

Question:

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

- (A) Criterion-referenced analysis
- (B) Ratio analysis
- (C) Trend analysis
- (D) Norm-referenced analysis

The correct answer(s):

- (A) Criterion-referenced analysis
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Explanation:

This measure utilizes criterion-referenced analysis. Criterion-referenced analysis measures the results (skills of current executives) relative to pre-determined performance levels (skills needed in executives in order to have truly global workforce). On the other hand, norm-referenced analysis measures the results in relationship to one another. For example, the skills of Executive A may be compared to those of Executive B and Executive C. In contrast, ratio analysis is the proportional relationship of one thing to another expressed as a quotient. Finally, trend analysis evaluates a direction demonstrated through observation of data and/or indicators over time. For example, the skill base of executives may be increasing over time due to additional management courses provided by an organization.

Question:

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) Empathic
- (B) Active
- (C) Informational
- (D) Evaluative

The correct answer(s):

- (D) Evaluative**
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Explanation:

This thought is reflective of evaluative listening. During evaluative listening, a person is evaluating the information and arguments presented for consistency and validity. On the other hand, empathic listening involves listening for the emotions behind the problem. In contrast, informational listening involves listening for facts. Upon hearing a fact, the individual will immediately commit it to their notes without really understanding why it occurs or why it is true. Finally, active listening is a communication style that requires the listener to work at understanding the speaker by paraphrasing main ideas, seeking clarification, and giving feedback. Other types of listening include passive, selective, and attentive listening. Passive listening is uninterested listening. Selective listening is selectively listening for only things that you want to hear. Attentive listening is listening to the words and being able to repeat the message without understanding the intent behind the message.

Question:

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 builder, strategic, and operational
- (B) The navigator, strategic, and operational
- (C) The change partner, operational, and administrative
- (D) The navigator, operational, and administrative

The correct answer(s):

- (A) The builder, strategic, and operational
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Explanation:

Evans, Pucik, and Barsoux have identified three roles that human resource professionals can play in order to play a more strategic role in organizations. The first role is the builder who must get the basics in place while recognizing that the added value of human resource management comes from its coherence and alignment with the strategy and environment, not from the HR activities themselves. The second role is the change partner, who facilitates the process of realignment as strategies and the environment change. Finally, the third role is the navigator who steers through the tensions created by the need to be both locally responsive and globally integrated.

In contrast to these roles, human resource management responsibilities may be divided into three categories- strategic, operational, and administrative. The strategic role focuses on big-picture issues that are critical to the firm's strategy, including the alignment of human resource management activities with organizational strategies. The operational role focuses on day-to-day issues like developing global compensation and benefits programs, which must also align with the company's strategies. Finally, the administrative role focuses on general compliance and record keeping, like maintaining employee records. Therefore, the builder, change partner, strategic, and operational roles all help to achieve the alignment of human resource activities with the organization's strategies.

Question:

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

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

The correct answer(s):

- (A) Tool for diversity plan
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Explanation:

A job description does not have anything to do with diversity plans. A diversity plan is a program that encourages the hiring and promotion of people from a wide range of racial backgrounds, genders, etc. in the workplace. However, a job description will help managers during performance appraisals so that there are specific, identifiable standards to evaluate an individual. In addition, a job description assists interviewers in the selection process for filling a position. Finally, a job description assists in HR planning. For example, by looking at several job descriptions within a company, redundancies might be determined and then resources may be redistributed and reallocated more efficiently.

Question:

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) Homebound expatriate
- (B) Dual citizen
- (C) Free agent
- (D) Expatriate who "goes native"

The correct answer(s):

- (B) Dual citizen**
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Explanation:

According to Gregersen and Black, the dual citizen is an expatriate with equal allegiance to the subsidiary and the headquarters. Therefore, they are 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.

On the other hand, a homebound expatriate is highly committed to the parent firm but has little allegiance to the local foreign operation. They identify much more strongly with the parent firm than they do with the local operation and the local country's culture, language, and business practices. In contrast, a free agent has low levels of commitment to both their parent firms and their local operations. They are first and foremost committed to their own careers. Finally, an expatriate who "goes native" are those expatriates that have high levels of commitment to the local operation, but low levels of commitment to the parent firm. They usually form a strong identification with and attachment to the country's culture, language, values, and business practices.

Question:

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

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

The correct answer(s):

- (A)** Develop selection methods to hire individuals from diverse racial backgrounds to add talent for potential expatriate assignments
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Explanation:

Hiring based on race is illegal and will not necessarily result in forming a talented pool of qualified individuals for potential expatriate assignments. Like any job, finding candidates for expatriate positions should focus on the necessary qualifications for the job, including knowledge, skills, and ability. Therefore, developing a skills inventory and developing models to better predict a person's likelihood of success or failure in a foreign environment would help identify skills sets that would match with specific expatriate assignments. In addition, HR should focus on developing a pool of internal as well as external candidates to draw on for expatriate assignments.

