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Global Professional in Human Resource (HRCI) 2024

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Answer: C

QUESTION: 189

A high tech company has decided to adopt a fun culture that inspires hard work and innovation. There are wacky, colorful pieces of furniture all around the offices, free lunch is provided on a daily basis in their state-of-the-art kitchen managed by gourmet chefs; all engineers are required to spend one day a week to work on something new and of their own creation. According to Trompenaars, which of the following types of corporate cultures describe this organization?

- A. The Family
- B. The Eiffel Tower
- C. The Incubator
- D. The Guided Missile

Answer: C

QUESTION: 190

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

Answer: C

QUESTION: 191

An organization allows its employees to make 2% of compensation contributions to a retirement plan. After retirement, the company promises to pay employees 50% compensation using the final pay formula. Which of the following is this an example of?

- A. Defined benefit plan
- B. Totalization agreement
- C. Defined contribution plan
- D. Lump sum payment

Answer: A

QUESTION: 192

A Singapore-based restaurant chain is experiencing phenomenal growth. The chain offers a unique for demographic experiencing the growth of two-person income families. It offers a variety of affordable, healthy alternatives to the fast food chains. Instead of one line of products shared by the entire company, the corporation has decided its products should be regional. Each region would share a line of products, which would consist of local dishes. Although the primary expansion vehicle is franchising, they still have several corporate-owned stores in each region, which manage the major decisions of the company. For example, the regional corporate stores work with the franchises in the area to decide upon the local dishes that the region should serve. However, all stores are aligned with strict standardized quality practices, which all regions must adhere to. For example, after a region decides on the list of local foods it would like to serve, corporate headquarters approves the final recipes for each region. In addition, managers from the various meet regularly to ensure that each region's goals align with overall corporate strategic goals. For example, they have built a thorough screening process to ensure the same quality of food from vendors throughout the regions. Which of the following stages of globalization would BEST align with strategic business goals of expansion?

- A. Global
- B. Transnational
- C. Domestic
- D. Multinational

Answer: B

QUESTION: 193

An organization is evolving from a largely domestic to a multinational company with offices around the world. There has been some tension between the new offices and headquarters in regards to the level of freedom of each of the sites. Which of the following steps should be the next step in this change management process towards further globalization?

- A. Develop a cultural roadmap for the company
- B. Communicate the desired change and have senior management sell the idea throughout the organization
- C. Have senior management meet to discuss and decide on the future vision for the company
- D. Assess the external environment to benchmark the need for need for change

Answer: C

QUESTION: 194

You are in the process of developing a global compensation structure. Which of the following factors dose NOT contribute to a balanced and consistent compensation strategy?

- A. Perceptions of fairness by employees
- B. Continual communication across functions and locations
- C. Cross-cultural training
- D. Assumptions of working standards understood, ie hours worked on average in a week, termination costs.

Answer: C

QUESTION: 195

Let's assume you are a HR Manager at a high tech start-up company in its late stages with 3 rounds of funding. The firm's cash balance is \$13 million, with a burn rate off \$1 million/per month. It anticipates a break-even within 1 1/2 years, and there are no plans for acquisition or IPO within the next year. The company is an opto-electronics company, which is a highly specialized niche within the telecommunications industry. You are building out a team for Operations, which will be made up of experienced individuals from top competitor. What is the most appropriate compensation philosophy for this organization?

- A. Lag the market
- B. Lead the market
- C. At the market
- D. Compensation that the ideal candidate demands

Answer: C

QUESTION: 196

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, they are 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. According to Hannon's framework, which of the following human resource strategies BEST aligns with this type of organizational structure?

- A. Receptive HR Strategy
- B. Autonomous HR Strategy
- C. Active HR Strategy
- D. Reactive HR Strategy

Answer: B

QUESTION: 197

Which of the following elements of a competency model allows for clear feedback to employees regarding their career growth?

- A. Highly complex competency model
- B. Highly precise competencies
- C. Extremely broad competencies
- D. Highly integrated competency model across the organization

Answer: B

QUESTION: 198

A company has selected a young Operations manager to start a factory operation in Malaysia over a three-year period. The assignment may extend another couple of years depending on the required transition. Which of the following programs is likely the MOST valuable to this international assignee while on assignment?

- A. Programs to help manage his career
- B. Creating vehicles for communication with home country
- C. Mentoring
- D. Training

Answer: C

QUESTION: 199

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

Answer: B

QUESTION: 200

Which of the following best describes the reason why continual environmental scanning is important for an organization?

- A. To train their managers more effectively
- B. To create a technologically advanced workforce
- C. To identify potential external opportunities and threats to an organization
- D. To attract a talented pool of applicants to choose from for its workforce

Answer: C

QUESTION: 201

Which of the following is NOT a reason why corporations in the 21st century have decided to accelerate the rate of their global expansion?

- A. To compete with their major competitor who is in the global stage of globalization
- B. Pressure to lower costs
- C. Shortage of particular resources
- D. Favorable trade agreements and government policies

Answer: A

QUESTION: 202

Which of the following is an advantage of utilizing internal recruitment methods?

- A. Reduces training cost
- B. Can result in succession of promotions
- C. Helps meet diversity goals
- D. New ideas/talents

Answer: B

QUESTION: 203

Which of the following situations describes a plan to provide an employee with job enlargement?

- A. Transferring a production worker from assembly work to Q/A inspection
- B. Give ability to manager of providing his employees with job enlargement tasks
- C. Budgeting authority given to first level supervisor
- D. Giving an employee the option to participate in a dual ladder program

Answer: C

QUESTION: 204

Utilizing Briscoe and Hall's framework of defining competencies, which of the following is disadvantage of utilizing a strategies-based approach to defining competencies?

- A. May be too broad to relate to specific jobs in specific locations
- B. Aligns with long-term organizational goals
- C. Expensive to utilize
- D. Characteristic may be interpreted differently in different countries

Answer: A

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