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QUESTION 1

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

Correct Answer: D

QUESTION 2

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

Correct Answer: B

QUESTION 3

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

Correct Answer: A

QUESTION 4

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

Correct Answer: C

QUESTION 5

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

Correct Answer: B

QUESTION 6

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

Correct Answer: C



QUESTION 7

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

Correct Answer: C

QUESTION 8

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

Correct Answer: A

QUESTION 9

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

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

Correct Answer: C



QUESTION 10

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 and competency gap
- C. Knowledge sharing gap
- D. Succession gap

Correct Answer: A

QUESTION 11

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

Correct Answer: C

QUESTION 12

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

Correct Answer: A



QUESTION 13

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

Correct Answer: D

QUESTION 14

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

Correct Answer: A

QUESTION 15

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



Correct Answer: D

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