

Global Professional in Human Resource

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(s): B

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(s): D

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(s): B

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(s): A

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(s): D

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(s): D

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(s): C

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(s): C

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(s): D

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(s): A

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(s): D

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(s): C

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(s): A

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' 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(s): D

15. Which of the following factors dose NOT affect the trainability of individuals?

A. Perception of environment

B. Time

C. Ability

D. Motivation

Answer(s): B

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(s): B

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(s): A

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(s): A

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(s): C

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(s): A
