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**Question: 1**

In order to develop a global competency model for global leaders at a high tech company, a HR Manager decides to study the connotation of specific attributes across the various office locations. Which of the following types of culture would be the LFAST valuable to evaluate in order to develop a valid and reliable model?

- A. Local culture
- B. Professional culture
- C. National culture
- D. Corporate culture

**Answer: B**

**Question: 2**

Which of the following ways does a U.S. company practices regarding industrial relations differ from the approach of most nations?

- A. Automatic representation
- B. Government mandate approach
- C. Positive approach
- D. Employer free speech

**Answer: D**

**Question: 3**

An U.S. base Engineering Manager has been identified for a short-term six-month assignment to recruit and build a team in England. Which of the following training programs is the MOST critical to ensure success on the job?

- A. On-the-job training
- B. Multi-cultural team building
- C. Language
- D. Cross-cultural training

**Answer: B**

**Question: 4**

According to Gregersen and Black, which of the following type of expatriate is the most likely to work through problems by constantly weighing the pros and cons of basing decision s on localized values vs. the corporation's standardized procedures and processes?

- A. Dual citizen

- B. Expatriate who "goes native"
- C. Homebound expatriate
- D. Free agent

**Answer: A**

**Question: 5**

A corporation has identified an initiative to recruit and train global leaders over the next 5 year in order to become a truly transnational company. In order to meet this goal, the firm has identified and developed 30 international assignments amongst its 10 office locations. Which of the following candidates would LEAST match these positions?

- A. A 25-year old human resources representative working in South Korea who just started at the company
- B. A 40-year old finance manager working in Africa who has been with the company for 8 years
- C. A 40-year old manufacturing manager working in Thailand who has been with the company for 5 years
- D. A 55-year old engineering manager working in the U.S. who has been with company for 10 years and has gone on 3 international assignments

**Answer: D**

**Question: 6**

Which of the following represents motivator to a culture that values ascription?

- A. Defined processes and procedures
- B. Diplomacy
- C. Challenge
- D. Network

**Answer: D**

**Question: 7**

Which of the following factors is NOT a significant, variable in how an individual may adjust to a new CROSS-cultural environment?

- A. Extent of previous experience on international assignments
- B. Differences between the cultures
- C. Length of time international assignment
- D. Family situation

**Answer: C**

**Question: 8**

Which of the following factors is NOT likely an issue a human resources professional would help a family to work through to determine the appropriateness of an international assignment for the family at that time?

- A. Is adventure and discovering new things characteristic of the family?
- B. Is the family stable and relationships currently harmonious?
- C. Is there a history of drug abuse in the family?
- D. Are the children open to moving to the host country?

**Answer: C**

**Question: 9**

A company is considering moving its production offshore to Shenzhen, China. The HR Manager is tasked with identifying the supply and demand for skilled labor, the costs of recruiting workers, and the turnover trends in the area. When conducting this environmental scan, which of the following types of influences best describes these indicators?

- A. Political factors
- B. Economic factors
- C. International factors
- D. Labor market factors

**Answer: D**

**Question: 10**

Productivity measures the \_\_\_\_\_ and \_\_\_\_\_ of work done, taking into account the cost of the resources it took to do the work

- A. quantity and quality
- B. output and capital
- C. input and output
- D. output and quantity

**Answer: A**

**Question: 11**

Which of the following is a measure of recruiting effectiveness in the long term?

- A. Cost per applicant hired
- B. Quantity of applicants
- C. Average time required to recruit applicants

D. Turnover of hires

**Answer: D**

**Question: 12**

A good MBO (management by objectives) shares all of the following aspects EXCEPT:

- A. Periodic feedback about objectives
- B. Goals which align with corporate level goals and strategies
- C. Goals are established by the supervisor/manager
- D. Goals which are measurable

**Answer: C**

**Question: 13**

You are assisting a highly talented engineering architect in repatriation after a short-term international assignment in Bangalore, India. After re-entry, there are no appropriate positions available in the organization at headquarters. Which of the following goals is NOT a potential goal for redeploying this individual?

- A. Maintain employee morale in the host country
- B. Building a global workforce
- C. Sharing the recently acquired knowledge
- D. Retaining the talent for the future

**Answer: A**

**Question: 14**

A manager works very closely with his subordinates to create an effective working environment. Once a new person is hired, he works with the employee to set realistic goals for the short-term and long-term. In addition, he continuously works employees to discuss career paths and career ambitions. He is constantly coaching, counseling, and mentoring. Once his employees reach goals, he rewards them through merit increase/bonuses, offering job responsibilities with new challenges, and publicly recognizes their achievement in cross-departmental meetings. Which of the following motivational theories is least utilized in his management approach to motivating his employee?

- A. B.F. Skinner's Theory of Behavioral Reinforcement
- B. McGregor's Theory X and Theory Y
- C. Vroom's Expectancy Theory
- D. Self-Efficacy Theory
- E. Herzberg's Motivation-Hygiene Theory

**Answer: D**

**Question: 15**

Which of the following factors does ONT affect the trainability of individuals?

- A. Perception of environment
- B. Time
- C. Ability
- D. Motivation

**Answer: B**

**Question: 16**

Which of the following is NOT a common mistake in selection procedures?

- A. Ignore long-term strategic considerations and goals for the position
- B. Adjusting global competencies to local cultures
- C. Use insufficient or not valid selection criteria
- D. Choose final candidate too quickly based on time constraints

**Answer: B**

**Question: 17**

Which of the following factors is an incentive for company to pursue localization?

- A. Market responsiveness
- B. Brand integrity
- C. Product quality
- D. Economies of scale

**Answer: A**

**Question: 18**

An organization has decided to utilize a geographic organizational structure. It has several offices throughout Europe and one office in Asia, in particular, in Shenzhen, China. Although the European offices are very well integrated into headquarters, the office in China has been running fairly independently. Of the locations, this office has been the most resistant to expatriates entering and to developing local talent. In fact, headquarters suspects that most of the hiring and promotions have

been based on nepotism. Which of the following gaps does the China office NOT exhibit in this scenario?

- A. Retention gap

- B. Skill & competency gap
- C. Knowledge sharing gap
- D. Succession gap

**Answer: A**

**Question: 19**

Which of the following does NOT represent a strategic financial goal for a global company?

- A. Effectively manage currency exchange fluctuations
- B. Decrease cost of goods
- C. New market penetration
- D. Increase revenue

**Answer: C**

**Question: 20**

A company has decided to terminate the employment of an executive for performance reasons. The HR Manager to create a severance package. Which of the following factors would NOT be considered when creating the final severance package?

- A. Severity of his lack of performance
- B. Length of service at company
- C. Total compensation in relation to severance package
- D. Notice pay protection laws

**Answer: A**

**Question: 21**

Which of the following is NOT a reason why individuals refuse international assignments?

- A. Personal familial issues, like spouse is reluctant to change careers or children are already in high school
- B. No clear, identified path for career development guaranteed after the assignment
- C. Financial incentives are inadequate
- D. Company's poor record of successful expatriations programs

**Answer: B**

**Question: 22**

Which of the following challenges is faced PRIMARILY when developing a global competency model?

- A. Base model only on past experience
- B. View the global plan as a sum of individual country plans

- C. Differences in perceptions of various attributes
- D. Balance the day-to-day demands with strategic plans

**Answer: C**

**Question: 23**

A U.S. based high tech company has built a R&D office in Bangalore, India. Four years have passed since the Greenfield operation was successfully built. During this time, the new location has taken on higher priority engineering projects and trained and developed managerial skills of its newly recruited managers in Bangalore. Headquarters wants the office to take on a new engineering project that would expand its business in the U.S. by adding a new product line. This project has been identified as the most important objective for the corporation in the mid-term. The project is still in the phase of identifying specifications and developing milestones, where the engineering management team is working closely with the product manager. Which of the following types international assignment is the most appropriate for the product manager during this phase of the project?

- A. Extended business travel
- B. Long-term expatriation
- C. International commuting
- D. Localized transfer

**Answer: A**

**Question: 24**

Which of the following measures the level of learning achieved by the participants of a training program?

- A. 360-degree feedback process
- B. Performance tests
- C. Performance appraisals
- D. Pre-/post measures

**Answer: D**

**Question: 25**

Which of the following processes attempts to determine the relative worth of jobs within an organization?

- A. Job design
- B. Job evaluation
- C. Job analysis
- D. Comparable worth

**Answer: B**

**Question: 26**

The HR Director of a multinational, U.S.-based company is proposing a staffing plan where foreign offices are staffed with as local nationals as possible instead of expatriates. Which of the following are NOT business justifications for this proposal?

- A. Building local expertise competencies
- B. Compliance with U.S. tax regulations
- C. Favorable tax treatment by local government
- D. Realization of cost savings

**Answer: B**

**Question: 27**

You have decided to measure the organization's recruiting effectiveness in the long term by calculating of turnover. Which of the following reasons represents the PRIMARY purpose of this measurement?

- A. Improve quality of employee
- B. Motivating employees effectively
- C. Risk management
- D. Assessing cost effectiveness of programs

**Answer: B**

**Question: 28**

A company decide to purpose an international assignment program to fill a new position in its new office Beijing, China. With the assistance of the human resources professional, the management, team has finalized a list of selection criteria of the candidate for the role considering the entire scope of the international assignment. During the interviewing process, they utilize various tools to isolate out the success factors. After deciding on the candidate and the individual accepting the offer, the human resources professional with vendors to provide cross-cultural training prior to departure and plans all the logistical details for the relocation. The human resources professional also assists the individual and his family by providing contacts and setting up meetings with other expatriates in the host country to orientate the expatriate before country, ie career development, potential roles,

personal transition, etc. In this scenario, which of the following actions items were forgotten to ensure a successful international assignment?

