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QUESTION NO: 1

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 NO: 2**

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 NO: 3**

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 NO: 4

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 NO: 5

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 NO: 6

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 NO: 7**

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 NO: 8**

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 NO: 9**

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 NO: 10

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 NO: 11**

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 NO: 12**

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 NO: 13**

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 redeployed 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 NO: 14

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

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

ANSWER: D

QUESTION NO: 15

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