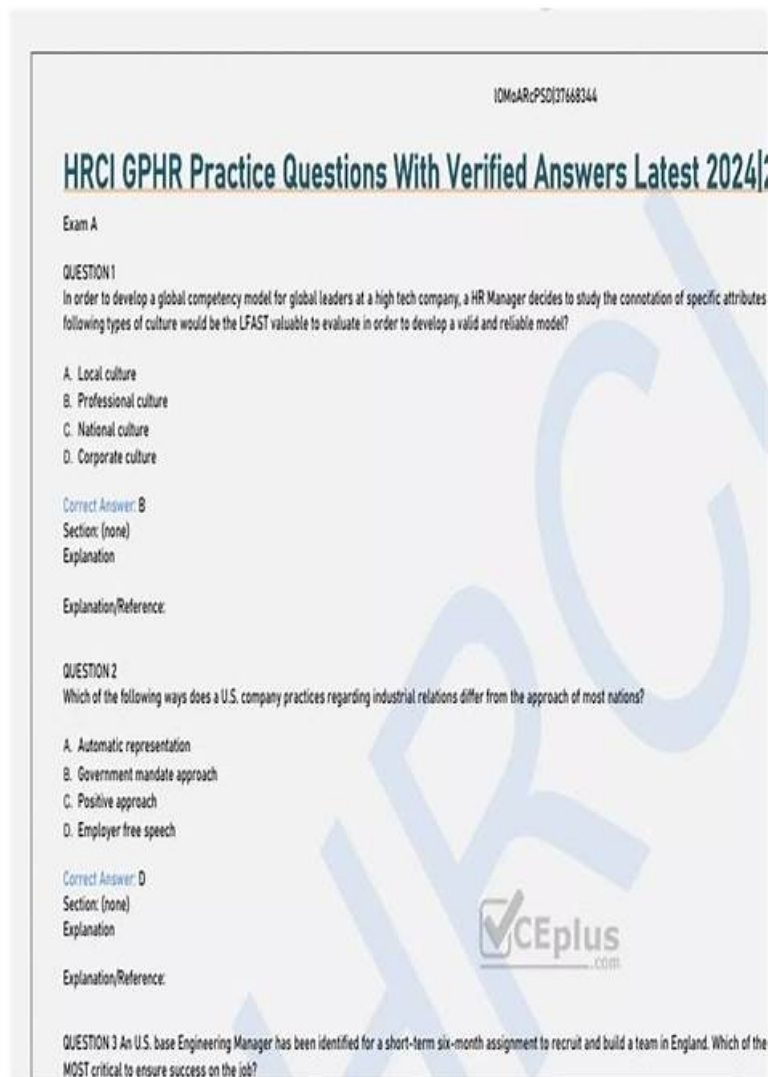


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HRCI Global Professional in Human Resource Sample Questions (Q118-Q123):

NEW QUESTION # 118

An organization acquires a manufacturing company and replaces the host-country manager with their first expatriate manager. The manager is unfamiliar with the local customs and does not speak the language. The manager was given a directive from headquarters to reduce workforce by 10% immediately. This results in a disruptive protest which the manager is unable to contain. After 3 months, the organization repatriates the manager.

The organization sets a policy that requires hiring local managers in future cross-border acquisitions.

What stage of organizational development does this represent?

- A. Global
- **B. Multinational**
- C. International
- D. Transnational

Answer: B

Explanation:

Comprehensive and Detailed Explanation:

This describes a multinational stage: the organization adjusts operations by adapting to local norms, giving independence to country-level operations, and allowing local decision-making.

* Multinational= decentralized, focused on local responsiveness

* International= centralized strategy with minor foreign activity

* Transnational= balance of global integration and local responsiveness

* Global= centralized, uniform practices across countries

GPHR Study Guide Extract - Strategic Global Human Resources / Stages of Global Development:

"Multinational organizations develop independent subsidiaries in each country. Local responsiveness is prioritized, and policies such as local management hiring reflect this stage of evolution." This shift suggests learning from experience and adopting a localized strategy to improve integration.

NEW QUESTION # 119

Which of the following represents an argument why nations should confer within organizations like the EU to create minimum labor standards worldwide ?

- A. In order to meet binding regulations of the respective organization
- B. Passing judgment can be viewed as imperialistic
- **C. Puts some countries at a competitive disadvantage**
- D. May impede a nation's comparative advantage, only worsening conditions for internally

Answer: C

NEW QUESTION # 120

When transitioning an expatriate from a country with high individualism to one with low individualism, which of the following compensation practices should HR adopt?

- A. Individual praise and reward
- B. External market-based pay
- **C. Group-based bonus pay**
- D. Personal performance bonus

Answer: C

Explanation:

Comprehensive and Detailed Explanation:

In low individualism cultures (i.e., collectivist), success is defined by group achievement, not personal gain.

Therefore, a group-based bonus system:

- * Reinforces cultural norms
- * Fosters collaboration
- * Avoids alienating local staff

This contrasts with high individualism cultures (e.g., USA), where personal bonuses and recognition are key motivators.

GPHR Study Guide Extract - Global Compensation and Benefits / Cultural Considerations in Rewards:

"Collectivist cultures value team-based accomplishments. Compensation strategies such as group bonuses or team performance incentives are more effective in motivating employees and ensuring cultural alignment." Using individual reward systems in a collectivist setting may cause resentment or be misinterpreted.

NEW QUESTION # 121

Which of the following processes attempts to determine the relative worth of jobs within an organization?

- A. Job evaluation
- B. Job analysis
- C. Job design
- D. Comparable worth

Answer: A

NEW QUESTION # 122

Which of the following describes an employee's motivational potential, according to the job characteristics model?

- A. Ability to implement, responses, feedback
- B. job analysis, task significance
- C. Skill variety, task identity, task significance, autonomy, feedback
- D. Motivation factors and incentives

Answer: C

NEW QUESTION # 123

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