- A. Plan for a successful repatriation
- B. Provide ongoing support, while on assignment
- C. Plan the international assignment as part of a process, not an activity
- D. Provide appropriate training

**Answer: B**

**Question: 29**

Which of the following stages of globalization is an organization likely in if it is pursuing a polycentric staffing approach?

- A. Domestic
- B. Global
- C. Multinational
- D. Transnational

**Answer: C**

**Question: 30**

Which of the following BEST identifies the stages in the strategic planning process?

- A. Mission & Vision -> Determine Strategic Issues by performing a Gap Analysis, SWOT Analysis, & Benchmarking -> Strategy Formulation -> Strategy Implementation -> Evaluation & Control
- B. Strategy Development -> Strategy Formulation -> Strategy Implementation -> Strategy Evaluation
- C. Mission & Objectives -> Strategy Formulation -> Environmental scanning -> Strategy Implementation -> Evaluation & Control
- D. Mission & Objectives -> Determine Action Plans -> Strategy Implementation -> Evaluation & Control

**Answer: A**

**Question: 31**

When assessing the gaps between actual and desired organizational performance, which of following measures would NOT be considered?

- A. Benchmarked results
- B. Training and development
- C. Individual assessment
- D. Task assessment

**Answer: B**

**Question: 32**

Which of the following would a trainer emphasize in order to ensure that a training program focused on developing skills for a particular job is valid?

- A. Survey comparable off-the-shelf programs
- B. Interview incumbent

- C. Interview managers
- D. Analyze the job description and job specifications

**Answer: D**

**Question: 33**

You are preparing an on-assignment checklist for an individual going on an international assignment. Which of the following items is the LEAST important to pursue?

- A. Creating avenues for communication
- B. Identify school for children
- C. Cross-cultural training
- D. Moving/relocation services

**Answer: B**

**Question: 34**

Which of the following is NOT likely an issue a human resources professional would help a dual career family to work through to determine the appropriateness of an international assignment for the family at that time?

- A. How will the host country workers respond to a same sex family?
- B. Will the accompanying spouse be able to find a job easily?
- C. Will the employee consider commuting instead of moving the whole family to the host country?
- D. How will the loss of income from one spouse impact the family and their finances?

**Answer: A**

**Question: 35**

Which of the following is a difference between the recruitment and selection of an individual for a position in the home country vs. For an international assignment?

- A. Cost-benefit analysis
- B. Interviewing of family
- C. Review of previous work samples, experience, etc.
- D. Reference checking

**Answer: B**

**Question: 36**

The HR Manager is creating an interactive training program on recruiting for a group of 20 R&D managers as well as one for a group of 20 production line leads. Which of the following is NOT a factor to consider bearing

in mind these target audiences?

- A. R&D managers have probably had similar training in the past
- B. Production line leads are probably kinesthetic learners
- C. For the production line lead group, the best media to present this information is a video
- D. The facilitator for the group of R&D managers should be a subject matter expert that can express content as "A" causes "B" incidents

**Answer: C**

**Question: 37**

In which of the following situations do HR managers have the greatest impact on organizations?

- A. Assume management roles on cross-functional projects
- B. Actively participates in the long-term organizational strategic planning process
- C. Providing legal counsel to managers
- D. Evaluate and implement process improvements throughout an organization

**Answer: B**

**Question: 38**

Which of the following is NOT a factor when developing a compensation and benefits plan for expatriates?

- A. Internal company wide pay scale
- B. Compensation and benefits of expatriates in other countries
- C. Compensation and benefits of local nationals
- D. Compensation and benefits of peers back home

**Answer: A**

**Question: 39**

Which of the following selection methods is an effective tool to determine the psychological readiness of an individual for an international assignment?

- A. Standardized tests and inventories
- B. Stress interviews
- C. Simulations
- D. Self-assessment

**Answer: A**

**Question: 40**

Which of the following is NOT a reason to outsource?

- A. To share financial risk
- B. To manage a difficult risk
- C. To create value
- D. To gain access to world-class talent

**Answer: C**

**Question: 41**

You are responsible for hiring an engineering architect in Bangalore, India through a short-term international assignment. Which of the following techniques is the LEAST relevant selection criterion tool for this position?

- A. Standardized measures of psychological traits
- B. Evaluation of work samples
- C. Self-assessment
- D. One-on-one interviewing

**Answer: C**

**Question: 42**

Which of the following factors is NOT a significant variable in how an individual may re-adjust after returning home?

- A. Extent of previous experience on international assignments
- B. Length of time on international assignment
- C. Clarity of new job and role
- D. Changes in family & friends

**Answer: A**

**Question: 43**

Which of the following is NOT an external third-party source for recruiting?

- A. Private employment agencies
- B. Labor unions
- C. Outplacement firms
- D. Agencies

**Answer: B**

**Question: 44**

A U.S. Based manufacturing company has decided to expand overseas to South Korea. Which of the following is an example of environmental scanning?

- A. Building internal training programs for the new international employees
- B. Developing a compensation structure in line with the local market
- C. Changing the company's product mix to take advantage of the new labor market
- D. Analyzing the number of skilled workers in the area

**Answer: D**

**Question: 45**

As the of its corporate restructuring program, a corporation has invest in a manufacturing site ten miles outside of Bnagkok, Thailand. Which of the following factors is NOT a labor market factor that might affect the compensation strategy?

- A. Inflation and interest rates are rapidly rising
- B. Geographic concentration of labor around Bangkok, Thailand
- C. Demand for labor
- D. Types of remuneration sought

**Answer: A**

**Question: 46**

A U.S. based high tech company has built a R&D office in Bangalore, India. Four years have passed since the Greenfield operation was successfully built. During this time, the new location has taken on higher priority engineering projects and trained and developed managerial skills of its newly recruited manages in Bangalore. Headquarters wants the office to take on a new engineering project that would expand its business in the U.S. by adding a new product line. This project has been identified as the most important objective for the corporation in the mid-term. The project is still in the phase of identifying specifications and developing milestones, where the engineering management team is working closely with the product manager. The management team understand that is must create an international assignment program to have this project run smoothly. The team believes that extended business travel would be the most appropriate program. In order t confirm

their belief, the HR manager does extensive research. The analysis shows that extended business travel will result in \$10,000,000 additional revenue in the first year and \$5,000,000 additional revenue in the second year due to the customization of the product to customer demand. The cost of the program is \$400,000 initial investment plus a variable cost of \$100,000 per year. What is the break-even point?

- A. 2.4 months
- B. 4.8 months
- C. 6 months
- D. 2 months

**Answer: B**

**Question: 47**

A corporation decides to pursue a participative management style in order to make improvements in their operational efficiencies. Which of the following processes is the organization utilizing in order to achieve their strategic goal?

- A. Continual renewal process
- B. Total quality management
- C. Horizontal learning process
- D. Entrepreneurial process

**Answer: D**

**Question: 48**

According to the global performance management process, an organization should be aligning company systems in phases EXCEPT in which of the following stages?

- A. Specifying each employee's performance plan
- B. Defining global business strategy and objectives
- C. Linking benefits & rewards as well as employee development to the process
- D. Conducting the appraisal with each employee

**Answer: B**

**Question: 49**

After performing a global gap analysis, the global HR team has identified an initiative to identify at least three potential candidates for each Senior Director and VP position. In order to build accountability for implementing this initiative, which of the following pieces of information is NOT necessary?

- A. Source of resources
- B. Modes of communication
- C. Benefit to the individual and organization
- D. Developing S.M.A.R.T objectives

**Answer: B**

**Question: 50**

Which of the following type of listening is occurring when a person is thinking. "Robert has some legitimate points about the importance of quality and its importance in the company's growth" while listening to a ISO-9001 training session?

- A. Active
- B. Empathic
- C. Informational
- D. Evaluative

**Answer: D**

**Question: 51**

Which of the following is NOT a potential difference in benefits practices that Human Resources should evaluate when developing a global compensation and benefits strategy?

- A. Leaves of absences
- B. Life insurance benefits
- C. Medical coverage
- D. Reasons for termination

**Answer: D**

**Question: 52**

A gap analysis is performed to measure the skill gap between current executives and the type of executives in order to have a truly global workforce. Which of the following analysis techniques does this measure utilize?

- A. Ratio analysis
- B. Criterion-referenced analysis
- C. Trend analysis
- D. Norm-referenced analysis

**Answer: B**

**Question: 53**

According to Claus, which of the following HR activities is considered an upstream function?

- A. Compensation
- B. Employee relations
- C. HRIS
- D. Staffing

**Answer: C**

**Question: 54**

Which of the following represents a HR strategic activity?

- A. Recruitment of staff for new R&D project
- B. Implement annual performance appraisal programs
- C. Designing an employment brand
- D. Provide specific job training programs

**Answer: C**

**Question: 55**

Which of the following is NOT a potential reason for a company's decision to fill a position through an international assignment?

