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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 office 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.

Which of the following gaps does the China office NOT exhibit in this scenario?

- A. Retention gap
- B. Skill and competency gap
- C. Knowledge sharing gap
- D. Succession gap

Correct Answer: A

QUESTION 2

A company is a four-year old start-up running on venture capital investment. Its initial assumption of a \$2 billion market for its product has shrunk to a \$50 million market. Which of the following strategies is NOT a strategy that would be deliberated during the strategy development phase of the strategic planning process?

- A. Plan to expand the capability of the RandD team to add value added skill and knowledge to the company
- B. Decide to move into a new market place
- C. Evaluate potential merger and acquisition candidates to expand product mix and create a healthier income stream
- D. Reduce the number of different versions of the product into three main product lines

Correct Answer: A

QUESTION 3

Which of the following individuals' participation would add the LEAST value in the selection process to find the most suitable candidate for an international assignment?

- A. Home country co-worker
- B. Host country supervisor
- C. Another expatriate who has worked in the host country

D. Home country supervisor

Correct Answer: A

QUESTION 4

A corporation has identified an initiative to recruit and train global leaders over the next 5 year in order to become a truly transnational company. In order to meet this goal, the firm has identified and developed 30 international assignments amongst its 10 office locations.

Which of the following candidates would LEAST match these positions?

A. A 25-year old human resources representative working in South Korea who just started at the company

B. A 40-year old finance manager working in Africa who has been with the company for 8 years

C. A 40-year old manufacturing manager working in Thailand who has been with the company for 5 years

D. A 55-year old engineering manager working in the U.S. who has been with company for 10 years and has gone on 3 international assignments

Correct Answer: D

QUESTION 5

Which of the following is one of the primary outcomes of a job analysis?

A. Job specifications

B. Performance criteria

C. Highly structured questionnaires

D. Competency model

Correct Answer: A

QUESTION 6

A company develops its future leaders by hiring college graduates of top tier universities and putting them through a management program. During the management program, they are rotated through various job functions over 2-3 years. During this time period, their success in a technical area of expertise isolates out the potential leaders for various departments.

According to Evans, Pucik, and Barsoux, which of the following approaches to leadership to leadership identification and

development is this organization utilizing ?

- A. Functional
- B. Elite Political
- C. Elite Cohort
- D. Managed Development

Correct Answer: A

QUESTION 7

Which of the following measures the level of learning achieved by the participants of a training program?

- A. 360-degree feedback process
- B. Performance tests
- C. Performance appraisals
- D. Pre-/post measures

Correct Answer: D

QUESTION 8

Which of the following represents motivator to a culture that values ascription?

- A. Defined processes and procedures
- B. Diplomacy
- C. Challenge
- D. Network

Correct Answer: D

QUESTION 9

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.

Correct Answer: C

QUESTION 10

An Organization's sales team is made up of two individuals to sell its products internationally. In lieu of the small group, the company has decided to utilize representatives from other inability to communicate its technical aspects.

Which of the following elements should the sales team work with marketing on to resolve this problem?

- A. Improve Place (ie channel partner relationships)
- B. Improve Product
- C. Improve Promotion
- D. Lower Prices

Correct Answer: C

QUESTION 11

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

Correct Answer: A

QUESTION 12

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

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

Correct Answer: C

QUESTION 13

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

Correct Answer: C

QUESTION 14

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

Correct Answer: B

QUESTION 15

You have decided to outsource the moving service for all expatriate assignments. After an individual is chosen and has accepted an international assignment, you provide all necessary contact information to both parties with specific deadlines.

Which of the following steps is the next step in managing the vendor ?

- A. Monitoring operations for continual improvement
- B. Specifying objectives to the vendor
- C. Ensuring regular communication and reporting between parties
- D. Periodic management reports

Correct Answer: C

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