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QUESTION 1

What is a disadvantage of the divisional departmentalization ?

- A. Focus is too narrow
- B. Inefficient use of human resources
- C. Disregards broader organizational considerations
- D. Unity of command is lost

Correct Answer: B

QUESTION 2

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 3

A U.S. based high tech company has just built a new manufacturing operation in Beijing, China. Over the last two months, they have been trying to recruit skilled and unskilled labor to fill the new open positions. In addition, the company has decided to create 2 international assignments to fill identified skill gaps.

One position is for a Senior Manufacturing Manager/Director to get the operation up and running within 4 more months meeting identified planned outs and the second position is for a Senior Manufacturing Engineer to deal with any engineering issues when developing the process.

When trying to identify potential internal candidates for the Senior Manufacturing Engineering position through the skills inventory, which of the following skills is the MOST relevant ?

- A. Adaptability with working with different people from different cultures
- B. Ability to speak Chinese
- C. Past international experience
- D. Strong technical understanding of manufacturing designated product line

Correct Answer: D

QUESTION 4

You are in the process of developing a global compensation structure. Which of the following factors does NOT affect the strategy pursued ?

- A. Laws and regulations
- B. Cultural differences
- C. Economic factors
- D. Career management system

Correct Answer: D

QUESTION 5

An organization is in the global stage of globalization.

Which of the following BEST describes the key functions of human resources professionals working in this company at this time?

- A. Increasing activity in international assignment programs, so that they have an extensive knowledge about various host countries. Focused on change partner and navigator role.
- B. Experts at moving resources back and forth across countries. Focused on only navigator role.
- C. Increasing activity in international assignment programs, so that they have an extensive knowledge about various host countries. Focused builder and change partner role.
- D. Experts at moving resources back and forth across countries. Focused on change partner and navigator role.

Correct Answer: D

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