- A. Assist in creating alignment with headquarters' goals and objectives
- B. Assist in developing a consistent culture across the corporation
- C. Specific person is the most qualified candidate for the job
- D. Lack of core skill sets for the position available in the area

**Answer: C**

**Question: 56**

In the European Union, many multinational companies have Work Councils that are created to protect workers interests. A company with 50 employees working across the EU has decided to create a Work Councils. Recently, a court has fined the corporation for laying off 10% of the employee population in one of its E.U sites without discussing it with its Work Councils. Which of the following reasons represents the PRIMARY rationale for why this occurred?

- A. The company did not follow the collective bargaining agreement
- B. The company did not follow the voluntarily-provided program
- C. The company did not follow the government-provided program
- D. The company did not follow the government-mandated program

**Answer: A**

**Question: 57**

Which of the following describes the global compensation and benefits strategy that would BEST align with an organization that has decided to pursue a polycentric staffing approach?

- A. Utilization of headquarters policies with little adaptation to local considerations
- B. Consistent local and global policies
- C. Consistent policies within a region, but may not thoroughly consistent across regions
- D. Consistent local policies, but may not be consistent across the organization globally

**Answer: D**

**Question: 58**

According to Black and Mendenhall, which of the following factors is NOT a function of the individual that determines the degree of adjustment required in order to adapt to a new environment?

- A. Relationship skills
- B. Self-efficacy
- C. Perception skills
- D. Family-spouse adjustment

**Answer: D**

**Question: 59**

A U.S. based high tech company decides to build a R&D office in Bangalore, India. Which of the following terms describes this kind of expansion decision?

- A. Greenfield operation
- B. International merger
- C. Joint venture
- D. Trading house

**Answer: A**

**Question: 60**

According to the European Union and the International Labor Organization (ILO), which of the following legal instruments is non-binding?

- A. Conventions
- B. Decisions
- C. Regulations
- D. Directives

E. Opinions

**Answer: E**

**Question: 61**

Which of the following is NOT a step in the Strategy Implementation stage of Strategic Planning?

- A. Short-term organizational objectives are established
- B. Actions plans are developed
- C. Resource allocation

D. Long-term objectives are established and strategies defined

**Answer: D**

**Question: 62**

A Product Manager travels 2 weeks every month to the Asia office on business. The other 2 weeks of the month, she works at the U.S. based headquarters. She gets compensated in U.S. dollars. While in Asia, she works with the respective Engineering team to define specifications that will meet customer expectations. Which of the following describes her work situation?

- A. Localized transfers
- B. Extended business travel
- C. Third country national
- D. Short-term assignments

**Answer: B**

**Question: 63**

Which of the following is a shared characteristic of all four levels of learning, as identified by Kirkpatrick?

- A. Questioning
- B. Reaction
- C. Results
- D. Behavior

**Answer: A**

**Question: 64**

An organization is in the growth stage of the organizational life cycle. It has five locations, one in the U.S. (headquarters), two in Asia, one in South America, and one in Europe. The foreign operations are relatively new, fully operational only within the last 5 years. During this time, each office has caucused on building both technical and managerial talent within its own site. Once a year the executive team from headquarters visits each office to meet with the managers at each site to discuss the coming fiscal year's strategic goals and objectives. Which of the following stages of globalization BEST describes the phase this company is in?

- A. International
- B. Transnational
- C. Multinational
- D. Domestic

**Answer: C**

**Question: 65**

Let's assume that a company's promotion/ compensation philosophy focuses on the employees' long term goals. The company believes all employee should be given the opportunity to pursue their longterm professional goals, as long as they are willing to put in the time and effort. In fact, the company extends this general philosophy of the importance of the individual to a "no-layoff" policy, even in difficult business times. Which of the following best describes this type of culture?

- A. Clan culture
- B. Bureaucratic culture
- C. Entitlement-oriented
- D. Contribution-oriented

**Answer: C**

**Question: 66**

Which of the following is NOT A measurement technique that measures the effectiveness of an internal process?

- A. Cost-benefit analysis
- B. Break-even analysis
- C. Correlational study
- D. Return on Investmetn (ROI) analysis

**Answer: C**

**Question: 67**

The HR Director of a multinational, U.S. based company is proposing a staffing plan where foreign office are staffed with as many third country nationals as possible instead of expatriates. Which of the following is an advantage to utilizing third country nationals vs. expatriates to fill international assignments?

- A. Helps to create a truly global workforce
- B. Helps solve specific problems to meet specific needs
- C. Facilitates global integration and standardization
- D. Helps to develop a pool of global executives

**Answer: A**

**Question: 68**

Which of the following is NOT a benefit of a company and community site visit and orientation before an individual decides to accept an international assignment?

- A. Results in the selection of the most qualified candidate
- B. Encourages self selection
- C. Helps an organization to dispel unrealistic expectations
- D. Reduces employee turnover

**Answer: A**

**Question: 69**

A company has been utilizing expatriates from headquarters to fill skill gaps internationally. However, the international assignees have been having problems building trust locally. In addition, the costs to maintain these assignments have been exorbitant. Given the current circumstances, which of the following resource groups may be a better alternative to staffing for future or to fill the international assignment positions in the long term?

- A. Local nationals
- B. Expatriates
- C. Inpatriates
- D. Third country nationals

**Answer: A**

**Question: 70**

Which of the following statements describes a false positive in the selection process?

- A. A qualified candidate who was hired
- B. An unqualified candidate who was rejected
- C. A qualified candidate who was rejected
- D. An unqualified candidate who was hired

**Answer: D**

**Question: 71**

Which of the following issues does the International Labor Organization (ILO), European Union (EU), and the Organization Economic Cooperation and Development (OECD) all address?

- A. Industrial relations
- B. Combating bribery
- C. Taxation
- D. Education and culture

**Answer: A**

**Question: 72**

Which of the following defenses is legitimate for a U.S. firm operating in other countries for violating Title VII of the Civil Rights Act?

- A. Treaty rights
- B. Compulsory by foreign law
- C. Is a non-extraterritorial law
- D. Sovereignty immunity

**Answer: B**

**Question: 73**

Which of the following is an intangible benefit of an international assignment?

- A. Faster cross-border project completion times
- B. Development of technical skills by local workers
- C. Increased alignment of host country goals with overall company goals and objectives
- D. Increased process efficiency

**Answer: C**

**Question: 74**

The success of an internal business process is evaluated by the extent to which that process meets the objectives of its function. Which of the following best describes this measurement of success?

- A. Management by objective
- B. Effectiveness
- C. Balanced scorecard
- D. Efficiency

**Answer: B**

**Question: 75**

You are in the process of evaluating the current global compensation structure, which is based on headquarters biases. One of the remote offices has a very unique culture. Because their culture is diffuse often combining family, life, and work together, is universalistic, and focuses on the collective group. On the other hand, the other locations, including headquarters, have a culture that is particularistic, individualistic, and specifically divides work and family. Which of the following aspects of the current structure might be affecting the unique location by the lack of adaptation to local pressure?

- A. Defined goals are clear, relevant, and ensure line of sight
- B. Company has adopted an aggressive sales commission plan for each salesperson

- C. Company has adopted a gainsharing plan
- D. Every employment offer is detailed in writing

**Answer: B**

**Question: 76**

A company is a four-year old start-up running on venture capital investment. Its initial assumption of a \$2 billion market for its product has shrunk to a \$50 million market. Which of the following strategies is NOT a strategy that would be deliberated during the strategy development phase of the strategic planning process?

- A. Plan to expand the capability of the R&D team to add value added skill and knowledge to the company
- B. Decide to move into a new market place
- C. Evaluate potential merger and acquisition candidates to expand product mix and create a healthier income stream
- D. Reduce the number of different versions of the product into three main product lines

**Answer: A**

**Question: 77**

Which of the following stages of the International Assignment Process model is the most critical in determining the success of an international assignment?

- A. Pre-departure preparation
- B. Assessment and selection
- C. On assignment
- D. Completing the assignment

**Answer: B**

**Question: 78**

You are responsible for hiring an entry-level engineer position in Bangalore, India. Which of the following recruitment sources is the least likely to be used?

- A. Contingency-basis employment agencies
- B. Recruiting at colleges? vocational schools
- C. Employee referral program
- D. Post jobs online on corporate website

**Answer: A**

**Question: 79**

Which of the following takes into account the effects of inflation when analyzing data from a pulished survey?

- A. Aging
- B. Measuring central tendency
- C. Utilizing frequency distributions
- D. Leveling

**Answer: A**

**Question: 80**

Which of the following is NOT a variable that differs between replacement planning and succession planning?

- A. Identified skill requirements
- B. Tools utilized
- C. Information flow
- D. Outlook into future (in terms of time)

**Answer: B**

**Question: 81**

Which of the following is the most important step when outsourcing the set up of a new HRIS (human resource information system)?

- A. Select the best HRIS system with extensive capabilities
- B. Prepare a detailed request for proposal (RFP) defining desired specifications
- C. Analyze the organization's needs for building a HRIS system
- D. Develop a complaint procedure for all work disputes

**Answer: C**

**Question: 82**

Which of the following describes an employee's motivational potential, according to the job characteristics mode?

