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QUESTION 1

An organization is in the growth stage of the organizational life cycle. The company is a small staffing firm made up with a founder who largely performs a business development individuals, and 2 junior recruiters who perform most the administrative function. Each recruiter is paired up with a business development individual to target a specific niche in professions-sales and marketing vs. engineering vs. administrative staff (ie clerical, accounting, etc).

Which of the following types of organizational structures is recommended?

- A. Centralization
- B. Divisional
- C. Functional
- D. Narrow span of control

Correct Answer: B

QUESTION 2

What should be the first step when developing a global HR strategic plan ?

- A. Identify HR vision and goals
- B. Assess HR resources available to implement plan
- C. Determine how each HR tactical activity aligns with organizational goals
- D. Identify S.M.A.R.T. HR objectives that align with organizational goals

Correct Answer: A

QUESTION 3

Which of the following BEST identifies the stages in the strategic planning process ?

- A. Mission and Vision -> Determine Strategic Issues by performing a Gap Analysis, SWOT Analysis, and Benchmarking -> Strategy Formulation -> Strategy Implementation -> Evaluation and Control
- B. Strategy Development -> Strategy Formulation -> Strategy Implementation -> Strategy Evaluation
- C. Mission and Objectives -> Strategy Formulation -> Environmental scanning -> Strategy Implementation -> Evaluation and Control
- D. Mission and Objectives -> Determine Action Plans -> Strategy Implementation -> Evaluation and Control

Correct Answer: A

QUESTION 4

Let's assume you need to develop a strategic employer branding program.

Which of the following is one of the LEAST effective methods in positive employer branding?

- A. Providing above-market compensation packages
- B. Gathering local confidence by socially responsible actions, ie environmentally conscious
- C. Winning the Malcolm Baldrige National Quality Award
- D. Implementation of flexible work arrangements that reduce turnover by 10%

Correct Answer: A

QUESTION 5

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 6

A company has selected a young Operations manager to start a factory operation in Malaysia over a three-year period. The assignment may extend another couple of years depending on the required transition. Which of the following programs is likely the MOST valuable to this international assignee while on assignment?

- A. Programs to help manage his career

- B. Creating vehicles for communication with home country
- C. Mentoring
- D. Training

Correct Answer: C

QUESTION 7

Which of the following criteria is NOT a factor in determining the level of control of a non-U.S. corporation?

- A. Labor relations centrally controlled
- B. Principal place of business
- C. Shared management
- D. Interrelation of operations

Correct Answer: B

QUESTION 8

Which of the following is NOT a factor when developing a compensation and benefits plan for expatriates?

- A. Internal company wide pay scale
- B. Compensation and benefits of expatriates in other countries
- C. Compensation and benefits of local nationals
- D. Compensation and benefits of peers back home

Correct Answer: A

QUESTION 9

Which of the following is NOT a reason why corporations in the 21st century have decided to accelerate the rate of their global expansion?

- A. To compete with their major competitor who is in the global stage of globalization
- B. Pressure to lower costs

- C. Shortage of particular resources
- D. Favorable trade agreements and government policies

Correct Answer: A

QUESTION 10

As the of its corporate restructuring program, a corporation has invest in a manufacturing site ten miles outside of Bnagkok, Thailand. Which of the following factors is NOT a labor market factor that might affect the compensation strategy?

- A. Inflation and interest rates are rapidly rising
- B. Geographic concentration of labor around Bangkok, Thailand
- C. Demand for labor
- D. Types of remuneration sought

Correct Answer: A

QUESTION 11

Which of following answer is NOT an international assignee?

- A. Expatriate
- B. Inpatriate
- C. Third country nationals
- D. Local nationals

Correct Answer: D

QUESTION 12

Which of the following is NOT A measurement technique that measures the effectiveness of an internal process?

- A. Cost-benefit analysis
- B. Break-even analysis
- C. Correlational study

D. Return on Investmetn (ROI) analysis

Correct Answer: C

QUESTION 13

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 addea 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 14

A gap analysis is performed to measure the skill gap between current executives and the type of executives in order to have a truly global workforce.

Which of the following analysis techniques does this measure utilize?

- A. Ratio analysis
- B. Criterion-referenced analysis
- C. Trend analysis
- D. Norm-referenced analysis

Correct Answer: B

QUESTION 15

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

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