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QUESTION 1

An organization has decided to utilize a geographic organizational structure. It has several offices throughout Europe and one office in Asia, in particular, in Shenzhen, China. Although the European offices are very well integrated into headquarters, the office in China has been running fairly independently. Of the locations, this offices has been the most resistant to expatriates entering and to developing local talent.

In fact, headquarters suspects that most of the hiring and promotions have been based on nepotism. After performing a global gap analysis, the global HR team has identified an initiative to identify at least three potential cendidates for each Senior Director and VP position.

Which of the following describes the BEST tactical plan to address this initiative?

A. By the end of year 1, succession plans will be developed for all Senior Directors in the company

B. By the end of year 1, 75% of all managers in China will be enrolled in Management 101 courese for at least 3 hours per week and participate in mentoring programs

C. All offices have developed a succession plan for Serior Director and VP positions, except for the China office

D. 15% of positions still need a viable succession plan

Correct Answer: A

QUESTION 2

A company has planned and executed an a successful 3-year international assignment of an individual to its new office in Beijing, China. The individual has three more monthd on assignment before returning to the United States. The expatriate has repeatedly e-mailed and called leaving messages with both the home country manager and the human resources professional in orger to inquire about his new role after the assignment, but has not received any response. In response, the international assignee has gotten more anxious, which has affected his productivity.

Which of the following outcomes is NOT likely as a direct result of the above scenario?

- A. Individual quits after returning from the assignment
- B. Successful repatriation
- C. Brownout of the individual
- D. Host country manager facilitates the response regarding his career growth

Correct Answer: B

QUESTION 3

Let\\'s assume that a company\\'s promotion/ compensation philosophy focuses on the employees\\' long term goals.



The company believes all employee should be given the opportunity to pursue their long-term professional goals, as long as they are willing to put in the time and effort. In fact, the company extends this general philosophy of the importance of the individual to a "no-layoff" policy, even in difficult business times.

Which of the following best describes this type of culture?

- A. Clan culture
- B. Bureaucratic culture
- C. Entitlement-oriented
- D. Contribution-oriented

Correct Answer: C

QUESTION 4

A U.S. based high tech company has built a RandD office in Bangalore, India. Four years have passed since the Greenfield operation was successfully built. During this time, the new location has taken on higher priority engineering projects and trained and developed managerial skills of its newly recruited manages in Bangalore.

Headquarters wants the office to take on a new engineering project that would expand its business in the U.S. by adding a new product line. This project has been identified as the most important objective for the corporation in the mid-term. The project is still in the phase of identifying specifications and developing milestones, where the engineering management team is working closely with the product manager.

Which of the following types international assignment is the most appropriate for the product manager during this phase of the project?

- A. Extended business travel
- B. Long-term expatriation
- C. International commuting
- D. Localized transfer

Correct Answer: A

QUESTION 5

Which of the following is NOT considered a competitive advantage strategy ?

- A. Above Market Compensation Structure
- B. Product differentiation
- C. Cost advantage



D. Customer Intimacy

Correct Answer: A

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