- A. Ability to implement, responses, feedback
- B. Motivation factors and incentives
- C. Skill variety, task identity, task significance, autonomy, feedback

- D. job analysis, task significance

**Answer: C**

**Question: 83**

A company decides to pursue an international assignment program to fill a new position in its new office in Beijing, China. With the assistance of the human professional, the management team has finalized a list of job-specific selection criteria of the ideal candidate for the role. During the interviewing process, the key selection tool utilized was role-playing. Role-playing was done entirely in Mandarin based around common business and family situations an expatriate may face. In addition, role-playing was utilized to show how the candidate had successfully portrayed identified success factors in past behavior. Which of the following selection methods was NOT utilized in this scenario?

- A. Work sample
- B. Situational assessments
- C. Self-assessment
- D. Interview

**Answer: A**

**Question: 84**

Which of the following leadership theories believes that leadership styles should correspond to the maturity of the employees?

- A. Contingency theories
- B. Situational theories
- C. Behavioral theories
- D. Trait theories

**Answer: B**

**Question: 85**

A U.S. based Engineering Manager was sent to England for a short-term six-month assignment to recruit and build a team. He is almost done with the assignment and describes the entire opportunity as being exciting and challenging. He wants to stay in Europe further and hopes to go on future international assignments. According to Black and Mendenhall, which of the following stages of the cross-cultural adjustment cycle is the manager in?

- A. Culture shock
- B. Mastery
- C. Adjustment
- D. Honeymoon

**Answer: D**

**Question: 86**

Which of the following groups would NOT be considered to be subject matter experts (SME's) of a job function?

- A. Current incumbents
- B. Direct reports
- C. Trained job analysts
- D Supervisors

**Answer: B**

**Question: 87**

Let's assume you need to develop a strategic employer branding program. Which of the following is one of the LEAST effective methods in positive employer branding?

- A. Providing above-market compensation packages
- B. Gathering local confidence by socially responsible actions, ie environmentally conscious
- C. Winning the Malcolm Baldrge National Quality Award
- D. Implementation of flexible work arrangements that reduce turnover by 10%

**Answer: A**

**Question: 88**

What are the 4P's in Marketing?

- A. Place, Product, Promotion, Partnership
- B. Price, Place, Product, Promotion
- C. Price, Product, Promotion, Productivity
- D. Price, Product, Promotion, Partnership

**Answer: B**

**Question: 89**

Which of the following is NOT a reason why a company would pursue moving forward with an acquisition?

- A. Improve customer relations
- B. Increase their current market share
- C. Acquire new skills and talents
- D. Expand their product portfolio

**Answer: A**

**Question: 90**

Which of the following criteria is NOT a factor in determining the level of control of a non-U.S. corporation?

- A. Labor relations centrally controlled
- B. Principal place of business
- C. Shared management
- D. Interrelation of operations

**Answer: B**

**Question: 91**

The following non-immigrant visa allows managers, who work for a foreign employer, to work in the United States for a parent, subsidiary, or affiliate company if the individual worked as a manager during one of the last three years:

- A. B-1 business visitor visa
- B. L-1 intracompany transfer visa
- C. H-1B specialty occupation visa
- D. TN visa

**Answer: B**

**Question: 92**

Which of the following is NOT a significant benefit for employers to clearly communicate the direct and indirect compensation strategy to their employees?

- A. Better understanding of equity in structure
- B. Minimize confusion over issues such as vacation policy
- C. Clear understanding of compensation and performance through performance appraisals
- D. Understanding the amount of money employers pay to maintain health care benefits

**Answer: B**

**Question: 93**

Human resource management is conducted to achieve \_\_\_\_\_ goals.

- A. Organizational
- B. Personnel
- C. Supervisory

D. Management

**Answer: A**

**Question: 94**

A HR staffing plan is different from strategic HR planning because it is a lot more tactical responding quickly to changes. Which of the following is NOT a factor that helps to ensure that the tactical HR staffing plan is linked to strategic HR planning?

- A. Should get buy-in from a large audience when developing global RH staffing plans
- B. Assumptions of the HR staffing plan is explicit and fact-based when communicating the plan across the various global locations
- C. HR staffing plan clearly aligns with organizational goals
- D. Perform a gap analysis to determine the current staffing pool vs. the future needs

**Answer: D**

**Question: 95**

A corporation is considering building a greenfield operation for a R&D site in Bangalore, India According to the strategic plan, technical managers from headquarters will manage these employees and incorporate them in their current engineering product deployments. Which of the following is NOT an advantage of pursuing heterogeneous global teams?

- A. Local responsiveness to customers
- B. Transfer of knowledge between the two or more sites
- C. Easier to agree on a specific decision
- D. More innovative ideas developed

**Answer: C**

**Question: 96**

Which of the following is one of the primary outcomes of a job analysis?

- A. Job specifications
- B. Performance criteria
- C. Highly structured questionnaires
- D. Competency model

**Answer: A**

**Question: 97**

An organization is in the growth stage of the organizational life cycle. It has five locations, one in the U.S. (headquarters), two in Asia, one in South America, and one in Europe. The company has decided to utilize a

geographic organizational structure. Although the foreign locations are relatively new, each office has focused on building both technical talent within its own site. Therefore, each location is fully operational each running fairly independently. However, once a year the executive team from headquarters visits each office to meet with the managers at each site to discuss the coming fiscal year's strategic goals and objectives. Which of the following factors does NOT play a factor in determining the global staffing approach in this scenario?

- A. Global growth strategy of organization
- B. Fairly locally responsive strategy by headquarters
- C. Strategic plans identified by headquarters
- D. Relative maturity of each global location

**Answer: A**

**Question: 98**

Which of the following is NOT an international assignee?

- A. Expatriate
- B. Inpatriate
- C. Third country nationals
- D. Local nationals

**Answer: D**

**Question: 99**

Which of the following is NOT a potential reason for geographic differentials in pay?

- A. Different cost of living standards
- B. Incentive to attract skilled workers to an area, which normally has rain for 80% of the year
- C. Existence of a large group of minorities in the area
- D. Incentive to attract workers to a foreign country

**Answer: C**

**Question: 100**

Which of the following is NOT a potential outcome of a poor decision making process by the individual in resolving to pursue an international assignment?

- A. Home country manager addresses problems quickly and thoroughly while the individual is on assignment
- B. Dissatisfaction by assignee's family
- C. Individual evaluates aspects of the international assignment incorrectly due to the lack of knowledge in doing so
- D. Unrealistic expectations about assignment

**Answer: A**

**Question: 101**

Which of the following is the least important factor to consider when evaluating a third-party contractor to outsource benefits administration?

- A. Detailed audit structure
- B. Response time to client questions
- C. Price
- D. Preexisting/ existing relationships with carriers

**Answer: D**

**Question: 102**

Which of the following functions does a job description NOT serve?

- A. Tool during performance appraisals
- B. Tool for diversity plan
- C. Tool for selection criteria
- D. Tool for HR planning

**Answer: B**

**Question: 103**

An Organization's sales team is made up of two individuals to sell its products internationally. In lieu of the small group, the company has decided to utilize representatives from other inability to communicate its technical aspects. Which of the following elements should the sales team work with marketing on to resolve this problem?

- A. Improve Place (ie channel partner relationships)
- B. Improve Product
- C. Improve Promotion
- D. Lower Prices

**Answer: C**

**Question: 104**

Individuals have various styles of learning. Which of the following types of learners is best suited for lectures?

- A. Kinesthetic learners
- B. Visual learners
- C. Tactile learners

D. Auditory learners

**Answer: D**

**Question: 105**

Which of the following is NOT one of the four fundamental principles and rights at work established by the International Labor Organization (ILO)?

- A. Collective redundancy
- B. Elimination of forced or compulsory labor
- C. Abolition of child labor
- D. Elimination of employment-related discrimination

**Answer: A**

**Question: 106**

An organization is in the global stage of globalization. Which of the following BEST describes the key functions of human resources professionals working in this company at this time?

- A. Increasing activity in international assignment programs, so that they have an extensive knowledge about various host countries. Focused on change partner and navigator role.
- B. Experts at moving resources back and forth across countries. Focused on only navigator role.
- C. Increasing activity in international assignment programs, so that they have an extensive knowledge about various host countries. Focused builder and change partner role.
- D. Experts at moving resources back and forth across countries. Focused on change partner and navigator role.

**Answer: D**

**Question: 107**

In order to measure staffing effectiveness, a company measures the yield ratio of offers to interviews. According to the research, the company yields the following ratios for the following staffing sources: contingency firms (15% first year's salary) 1/10, website (1% G&A costs) 2/12, employee referrals (\$0 cost) 3/9, internal recruiters (4% G&A costs) 1/15. Which of the following decisions is a good decision based on the information provided above?

- A. Pursue use of alternate staffing sources
- B. Pursue relationships with alternate contingency firms
- C. Terminate internal recruiters
- D. Promote employee referrals

**Answer: D**

**Question: 108**

An organization decides to provide their employees who have stayed with the company for 15+ years a pension based on the average earnings in the last 3 years of their employment with the company. Which type of formula does this utilize?

- A. Final pay
- B. Cash balance plan
- C. Flat dollar
- D. Career-average

**Answer: A**

**Question: 109**

A Product Manager has been identified to travel 2 weeks every month to the Asia Engineering office on extended business travel for an eight-month period. The other 2 weeks of the month, she works at the U.S. Based headquarters. Which of the following training programs is the MOST critical to ensure success on the job?

