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Vendor: HRCI

Exam Code: GPHR

Exam Name: Global Professional in Human Resource

Version: Demo

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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 decisions 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 15

Which of the following factors does NOT affect the trainability of individuals?

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

Answer: B

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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 deveploment, 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 31

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

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

Answer: B

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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 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 break-even point

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

Answer: B

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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 long-term 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

Explanation:

QUESTION NO: 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 Investment (ROI) analysis

Answer: C

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 79

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

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

Answer: A

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 82

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

- 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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. D. Supervisors

Answer: B

Explanation:

QUESTION NO: 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 Baldrige National Quality Award
- D. Implementation of flexible work arrangements that reduce turnover by 10%

Answer: A

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 93

Human resource management is conducted to achieve_____goals.

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

Answer: A

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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 and 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

Explanation:

QUESTION NO: 98

Which of the following is NOT an international assignee?

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

Answer: D

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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. Responsetime to client questions
- C. Price
- D. Preexisting/ existing relationships with carriers

Answer: D

Explanation:

QUESTION NO: 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

Explanation:

QUESTION NO: 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

Explanation:

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