

Beat the Clock <https://selldocx.com/products/international-hr-management-7e-test-bank>
Chapter 1 INTRODUCTION

1. An international student that goes to work for an MNE in the country where she is studying is a
 - a) PCN
 - b) HCN
 - c) TCN
 - d) not enough information(d)
If she is an Australian studying in the UK, and the MNE is Australian, she would be a PCN.
If the MNE is UK-based, then she would be a TCN.
See p. 3.
2. If a person goes to work for a foreign-based MNE in the country he was born, then he is a
 - a) PCN
 - b) HCN
 - c) TCN
 - d) not enough information(b)
He is a HCN, a host country national, by definition of HCN.
See p. 3.
3. What type of expatriate is a MNE most likely to have if it is starting to go international after many years of domestic market bliss?
 - a) PCN
 - b) HCN
 - c) TCN
 - d) not enough information(a)
PCN, because a PCN carries less risk as far as already knowing the company culture and expectations.
See p. 7.
4. New behaviors and customs can cause expatriates to become psychologically disoriented. They are experiencing
 - a) Laurent's first step to true IHRM
 - b) culture shock
 - c) global mindset
 - d) negative host country feelings(b)
This is a symptom of culture shock. They may or may not have negative feelings about the host country depending on how they deal with their psychological disorientation.
See p. 9.
5. An MNE is this kind of industry when its competitive position in one country is significantly influenced by its position in other countries.
 - a) international
 - b) multidomestic
 - c) global
 - d) networked(c)
This MNE is a global industry by definition.
See p. 11.

6. The index of transnationality is an indication of an MNE's

- a) reliance on home market
- b) foreign to total assets ratio
- c) foreign to total employment ratio
- d) all of the above

(d)

All of the above are true by definition of the index of transnationality.

See p. 12.

7. Which of these do NOT moderate differences between domestic HRM and IHRM?

- a) inherent complexity of IHRM
- b) cultural context of IHRM
- c) transnationality index
- d) differences in employee productivity

(d)

(a), (b), and (c) are three of the five moderating variables for the differences between IHRM and domestic HRM, described in figure 1.3. (d) has to do with employee productivity, which is something both domestic and international HRM must do.

See p. 9.

8. "What you do, where you do it, and with who" is a nice way to remember

- a) Stahl-Björkman-Morris definition of IHRM
- b) Morgan's 3-D definition of IHRM
- c) different IHRM approaches
- d) three IHRM employee types

(b)

What you do = HR activities

Where you do it = host, parent, or other country

With who you do it = HCNs, PCNs, and TCNs

It could be argued that (d) is a way for understanding the difference between PCNs, HCNs and TCNs, except for the "what you do" parameter, which any employee type can do.

See pp. 2-4.

9. Which of the following is NOT a distinctively IHRM activity?

- a) international relocation
- b) international taxation
- c) recruitment and selection
- d) language translation

(c)

Domestic HRM does recruitment and selection as well.

See p. 5.

10. "MNEs become more alike as they discover universal HRM best practices" is an example of

- a) the convergence hypothesis
- b) the divergence hypothesis
- c) a Laurent step to true IHRM
- d) None of these

(a)

See p. 10.

11. An international student goes to work for a Brazilian MNE in Brazil where he has been studying. He is a
a) parent-country national (PCN)
b) host-country national (HCN)
c) third-country national (TCN)
d) not enough information
(c)
See p. 3.
12. If an international student returns to her country of origin and works for an MNE whose headquarters is in the country where she studied, then she is a
a) PCN
b) HCN
c) TCN
d) not enough information
(b)
She is a host-country national (HCN), by definition of HCN.
See p. 3.
13. If a person works on a ship for a cruise line headquartered in the country where he was born and resides, then he is a
a) PCN
b) HCN
c) TCN
d) not enough information
(a)
See p. 3.
14. An MNE is this kind of industry when competition in one country is essentially independent of competition in other countries.
a) international
b) multidomestic
c) global
d) networked
(b)
This MNE is a multidomestic industry by definition.
See p. 11.
15. The convergence hypothesis is an example of
a) a culture-specific approach to management principles on management research
b) a culture-common approach to management principles in management research
c) the study of macrolevel variables
d) the study of microlevel variables
(b)
The convergence hypothesis is a well-known example of an imposed “etic” approach that assumes that there are principles of management that transcend national boundaries.
See p. 10.

16. Which senior managers may assume a greater deal of transferability between domestic and international HRM practices?

- a) Senior managers of MNEs with large domestic markets
- b) Senior managers with little international experience
- c) Senior managers with successful careers built on domestic experience
- d) All of these

(d)

Senior managers with little international experience, large domestic markets, or successful careers built on domestic experience are *all* more susceptible to assuming that there is greater transferability between domestic and international HRM practices, because domestic management is more of what they know. See p. 14.

17. The psychological contract between an MNE and which type of employee tends to be with his or her entire family:

- a) PCN working abroad
- b) HCN
- c) TCN working abroad
- d) Both (1) and (3)

(d)

Both types of expatriates (parent country nationals and third country nationals working abroad) tend to take their immediate families with them to live and work abroad, so the psychological contract with their MNE tends to be with their entire immediate families.

See p. 7.

18. Laurent's steps for a truly international conception of HRM involve each of the following EXCEPT:

- a) An MNE's explicit recognition that its HRM reflects some assumptions and values of its home culture.
- b) An MNE's explicit recognition that its ways are neither universally better or worse than others.
- c) A genuine believe that more effective ways of managing people can result from cross-cultural learning.
- d) An MNE should focus more on behaviors over states of mind and mindsets.

(d)

The first three choices are three of Laurent's five steps for a truly international conception of HRM. All five steps actually have more to do with states of mind and mindsets over particular behaviors, exactly the *opposite* of choice (d).

19. Macroenvironmental factors that may influence MNEs include each of the following EXCEPT:

- a) political factors
- b) enterprise factors
- c) sociological factors
- d) technological factors

(b)

The macroenvironmental factors can be remembered with the acronyms PEST, or PESTLE which include economic, legal, and environment fators as well, but not enterprise.

See p. 14.

20. A key contrast between international and domestic human resource management is:

- a) complexity in operating in different countries
- b) complexity in employing different national categories of employees
- c) both (1) and (2)
- d) the major differences between the HR activities performed.

(c)

See p. 17