- A. Technical ability
- B. Cross cultural team building
- C. Language
- D. Cross cultural training

**Answer: D**

**Question: 110**

A U.S. Based high tech company has built a R&D office in Bangalore, India. Four years have passed since the greenfield operation was successfully built. During this time, the new location has taken on higher priority engineering projects and has trained and developed managerial skills of its newly recruited managers in Bangalore. Headquarters wants the office to take on a new engineering project that would expand its business in the U.S. By adding a new product line. This project has been identified as the most important objective for the corporation in the mid-term. The project is still in the phase of identifying specifications and developing milestones, where the engineering management team is working closely with the product manager. The management team understands that it must create an international assignment program to have this project run smoothly. The team believes that extended business travel would be the most appropriate program. In order to confirm their belief, the HR manager does extensive research. The analysis shows that extended business travel will result in \$10,000,000 additional revenue in the first year and \$5,000,000 additional revenue in the second year due to the customization of the product to customer demand. The cost of the program is \$400,000 initial investment plus a variable cost of \$100,000 per year. What is the cost/benefit ratio in the first year?

- A. 25:1
- B. 20:1
- C. 1:20
- D. 1:25

**Answer: B**

**Question: 111**

Which of the following is NOT considered a competitive advantage strategy?

- A. Above Market Compensation Structure
- B. Product differentiation
- C. Cost advantage
- D. Customer Intimacy

**Answer: A**

**Question: 112**

A U.S. Based high tech company has built a R&D office in Bangalore, India. Four years have passed since greenfield operation was successfully built. During this time, the new location has taken on higher priority engineering projects and has trained and developed managerial skills of its newly recruited managers in Bangalore. Headquarters wants the office to take on a new engineering project that would expand its business by adding a new product line. This project has been identified as the most important objective for the corporation in the mid-term. However, the site still lacks technical knowledge in a particular area. Which of the following types of international assignments is the most appropriate in order to fill this knowledge gap?

- A. Localized transfer
- B. International commuting
- C. Short-term assignment
- D. Long-term expatriation

**Answer: C**

**Question: 113**

A Singapore-based restaurant chain is experiencing phenomenal growth. The chain offers a unique service for demographics experiencing the growth of two-person income families. It offers a variety of affordable, healthy alternatives to the fast food chains. Corporate headquarters is trying to decide whether to offer one single line of products shared throughout each chain or to offer one single line of products shared by each region. This scenario is an example of which of the following types of tensions common in global expansion?

- A. Value creation measure vs, standardization
- B. Localization vs, privatization
- C. Global integration vs, local responsiveness

D. Activity measure vs, results measure

**Answer: C**

**Question: 114**

A U.S. based Engineering Manager was sent to England for a short-term six-month assignment to recruit and build a team. He is done with the assignment and has returned home. When going out with family and friends, he describes the entire opportunity as being exciting and challenging. He wishes he could have stayed in Europe longer. Which of the following repatriation programs is the MOST appropriate to ensure a successful repatriation?

- A. Re-entry training program
- B. Compensation and benefits adjustment
- C. Policies on repatriation
- D. Recognition and appreciation

**Answer: D**

**Question: 115**

Which of the following represents a PRIMARY reason why employees leave an organization?

- A. Lack of challenging work
- B. Manager does not share relevant information with employees
- C. Manager is not approachable and open to new ideas
- D. Uncertainty of future

**Answer: D**

**Question: 116**

A company develops its future leaders by hiring college graduates of top tier universities and putting them through a management program. During the management program, they are rotated through various job functions over 2-3 years. During this time period, their success in a technical area of expertise isolates out the potential leaders for various departments. According to Evans, Pucik, and Barsoux, which of the following approaches to leadership identification and development is this organization utilizing?

- A. Functional
- B. Elite Political
- C. Elite Cohort
- D. Managed Development

**Answer: A**

**Question: 117**

Which of the following is NOT an action performed during the needs analysis analysis stage of the change management process?

- A. Specifying the objective to be achieved
- B. Environmental scanning
- C. Assessing the organization and its history
- D. Discussing alternative plans and gauging reactions

**Answer: D**

**Question: 118**

Which of the following is NOT a potential difference in benefits practice that Human Resources should evaluate when compensating an expatriate or local national?

- A. Medical care
- B. Hours worked per week
- C. Social security
- D. Vacation days

**Answer: B**

**Question: 119**

Which of the following is NOT a basic objective of a total compensation system?

- A. Internal and external equity for employees
- B. All of the above
- C. Aligns with organization's vision, mission, and short and long-term strategies
- D. Provides direct compensation that leads the market

**Answer: D**

**Question: 120**

Which of the following is a disadvantage of utilizing internal recruitment methods?

- A. Morale problem
- B. Misplacements
- C. Organizational inbreeding
- D. Long orientation time

**Answer: C**

**Question: 121**

Which of the following represents an argument why nations should confer within organizations like the EU to create minimum labor standards worldwide?

- A. Passing judgment can be viewed as imperialistic
- B. Puts some countries at a competitive disadvantage
- C. In order to meet binding regulations of the respective organization
- D. May impede a nation's comparative advantage, only worsening conditions for internally

**Answer: B**

**Question: 122**

Which of the following is an explicit factor of a corporate culture?

- A. Authority and working relationships between employees
- B. Values, norms and beliefs
- C. Communication styles
- D. Systems and processes

**Answer: D**

**Question: 123**

Which of the following actions is NOT subject to prosecution, based on the Age Discrimination in Employment Act ( ADEA )?

- A. Age based discrimination against a U.S. citizen in Pakistan by an India based corporation.
- B. Age based discrimination against a U.S. citizen in Pakistan by a U.S. based corporation.
- C. Age based discrimination against a non-U.S. citizen in Pakistan by an India based corporation.
- D. Age based discrimination against a non-U.S. citizen in Pakistan by a U.S. based corporation.

**Answer: A**

**Question: 124**

Which of the following laws does NOT apply outside of the United States for U.S. Based firms?

- A. Americans with Disabilities Act (ADA)
- B. National Labor Relations Act (Wagner Act)
- C. Foreign Corruption Practices Act (FCPA)
- D. Title VII of the Civil Right Act

**Answer: B**

**Question: 125**

Which of the following indicators is lagging indicator?

- A. Return of shareholder value
- B. Reduced turnover
- C. Customer satisfaction
- D. Production throughput

**Answer: A**

**Question: 126**

Which of the following types of organizational structures would be MOST effective in being responsive to customer?

- A. Line units
- B. Matrix
- C. Divisional
- D. Functional

**Answer: C**

**Question: 127**

An organization is in the growth stage of the organizational life cycle. The company is a small staffing firm made up with a founder who largely performs a business development individuals, and 2 junior recruiters who perform most the administrative function. Each recruiter is paired up with a business development individual to target a specific niche in professions-sales and marketing vs. engineering vs. administrative staff (ie clerical, accounting, etc). Which of the following types of organizational structures is recommended?

- A. Centralization
- B. Divisional
- C. Functional
- D. Narrow span of control

**Answer: B**

**Question: 128**

Which of the following best describes an organization's compensation philosophy if the average employee's compa-ratio is determined to be 0.70?

- A. Lags the market
- B. Serves as a benchmark
- C. Leads the market
- D. At the market

**Answer: A**

**Question: 129**

A Peoplesoft consultant is interested in moving up in management. In order to do that, she has just started attending a part-time MBA program at Columbia University. In addition, she realizes that she needs additional global experience. Which of the following would MOST benefit this person if they would like to pursue the management track?

- A. Job-sharing
- B. Mentoring
- C. Succession planning
- D. Expatriate mentoring

**Answer: B**

**Question: 130**

A global team is made up of 5 individuals and a manager. The manager is located at headquarters in the U.S., 2 individuals are in Europe, and 3 individuals are in 3 different locations in Asia. The manager defines the group's goals, delegates work, and makes tough decisions when necessary. His team is made up of a creative innovator, a person to deal with all of the operational details and requirements, a person who continuously communicates across the group and explores alternatives; a strategic thinker, and a person to evaluate and curtail potential errors and negative consequences. In this scenario, which of the following is NOT an aspect that the manager should monitor in order to ensure a successful global team?

- A. Building trust amongst the team
- B. Establishing goals and boundaries across the team
- C. Add a person into the team to play the coordinator role
- D. Resolving conflicts amongst the team

**Answer: C**

**Question: 131**

A product manager is sent around the world to visit the various engineering sites in order to help develop the appropriate customer specifications into the final product. According to Hofstede, which of the following is NOT a potential underlying cultural value that the product manager should consider as being implicit in the interactions with the engineers and their behavior?

- A. Defined gender roles
- B. Individualism vs. collectivism
- C. Level of uncertainty avoidance

D. Universalism vs. particularism

**Answer: D**

**Question: 132**

You have recruited an engineering architect for a short-term international assignment in Bangalore, India. During the pre-departure training, you ask the training consultant to focus on providing immediate survival techniques. For example, the trainer outlines where the individual can obtain assistance and explains logistical realities of getting around in the host country. Which of the following processes does this describe?

- A. Assimilation
- B. On-boarding
- C. Relocation
- D. Outplacement

**Answer: B**

**Question: 133**

A U.S. based high tech company has just built a new manufacturing operation in Beijing, China. Over the last two months, they have been trying to recruit skilled and unskilled labor to fill the new open positions. In addition, the company has decided to create 2 international assignments to fill identified skill gaps. One position is for a Senior Manufacturing Manager/Director to get the operation up and running within 4 more months meeting identified planned outs and the second position is for a Senior Manufacturing Engineer to deal with any engineering issues when developing the process. When trying to identify potential internal candidates for the Senior Manufacturing Manager/Director position through the skills inventory, which of the following skills is the LEAST

relevant?