Question:

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

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

The correct answer(s):

- (A) Gainsharing plans**
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Explanation:

Gainsharing plans are group incentive programs where gains realized from group endeavors are shared within the group. On the other hand, a piece rate plan is an individual incentive plan where individuals are compensated for piecework. In contrast, profit-sharing plans are organization-wide incentive programs that allow employees the right to reap direct benefits from the profitability of the organization. Finally, commissions are individual incentive plans that bases compensation on a percentage of sales.

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Question:

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) International factors
- (B) Economic factors
- (C) Labor market factors
- (D) Political factors

The correct answer(s):

- (C) Labor market factors
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Explanation:

Labor market factors are factors in the labor market that may affect an organization. Supply and demand trends for skilled labor, the costs of recruiting workers, and turnover trends are all labor market factors. On the other hand, political factors are factors part of the political environment that may affect a company. In contrast, international factors are factors that occur internationally that may affect a firm. Finally, economic factors are economic conditions that impact an organization. All of these factors should be evaluated when performing an environmental scan to analyze and evaluate internal conditions and external data and factors that affect the organization.

Question:

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

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

The correct answer(s):

- (B)** Increased alignment of host country goals with overall company goals and objectives
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Explanation:

Intangible business outcomes refer to those results that cannot be easily calculated and measured. Most benefits of international assignments may be intangible, especially during the short-term. For example, the benefits of increased alignment of host country goals with corporate objectives are intangible. Similarly, global integration, closer relationships between host country management and headquarters management, and knowledge sharing are also intangible. In fact, the impact that international assignments have on an organization is usually long-term. Some examples are the development of technical skills by local workers, the use of the local workforce to run operations, etc. On the other hand, some immediate, tangible benefits of an international assignment include faster cross-border project completion times, increased process efficiencies (like decreased administrative costs or COGS), increased sales, expanded number of product lines, and increased and faster problem solving across countries.

Question:

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) L-1 intracompany transfer visa
- (B) B-1 business visitor visa
- (C) H-1B specialty occupation visa
- (D) TN visa

The correct answer(s):

- (A) L-1 intracompany transfer visa
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Explanation:

This is a L-1 intracompany transfer visa. The H-1B specialty occupation visa allows employers to sponsor an individual to work in a specialized occupation in the United States, ie engineer. The TN visa is a type of visa available for Canadian and Mexican citizens, in accordance with the North American Free Trade Agreement (NAFTA). An employer is able to sponsor such an individual for an occupation that appears on the NAFTA schedule and has the necessary education or experience. A B-1 business visitor visa allows an individual to come to the United States temporarily to conduct business for a foreign employer.

Question:

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

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

The correct answer(s):

**(B) Balanced Scorecard**

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Explanation:

The balanced scorecard method provides a general framework for defining, implementing and sustaining business strategies at all levels and throughout the organization by linking that strategy to each individual employee's performance measurement system.

Specifically, organizations will pursue success in four general areas, which are based on the concerns of an organization's primary stakeholders: (1) financial (somewhat de-emphasized in the balanced scorecard method), (2) customer satisfaction and needs, (3) optimal performance of internal business processes, and (4) the capacity of an organization for learning, growth, and innovation.

On the other hand, management by objective (MBO) is a performance appraisal format. It appraises the performance of an individual, based on the individuals meeting the goals/ objectives established for them within a certain time frame.

In contrast, a strategic plan is a detailed plan (overall plan, implementation steps, and evaluation criteria) that identifies the activities that an organization/ group will pursue to meet specified objectives. Both the MBO format and strategic plan do not necessarily tie their objectives to specific business strategies. Finally, an organization's values do not have anything to do with business strategies. They are the acceptable standards, which govern the behavior of individuals within the organization- its general ethical code of conduct.

Question:

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

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

The correct answer(s):

- (B) Mission & Vision -> Determine Strategic Issues by performing a Gap Analysis, SWOT Analysis, & Benchmarking -> Strategy Formulation -> Strategy Implementation -> Evaluation & Control**
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Explanation:

"Mission & Vision -> Determine Strategic Issues by performing a Gap Analysis, SWOT Analysis, & Benchmarking -> Strategy Formulation -> Strategy Implementation -> Evaluation & Control" best identifies the stages in the strategic planning process.

A strategic plan is a detailed plan that identifies the activities that an organization/ group will pursue to meet specified objectives. Strategic planning is made up of four general stages: (1) Strategy formulation, (2) Strategy development, (3) Strategy implementation, and (4) Strategy evaluation.

