. Recruitments c. Human Resource Management d. Human Capital Management 	
222	<p>Which of the following factors state the importance of the Human Resource Planning?</p> <ul style="list-style-type: none"> a. Creating highly talented personnel b. International strategies c. Resistance to change and move d. All of the above 	d
223	<p>A process that is used for identifying and developing internal people with the potential to fill key business leadership positions in the company is called_____.</p> <ul style="list-style-type: none"> a. Highly talented personnel creation b. Investing in human resources c. Succession planning d. None of the above 	c
224	<p>What is the major issue faced while doing personal planning?</p> <ul style="list-style-type: none"> a. Type of information which should be used in making forecasts b. Types of people to be hired c. Multiple positions to be filled d. All of the above 	a
225	<p>Rearrange the following steps involved in the Human resource planning process in proper order.</p> <ul style="list-style-type: none"> A. HR Programming B. HR Demand Forecast C. Environmental Scanning D. Control and evaluation of program E. Surplus - restricted hiring F. HRP implementation G. HR supply forecast H. Organisational objectives and Policies I. Shortage - Recruitments and Selection <ul style="list-style-type: none"> a. ABCDEFGHI b. CHBGAFDEI c. IHDEBCAFG d. IHGFEDCBA 	b
226	<p>Which of these factors is not included in environmental</p>	d

	<p>scanning?</p> <p>a. Political and legislative issues</p> <p>b. Economic factors</p> <p>c. Technological changes</p> <p>d. None of the above</p>	
227	<p>_____ is the process of estimating the quantity and quality of people required to meet future needs of the organisation.</p> <p>a. Demand forecasting</p> <p>b. Supply forecasting</p> <p>c. Environmental forecasting</p> <p>d. None of the above</p>	a
228	<p>Which of the below given options are the forecasting techniques used?</p> <p>A. Ration Trend Analysis</p> <p>B. Delphi Technique</p> <p>C. Staffing projections</p> <p>a. A & C</p> <p>b. B & C</p> <p>c. A, B & C</p> <p>d. A & B</p>	d
229	<p>Which of the forecasting technique is the fastest?</p> <p>a. Work study technique</p> <p>b. Flow models</p> <p>c. Ratio trend analysis</p> <p>d. HR demand Forecast</p>	c
230	<p>What does the ratio trend analysis studies for forecasting?</p> <p>a. Profits and loss</p> <p>b. Retirements and requirements</p> <p>c. Past and future ratios of workers and sales</p> <p>d. None of the above</p>	c
232	<p>What does the Delphi technique use to do the forecasting?</p> <p>a. Personal needs</p> <p>b. Emotional needs</p> <p>c. Social needs</p> <p>d. All of the above</p>	a
233	<p>Which is the simplest flow model used for forecasting?</p> <p>a. Semi - Markov Model</p> <p>b. Resource based Model</p> <p>c. Markov Model</p> <p>d. Vacancy Model</p>	c
234	<p>_____ is a systematic procedure for collecting, storing, maintaining, retrieving and validating data needed by an organisation about its human resources.</p>	b

	<ul style="list-style-type: none"> a. Data collection b. Human Resource Information System c. Management Information System d. Maintenance of records 	
235	<p>Choose the correct option, where Human Resource Information System can be used.</p> <ul style="list-style-type: none"> a. Succession planning b. Retirement c. Designing jobs d. Inducting new hires 	a
236	<p>What techniques are used while analyzing the internal supply?</p> <ul style="list-style-type: none"> a. Inflows and outflows b. Turnover rate c. Conditions of work and absenteeism d. All of the above 	d
237	<p>Complete the following formula to calculate turnover rate.</p> <p>(Number of separations during one year / _____) X 100</p> <ul style="list-style-type: none"> a. Average number of persons X number of working days b. Average number of working days c. Average number of employees during the year d. Average number of leaves 	c
238	<p>Which of the below mentioned option is not a retention plan?</p> <ul style="list-style-type: none"> a. Performance appraisal b. Compensation plan c. Induction crisis d. Voluntary retirement Scheme 	d
239	<p>Which of the following is a barrier while doing human resource planning?</p> <ul style="list-style-type: none"> a. HR information often is incompatible with the information used in strategy formulation b. Implementing human resource information system c. Managing inventories d. Supply forecast 	a
240	<p>What are the pre- requisites for successful human resource planning?</p> <ul style="list-style-type: none"> a. Backing of top management b. Personal records must be complete c. Techniques of planning should be the best d. All of the above 	d

241	Which of the following is requisite for a typical succession planning? a. Career counseling b. Performance appraisal c. Compensation plan d. Employees quitting	a
242 is an awareness and an honest caring about another individual's culture. A) Cultural accommodation B) Cultural empathy C) Cultural sympathy D) Cultural savvy	b
243	Which of the following best describes a self-reference criterion? A) Unconsciously referring to our own cultural values B) Analyzing our culture more than we analyze other cultures C) Referring to other cultures in order to understand our own culture D) Looking to expert opinions about culture before forming our own opinions	a
244	Which of the following terms refers to the belief that the management techniques used in one's own country are best no matter where or under what conditions they are applied? A) geocentrism B) nationalism C) parochialism D) ethnocentrism	d
245	Which of the following terms refers to assuming that every member of a society or subculture has the same characteristics or traits, without regard to individual differences? A) diversifying B) posturing C) stereotyping D) subsidizing	c
246	Managers in _____ cultures separate their work and private lives, and they tend to be open and direct when communicating with co-workers. A) diffuse-oriented B) specific-oriented C) universal-oriented D) particular-oriented	b
247	If you are born and raised in an achievement society, your source of status will most likely be based upon your	c

	_____. A) father's occupation B) age C) level of education D) gender	
248	Which of the following is most likely a true statement regarding the Mexican business culture? A) Work is a sacred duty for both men and women. B) Group harmony at work is essential to success. C) Workers are primarily focused on the future. D) Leisure time is more important than work.	d
249	The complete absorption of one company by another, wherein the acquiring firm retains its identity and the acquired firm ceases to exist as a separate entity, is called a: A. merger. b. consolidation. c. tender offer. d. divestiture	a
250	1. The complete absorption of one company by another, wherein the acquiring firm retains its identity and the acquired firm ceases to exist as a separate entity, is called a. merger. b. consolidation. c. tender offer. d. spinoff. e. divestiture	a
251	The acquisition of a firm involved with a different production process stage than the bidder is called a _____ acquisition. a. Conglomerate b. forward c. Backward horizontal. d. Vertical	d
252	Which influential thought leader is known as the father of scientific management? A) Dale Carnegie B) Frederick W. Taylor C) W. Edwards Deming D) Peter F. Drucker	b
253	The term “core competency,” was coined by which of the following influential business thinkers? A) W. Edwards Deming B) C.K. Prahalad C) Ken Blanchard D) Frederick W. Taylor	b

254	Which part of the management process includes measuring results, comparing results to expectations, and taking corrective action to bring results in to line? A) planning B) organizing C) leading D) controlling	d
255	. Economic uncertainty, regulatory requirements, and new competitors are examples of what type of factors that affect managers? A) intrapersonal factors B) internal factors C) interpersonal factors D) external factors	d

References: <http://testbankwizard.eu/Test-Bank-for-Human-Resource-Management-10th-Edition-by-Mondy> & online sources