- A. Ability to speak Chinese
- B. Past experience with creating new manufacturing operations
- C. Past international experience
- D. Strong technical understanding of manufacturing the designated product line

**Answer: D**

**Question: 134**

You are in the process of developing a global compensation structure. Which of the following factors does NOT affect the strategy pursued?

- A. Laws and regulations
- B. Cultural differences
- C. Economic factors
- D. Career management system

**Answer: D**

**Question: 135**

After two years of selling mostly prototypes of their product, built to customer specifications, a company is beginning to commercialize this product. The current average cost to build the product is \$1000 per unit, where \$600 is the bill of materials and \$400 is the direct labor. The company currently produces at the run rate of the 100 good units per week from 200 total units processed. The firm currently sells the product at \$1500 per unit, without volume discounts. One of the major pressures from their customers is to cut costs by 40% within one year. Which of the following strategies should the firm pursue first based on the following research data? Please assume there is infinite customer demand.

- A. Acquiring a company overseas in order to manufacture the product, which would reduce costs by 75% in Year 1 (5% probability of the success )
- B. Developing a turnkey operation that reduces costs by 65% in Year 1 (30% probability of the success )
- C. Participate in a joint venture for new R&D that would help reduce costs by 50% by improving yields in Year 1 (20% probability of success )
- D. Licensing out the technology to a corporation in another country that would reduce costs by 55% in Year 1 (15% probability of success )

**Answer: B**

**Question: 136**

A U.S. based high tech company has just built a new manufacturing operation in Beijing, China. Over the last two months, they have been trying to recruit skilled and unskilled labor to fill the new open positions. In addition, the company has decided to create 2 international assignments to fill identified skill gaps. One position is for a Senior Manufacturing Manager/Director to get the operation up and running within 4 more months meeting identified planned outs and the second position is for a Senior Manufacturing Engineer to deal with any engineering issues when developing the process. When trying to identify potential internal candidates for the Senior Manufacturing Engineering position through the skills inventory, which of the following skills is the MOST relevant?

- A. Adaptability with working with different people from different cultures
- B. Ability to speak Chinese
- C. Past international experience
- D. Strong technical understanding of manufacturing designated product line

**Answer: D**

**Question: 137**

You have decided to outsource the moving service for all expatriate assignments. After an individual is chosen and has accepted an international assignment, you provide all necessary contact information to both parties with specific deadlines. Which of the following steps is the next step in managing the vendor?

- A. Monitoring operations for continual improvement
- B. Specifying objectives to the vendor
- C. Ensuring regular communication and reporting between parties
- D. Periodic management reports

**Answer: C**

**Question: 138**

What is a disadvantage of the divisional departmentalization?

- A. Focus is too narrow
- B. Inefficient use of human resources
- C. Disregards broader organizational considerations
- D. Unity of command is lost

**Answer: B**

**Question: 139**

Which of the following describes a statement that specifies the activities which the organization intends to pursue and the course it has charted for the future?

- A. Mission Statement
- B. Vision Statement
- C. Organizational Values
- D. Strategic Plan

**Answer: A**

**Question: 140**

Which of the following competencies is required for a global leader to succeed cross-functionally across groups?

- A. Transferring knowledge
- B. Establishing credibility
- C. Obtaining information
- D. Selling

**Answer: D**

**Question: 141**

HR Management is a key factor in building competitiveness through its alignment with the organization's strategies. Which of the following BEST describes the functions of personnel focused on achieving this

aspect of their role?

- A. The change partner, operational, and administrative
- B. The builder, strategic, and operational
- C. The navigator, strategic, and operational
- D. The navigator, operational, and administrative

**Answer: B**

**Question: 142**

A company decides to develop a bonus program as an incentive for employees to increase the number of corporate-owned patents and product innovations. The human resources department is responsible for measuring the increase in the number of patents over time and the increase in the number of R&D projects. Which of the following types of measure BEST describes these metrics?

- A. Results & Value creation measure
- B. Value creation measure
- C. Activity measure
- D. Activity & Value creation measure
- E. Results measure

**Answer: D**

**Question: 143**

A company is evaluating its performance appraisal method for its international office in Japan. According to Japanese culture, feedback should be formal and focused around the performance of the group. Similarly, rewards should be applied evenly across those at the same level within a group and progressively increase as you go up the hierarchy. Which of the following performance appraisal methods would be the most effective tool to manage their performance?

- A. Criterion referenced measurement
- B. Norm referenced measurement
- C. 360 degree rating
- D. Open ended essay

**Answer: A**

**Question: 144**

A U.S. based high tech company has built a R&D office in Bangalore, India. Four years have passed since the greenfield operation was successfully built. During this time, the new location has taken on higher priority engineering projects and has trained and developed managerial skills of its newly recruited managers in Bangalore. Headquarters wants the office to take on a new engineering project that would expand its business in the U.S. by adding a new product line. This project has been identified as the most important objective for the corporation in the mid-term. The project is still in the phase of identifying specifications and developing

milestones, where the engineering management team is working closely with the product manager. The management team understands that it must create an international assignment program to have this project run smoothly. The team believes that extended business travel would be the most appropriate program. In order to confirm their belief, the HR manager does extensive research. The analysis shows that extended business travel will result in \$10,000,000 additional revenue in the first year and \$5,000,000 additional revenue in the second year due to the customization of the product to customer demand. The cost of the program is \$400,000 initial investment plus a variable cost of \$100,000 per year. What is the return on investment in the first year?

- A. 20%
- B. 500%
- C. 250%
- D. 40%

**Answer: C**

**Question: 145**

Which of the following addresses the range and breadth of details related to international assignments?

- A. International assignment letter of agreement
- B. Assignment plan
- C. International assignment process model
- D. Company policies

**Answer: D**

**Question: 146**

Which of the following actions is a PRIMARY deterrent against employees organizing to form labor unions?

- A. Developing an alternative dispute resolution mechanism
- B. Employer encourages a participative style management
- C. Creation of work councils
- D. Creation of codetermination requirements

**Answer: A**

**Question: 147**

What should be the first step when developing a global HR strategic plan?

- A. Identify HR vision and goals
- B. Assess HR resources available to implement plan
- C. Determine how each HR tactical activity aligns with organizational goals
- D. Identify S.M.A.R.T. HR objectives that align with organizational goals

**Answer: A**

**Question: 148**

An organization is creating an incentive pay plan for its global executives. Due to time pressures, the HR Director is not able to perform a complete analysis as to the measures that should be evaluated for each executive. Therefore, since the focus of the organization this year is on meeting revenue targets in order to reach break-even in 2 years, the HR Director and CEO recommend to the Board of Directors an incentive plan for each executive tied to this year's revenue only. Which of the following statements is true in regards to the incentive pay plan?

- A. This is not an effective executive incentive pay plan because it does not have a sunset clause
- B. This executive incentive pay plan is not a win-win situation
- C. This is not an effective executive incentive pay plan because it does not incorporate goals line of sight
- D. This is not an effective executive incentive pay plan because it does not aligned with the organizational goals and objectives

**Answer: C**

**Question: 149**

A U.S. based high tech company is considering building a R&D office in Bangalore, India. Which of the following factors is the LEAST relevant in considering whither to build a new global enterprise or not?

- A. Transfer capital earned to headquarters
- B. Workforce costs
- C. Financial incentives
- D. Infrastructure
- E. New market penetration

**Answer: E**

**Question: 150**

Which of the following cultural ramifications affect the design stage of global training development process?

- A. Some culteres expect only positive comments about trainers, not candid comments
- B. Some culteres perfer lectures, not role-playing andfacilitations
- C. Some culteres perfer not admitting certain problems because of "losing face"
- D. Some cultures learn deductively, not inductively

**Answer: D**

**Question: 151**

Which of the following describes the ability of an instrument to measure what is intended to measure?

- A. Variance
- B. Effectiveness
- C. Reliability
- D. Validity

**Answer: D**

**Question: 152**

A company decides to pursue an international assignment program to fill a new position in its new office in Beijing, China. With the assistance of the human resources professional, the management team has finalized a list of job-specific selection criteria of the ideal candidate for the role. During the interviewing process, they utilize various tools to isolate out the success factors. After deciding on the candidate and the individual accepting the offer, the human resources professional works with vendors to provide cross-cultural training before and during the assignment and plans all the logistical details for the relocation. The human resource professional also assists the individual by

providing contacts and setting up meeting to orientate the expatriate before and during the assignment, i.e. mentors, expatriate community, etc. In this scenario, which of the following actions items were forgotten to ensure a successful international assignment?

- A. Recognize the entire scope of the international assignment experience
- B. Provide appropriate training
- C. Establish realistic expectations
- D. Conduct thorough assessment of the candidates

**Answer: A**

**Question: 153**

Which of the following would NOT impact the effectiveness of the transfer of training?

- A. Pressure amongst colleagues not to perform new skills
- B. Lack of reinforcement
- C. Fear of change
- D. Lack of attitude

**Answer: D**

**Question: 154**

According to the McKinsey 7-S framework, which of the following is identified as a hard S?