An organization must first formulate its objectives. This will involve developing mission & vision statements and identifying its organizational values. In the Strategy Development stage, the organization must evaluate both its internal and external environment. The organization should analyze its internal strengths and weaknesses and perform a gap analysis to determine the difference between their current performance and desired performance. In addition, it should perform an environmental scan to examine the external opportunities and threats to determine potential competitive advantage strategies. These competitive advantage strategies are inter-connected with long-term objectives. In addition to an environmental scan, the organization should perform some benchmarking. Afterwards, the organization will determine short-term goals, define resource allocations, and determine action plans and tactics in the Strategy Implementation stage. Finally, at the end, all objectives, goals, and strategies will be evaluated.

Question:

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

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

The correct answer(s):

- (B)** Extent of previous experience on international assignments
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Explanation:

Although the extent of previous experience on an international assignment may impact how an individual may react to culture shock and adjusts and adapts, it does not play a factor in how an individual may re-adjust after returning home. On the other hand, the length of time on the international assignments, changes in family & friends, the clarity of the new job and role, and accommodations in compensation to transition the family from an expatriate salary to a normal domestic employee one are all significant variables in how an individual may re-adjust after repatriation.

Question:

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

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

The correct answer(s):

**(B)** Goals are established by the supervisor/ manager

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Explanation:

Management by objective is a management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action. This approach is a collaborative method by both the manager and the employee, which ensures the buy-in and commitment from the employee.

Question:

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

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

The correct answer(s):

- (D)** Developing an alternative dispute resolution mechanism
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Explanation:

Developing an alternative dispute resolution (ADR) mechanism can be a primary deterrent against employees organizing to form labor unions. ADR are methods by which legal conflicts and disputes are resolved through negotiation, conciliation, mediation and many types of arbitration. ADR is less formal than a court process and can include the appointment of a third-party to preside over a hearing between the parties. ADR is private, costs less and is quicker than court litigation. However, it does result in compromise. Although a participative management style by an employer does encourage communication between employees and management and empowers employees to be actively engaged in the company, it does not necessarily deal with employee grievances, which is the primary reason why employees look to organize. Finally, both work councils and codetermination requirements are actually forms of employee organization. A work council is a group that represents employees in a company, similar to a labor union. Codetermination refers to the requirement that supervisory boards of companies of a certain size must have an equal number of representatives of shareholders and labor.

Question:

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

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

The correct answer(s):

- (A) Job specifications
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Explanation:

The two primary outcomes of job analysis are job specifications and a job description. On the other hand, highly structured questionnaires are highly specific and detailed set of questions asked to a select group of individuals. During the job analysis process, this is just an additional tool that helps gather data. However, a competency model and performance criteria might be considered secondary outcomes of the analysis. A competency model is a set of competencies that together outlines success for a particular job. Performance criteria are a description of the characteristics to be assessed to evaluate success for a given task.

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Question:

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

- (A) Auditory learners
- (B) Kinesthetic learners
- (C) Tactile learners
- (D) Visual learners

The correct answer(s):

- (A) Auditory learners
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Explanation:

Lectures are best suited for auditory learners, those individuals who learn best through hearing information. Visual learners learn best through seeing. Kinesthetic learners, also known as tactile learners, learn best through a hands-on approach.

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Question:

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) Analyze the job description and job specifications
- (B) Interview managers
- (C) Interview incumbent
- (D) Survey comparable off-the-shelf programs

The correct answer(s):

- (A)** Analyze the job description and job specifications
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Explanation:

The best source of information to prove the validity of a training program for a particular job is the results of a job analysis- job description and job specifications. Some tools to use during a job analysis would be to interview managers and to interview incumbents. However, other methods may be needed to complete the job analysis- like questionnaires, observations, etc. Although evaluating comparable off-the-shelf programs would add some information as to practices by other trainers, it is usually not specific to an organization, its needs, the job, etc.

Question:

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

The correct answer(s):

- (A) Improve customer relations
- 

Explanation:

An acquisition will not lead to the improvement of customer relations. If a company has branded itself with horrible customer service, an acquisition of another company with wonderful customer service will not improve customer relations. However, acquisitions will help increase a company's current market share, may expand their current line of products in their product portfolio, and add new skills and talent that the company may not currently have. It is true though that new customer service skills and talent may be developed eventually with the assistance of the employees at the acquired company.

Question:

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

The correct answer(s):

- (A)** Understanding of cultural effects on performance appraisals and feedback
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Explanation:

Career management is the process of implementing organizational career planning for individual employees. For both home-country and international assignment employees, companies have used performance appraisals, mentoring, and clear communication about the career planning tools that are available as tools in the career management process. However, during international assignments, it is important to understand the feedback received in context of the culture. For example, in some cultures, only positive feedback is acceptable, etc.

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