- A. Staff
- B. Systems
- C. Shared values
- D. Skills

**Answer: B**

**Question: 155**

A company is in the process of defining its global competency model. One of the competencies that have come into question is the ability to build consensus as a key attribute to define a successful global leader. The reason it has come into question is that in some countries, like Japan, it is a sign of weakness for leaders to build consensus around all decisions made. This scenario is an example of which of the following types of tensions common in global expansion?

- A. Global integration vs. local responsiveness
- B. Localization vs. privatization
- C. National culture vs. organizational culture
- D. Standardization vs. localization

**Answer: C**

**Question: 156**

Which of the following is NOT a pay survey?

- A. Published surveys
- B. Job evaluation
- C. In-house surveys
- D. Utilization

**Answer: B**

**Question: 157**

A company has planned and executed an a successful 3-year international assignment of an individual to its new office in Beijing, China. The individual has three more months on assignment before returning to the United States. The expatriate has repeatedly e-mailed and called leaving messages with both the home country manager and the human resources professional in order to inquire about his new role after the assignment, but has not received any response. In response, the international assignee has gotten more anxious, which has affected his productivity. Which of the following outcomes is NOT likely as a direct result of the above scenario?

- A. Individual quits after returning from the assignment
- B. Successful repatriation
- C. Brownout of the individual
- D. Host country manager facilitates the response regarding his career growth

**Answer: B**

**Question: 158**

Which of the following scenarios does NOT usually lead to driving global organizational change?

- A. Operational problems
- B. Initiative to reduce costs
- C. Response to competitive threat
- D. Turnover in a region

**Answer: D**

**Question: 159**

Amongst the following stages of the merger & acquisition process, when does HR usually play the largest role?

- A. M&A prospects identified
- B. M&A strategy formulation
- C. Integrate operations
- D. Due diligence

**Answer: D**

**Question: 160**

The Operations department focuses on providing goods and services to the customer in an efficient, effective, timely manner. Which of the following is NOT a responsibility of Operations?

- A. Cost
- B. Productivity
- C. Quality
- D. Distribution channel

**Answer: D**

**Question: 161**

An organization has decided to utilize a geographic organizational structure. It has several offices throughout Europe and one office in Asia, in particular, in Shenzhen, China. Although the European offices are very well integrated into headquarters, the office in China has been running fairly independently. Of the locations, this office has been the most resistant to expatriates entering and to developing local talent. In fact, headquarters suspects that most of the hiring and promotions have been based on nepotism. After performing a global gap analysis, the global HR team has identified an initiative to identify at least three potential candidates for each Senior Director and VP position. Which of the following describes the BEST tactical plan to address this initiative?

- A. By the end of year 1, succession plans will be developed for all Senior Directors in the company
- B. By the end of year 1, 75% of all managers in China will be enrolled in Management 101 course for at least 3 hours per week and participate in mentoring programs
- C. All offices have developed a succession plan for Senior Director and VP positions, except for the China office
- D. 15% of positions still need a viable succession plan

**Answer: A**

**Question: 162**

A company is considering moving its production offshore to Shenzhen, China. Which of the following is NOT a potential negative consequence of this strategy?

- A. Large initial investment during transfer of knowledge
- B. Decline in employee morale due to fear of losing their jobs
- C. Inhibits internal development of critical skills and knowledge
- D. Loss of R&D capability

**Answer: D**

**Question: 163**

Which category of employees is likely to have the widest pay range?

- A. Mechanics
- B. Administrative Assistants
- C. Engineers
- D. Executives

**Answer: D**

**Question: 164**

Which of the following financial statements would you use in order to calculate gross profit margin?

- A. Balance sheet
- B. Assets
- C. Statement of cash flows
- D. Income statement

**Answer: D**

**Question: 165**

An individual enjoys traveling to all parts of the world, the more exotic and different, the better. Which of the

following global leadership characteristics identified by Black, Morison, and Gregersen does this behavior exhibit?

- A. Character
- B. Perspective
- C. Savvy
- D. Inquisitiveness

**Answer: D**

**Question: 166**

Which of the following describes a framework a framework that links business strategies with day-today activities?

- A. Organizational Values
- B. Management by Objective (MVO)
- C. Strategic Plan
- D. Balanced Scorecard

**Answer: D**

**Question: 167**

When communicating cross-culturally, which of the following filters is the LEAST likely to impact and distort the message sent?

- A. Culture
- B. Language
- C. Non-verbal cues
- D. Experiences

**Answer: D**

**Question: 168**

A company has two locations and is in the domestic stage of globalization. The firm has identified an objective to become a truly multinational corporation in 5 years in order to become competitive and reduce overall costs of operations. Given this strategic goal, which of the following international assignments would result in the highest ROI?

- A. Operations executive with the following tangible costs = \$180,000 salary + \$70,000 allowances + \$60,000 services to open up operations in the second location
- B. Human resources manager with the following tangible costs = \$105,000 salary + \$70,000 allowances + \$60,000 services to open up operations in the second location

- C. Customer service coordinator with the following tangible costs = \$55,000 salary + \$50,000 allowances + \$30,000 services to open up the market in the second location
- D. Sales executive with the following tangible costs = \$180,000 salary + \$70,000 allowances + \$60,000 services to open up the market in the second location

**Answer: A**

**Question: 169**

A company just posted openings for entry-level finance positions. There were 400 total job applicants. The organization narrows the candidate pool to 20 qualified applicants and schedules interviews with all of them. The company offers employment to 10 applicants and 6 individuals accept the offers. What is the yield ratio of offers to interviews?

- A. 50%
- B. 60%
- C. 2.5%
- D. 33%

**Answer: A**

**Question: 170**

Which of the following is the next step in the change management process after an organization discusses the need for change?

- A. Establish a plan and a time line
- B. Implement and evaluate change
- C. Communicate the change plan
- D. Prepare alternative plans

**Answer: D**

**Question: 171**

Which of the following is a difference in the career management process between an individual in the home country vs. one on an international assignment?

- A. Utilization of mentoring as tool
- B. Understanding of cultural effects on performance appraisals and feedback
- C. Use of performance appraisals
- D. Importance of understanding of career planning tools that are available

**Answer: B**

**Question: 172**

Which of the following factor is NOT affected by demographic considerations?

- A. Business unit level strategies
- B. Corporate level strategies
- C. Functional strategies
- D. Government and regulatory agencies

**Answer: C**

**Question: 173**

You are preparing a pre-departure checklist for an individual going on an international assignment. Which of the following items is the LEAST important to pursue?

- A. Appropriate visa
- B. Appropriate vaccinations
- C. Company site orientation
- D. Identify temporary housing
- E. Shipping goods through customs

**Answer: C**

**Question: 174**

Which of the following is an example of a group incentive pay plan?

- A. Piece rate plan
- B. Commissions
- C. Gainsharing plan
- D. Profit-sharing plans

**Answer: C**

**Question: 175**

Which of the following is an intangible cost of an international assignment?

- A. Career support for spouse in home and host country
- B. Allowances
- C. Home leave for vacation back to the home country to visit family
- D. Opportunity cost of potential contributions in home country

**Answer: D**

**Question: 176**

Which of the following list represents core competencies that a human resources professional should search for in order to identify potential candidates for an international assignment?

- A. Appreciating cultural diversity, understanding of bigger picture, personally motivated
- B. Open to change and new ideas, consensus building, understanding of bigger picture
- C. Appreciating cultural diversity, open to change and new ideas, consensus building
- D. Understanding of bigger picture, personally motivated, family situation

**Answer: A**

**Question: 177**

Which of the following factors is LEAST likely to affect how attractive an international assignment may be to a potential expatriate?

- A. Employment lows in the country where the international assignment is located
- B. Opportunity for career growth and learning
- C. Competitive compensation consistent with corporate standards
- D. Company is in the multinational stage of globalization

**Answer: D**

**Question: 178**

Which of the following processes has the primary objective of creating a pool of potential employees?

- A. Recruitment
- B. Availability analysis
- C. Selection
- D. Employee referral program

**Answer: A**

**Question: 179**

Which of the following statements is true?

- A. In a functional organization, conflicts between functional managers and project managers are uncommon
- B. Project managers have a moderate to high level of authority in a functional matrix organization
- C. Project managers have low to moderate level of authority in a balanced matrix organization

D. In a weak matrix organization, conflicts between functional managers and project managers are uncommon

**Answer: C**

**Question: 180**

A company decides to pursue an international program to fill a new position in its new office in Beijing, China. With the assistance of the human resources professional, the management team has decided on the ideal candidate utilizing the corporate skills inventory. The individual is fluent in Mandarin, has the appropriate technical skills, and has been in a management role for 3 years. The hiring manager presents the opportunity to the individual who accepts the new position. The human resource professional then works with its vendors to plan all the logistical details for the relocation. The human resource professional also assists the individual by providing contacts and setting up meetings to orientate the expatriate before and during the assignment, it mentors, expatriate community, etc. In this scenario, which of the following actions items was NOT forgotten to ensure a successful international assignment?

- A. Establish realistic expectations
- B. Recognize the entire scope of the international assignment experience
- C. Plan the international assignment as part of a process, not an activity
- D. Conduct thorough assessment of the candidates

**Answer: A**

**Question: 181**

An organization is in the decline stage of the organizational life cycle. It has worldwide locations throughout North America, Europe, and Asia. However, it will be closing three of offices within the next two years. This was joint decision made by the management team at the annual managers' meeting, which all managers above the senior manager grade level attended. Key personnel in each of these offices are not worried because they will likely be re-deployed to meet specific organizational needs. In fact, this was what had occurred last year to one of its offices had shut down. In addition, management has reiterated this message. Which of the following stages of globalization BEST describes the phase this company is in?

- A. Global
- B. Multinational
- C. International
- D. Transnational

**Answer: A**

**Question: 182**

Let's assume you are training assemblers on how to use the production database to enter and track data on the status of work in process. In addition, in compliance with internal ISO 9001 procedures, you must evaluate the status of the training for the individual as (1) performs with close supervision, (2) performs with minimal

supervision, (3) capable of supervising others, or (4) extended training. Which of the following level of learning (as described by Bloom's taxonomy) would best describe an individual who "performs with minimal supervision"?

- A. Synthesis
- B. Application
- C. Knowledge
- D. Evaluation

**Answer: B**

**Question: 183**

Which of the following individuals' participation would add the LEAST value in the selection process to find the most suitable candidate for an international assignment?

- A. Home country co-worker
- B. Host country supervisor
- C. Another expatriate who has worked in the host country
- D. Home country supervisor

**Answer: A**

**Question: 184**

Which of the following functional HR goals do NOT align with the organization's long-term objective to expand international operational capacity?

- A. Develop a pool of candidate to draw on for expatriate assignments
- B. Develop selection methods to hire individuals from diverse racial backgrounds to add talent for potential
- C. Develop a skills inventory to identify talents available to the company and its match to specific assignments
- D. Develop models to better predict a person's likelihood of success or failure in foreign environment

**Answer: B**

**Question: 185**

A company has two locations and is in the domestic stage of globalization. Headquarters is in the U.S. focused on R&D, and another site has been built in Asia to manufacture the product. The firm has identified an objective to become a truly multinational corporation in 5 years in order to become components will likely MOST benefit this company by pursuing international assignments?

- A. Better strategic decision-making
- B. Management controls

- C. Increased collaboration globally
- D. Knowledge sharing

**Answer: B**

**Question: 186**

You are in the process of developing a global compensation structure. In order to ensure a balanced strategy, you are evaluating legal differences between sites. Which of the following is NOT a common difference that you should assess?

- A. Existence of at-will employment
- B. Definition of overtime
- C. Rates of taxation for in headquarters
- D. Minimum wage

**Answer: C**

**Question: 187**

Which of the following is NOT a characteristic of adult learning?

- A. Problem-focused learning
- B. Learn through experience
- C. Internal motivation to learn
- D. Subject-focused learning

**Answer: D**

**Question: 188**

Researchers have determined that in some cultures, informal training programs are more effective than formal training programs. Which of the following programs is an example of a formal training program?

- A. Job rotations
- B. Mentors
- C. Cross-cultural training
- D. Knowledge management]

**Answer: C**

**Question: 189**

A high tech company has decided to adopt a fun culture that inspires hard work and innovation. There are wacky, colorful pieces of furniture all around the offices, free lunch is provided on a daily basis in their state-of-the-art kitchen managed by gourmet chefs; all engineers are required to spend one day a week to work on something new and of their own creation. According to Trompenaars, which of the following types of

corporate cultures describe this organization?

- A. The Family
- B. The Eiffel Tower
- C. The Incubator
- D. The Guided Missile

**Answer: C**

**Question: 190**

Which of the following selection methods is NOT an effective tool to determine the cultural adaptability and a suitable leadership style of an individual for an international assignment?

- A. Simulations
- B. Reference checks
- C. Work samples
- D. Behavioral interviewing

**Answer: C**

**Question: 191**

An organization allows its employees to make 2% of compensation contributions to a retirement plan. After retirement, the company promises to pay employees 50% compensation using the final pay formula.

Which of the following is this an example of?

- A. Defined benefit plan
- B. Totalization agreement
- C. Defined contribution plan
- D. Lump sum payment

**Answer: A**

**Question: 192**

A Singapore-based restaurant chain is experiencing phenomenal growth. The chain offers a unique for demographic experiencing the growth of two-person income families. It offers a variety of affordable, healthy alternatives to the fast food chains. Instead of one line of products shared by the entire company, the corporation has decided its products should be regional. Each region would share a line of products, which would consist of local dishes. Although the primary expansion vehicle is franchising, they still have several corporate-owned stores in each region, which manage the major decisions of the company. For example, the regional corporate stores work with the franchises in the area to decide upon the local dishes that the region should serve. However, all stores are aligned with strict standardized quality practices, which all regions must adhere to. For example, after a region decides on the list of local foods it would like to serve, corporate headquarters approves the final recipes for each region. In addition, managers from the various meet regularly to ensure that each region's goals align with overall corporate strategic goals. For example, they have built a

thorough screening process to ensure the same quality of food from vendors throughout the regions. Which of the following stages of globalization would BEST align with strategic business goals of expansion?

- A. Global
- B. Transnational
- C. Domestic
- D. Multinational

**Answer: B**

**Question: 193**

An organization is evolving from a largely domestic to a multinational company with offices around the world. There has been some tension between the new offices and headquarters in regards to the level of freedom of each of the sites. Which of the following steps should be the next step in this change management process towards further globalization?

- A. Develop a cultural roadmap for the company
- B. Communicate the desired change and have senior management sell the idea throughout the organization
- C. Have senior management meet to discuss and decide on the future vision for the company
- D. Assess the external environment to benchmark the need for need for change

**Answer: C**

**Question: 194**

You are in the process of developing a global compensation structure. Which of the following factors dose NOT contribute to a balanced and consistent compensation strategy?

- A. Perceptions of fairness by employees
- B. Continual communication across functions and locations
- C. Cross-cultural training
- D. Assumptions of working standards understood, ie hours worked on average in a week, termination COSTS.

**Answer: C**

**Question: 195**

Let's assume you are a HR Manager at a high tech start-up company in its late stages with 3 rounds of funding. The firm's cash balance is \$13 million, with a burn rate off \$1 million/per month. It anticipates a break-even within 1 1/2 years, and there are no plans for acquisition or IPO within the next year. The company is an optoelectronics company, which is a highly specialized niche within the telecommunications industry. You are building out a team for Operations, which will be made up of experienced individuals from top competitor. What is the most appropriate compensation philosophy for this organization?

- A. Lag the market
- B. Lead the market
- C. At the market
- D. Compensation that the ideal candidate demands

**Answer: C**

**Question: 196**

An organization is in the growth stage of the organizational life cycle. It has five locations, one in the U.S. (headquarters), two in Asia, one in South America, and one in Europe. The company has decided to utilize a geographic organizational structure. Although the foreign locations are relatively new, they are fully operational each running fairly independently. However, once a year the executive team from headquarters visits each office to meet with the managers at each site to discuss the coming fiscal year's strategic goals and objectives. According to Hannon's framework, which of the following human resource strategies BEST aligns with this type of organizational structure?

- A. Receptive HR Strategy
- B. Autonomous HR Strategy
- C. Active HR Strategy
- D. Reactive HR Strategy

**Answer: B**

**Question: 197**

Which of the following elements of a competency model allows for clear feedback to employees regarding their career growth?

- A. Highly complex competency model
- B. Highly precise competencies
- C. Extremely broad competencies
- D. Highly integrated competency model across the organization

**Answer: B**

**Question: 198**

A company has selected a young Operations manager to start a factory operation in Malaysia over a three-year period. The assignment may extend another couple of years depending on the required transition. Which of the following programs is likely the MOST valuable to this international assignee while on assignment?

- A. Programs to help manage his career
- B. Creating vehicles for communication with home country
- C. Mentoring
- D. Training

**Answer: C**

**Question: 199**

Which of the following is NOT a cultural impact on the performance appraisal process?

- A. Appropriate rewards for achievement
- B. Aligning company systems to elicit specific individual performance
- C. Value of individual vs. group performance
- D. Type of feedback given

**Answer: B**

**Question: 200**

Which of the following best describes the reason why continual environmental scanning is important for an organization?

- A. To train their managers more effectively
- B. To create a technologically advanced workforce
- C. To identify potential external opportunities and threats to an organization
- D. To attract a talented pool of applicants to choose from for its workforce

**Answer: C**

**Question: 201**

Which of the following is NOT a reason why corporations in the 21st century have decided to accelerate the rate of their global expansion?

- A. To compete with their major competitor who is in the global stage of globalization
- B. Pressure to lower costs
- C. Shortage of particular resources
- D. Favorable trade agreements and government policies

**Answer: A**

**Question: 202**

Which of the following is an advantage of utilizing internal recruitment methods?

- A. Reduces training cost
- B. Can result in succession of promotions
- C. Helps meet diversity goals
- D. New ideas/talents

**Answer: B**

**Question: 203**

Which of the following situations describes a plan to provide an employee with job enlargement?

- A. Transferring a production worker from assembly work to Q/A inspection
- B. Give ability to manager of providing his employees with job enlargement tasks
- C. Budgeting authority given to first level supervisor
- D. Giving an employee the option to participate in a dual ladder program

**Answer: C**

**Question: 204**

Utilizing Briscoe and Hall's framework of defining competencies, which of the following is disadvantage of utilizing a strategies-based approach to defining competencies?

- A. May be too broad to relate to specific jobs in specific locations
- B. Aligns with long-term organizational goals
- C. Expensive to utilize
- D. Characteristic may be interpreted differently in different countries

**Answer: A**