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Exam Code: GPHR

Exam Name: Global Professional in Human Resource

Exam A

QUESTION 1

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

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

Correct Answer: A

Section:

QUESTION 2

When assessing the gaps between actual and desired organizational performance, which of following measures would NOT considered?

- A. Benchmarked results
- B. Training and development
- C. Individual assessment
- D. Task assessment

Correct Answer: B

Section:

QUESTION 3

Which of the following would a trainer emphasize in order to ensure that a training program focused on developing skills for a particular job is valid?

- A. Survey comparable off-the-shelf programs
- B. Interview incumbent
- C. Interview managers
- D. Analyze the job description and job specifications

Correct Answer: D

Section:

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

Section:

QUESTION 5

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

Section:

QUESTION 6

Which of the following factors is NOT a significant, variable in how an individual may adjust to a new cross-cultural environment?

- A. Extent of previous experience on international assignments
- B. Differences between the cultures
- C. Length of time international assignment
- D. Family situation

Correct Answer: C

Section:

QUESTION 7

Which of the following factors is NOT likely an issue a human resources professional would help a family to work through to determine the appropriateness of an international assignment for the family at that time?

- A. Is adventure and discovering new things characteristic of the family?
- B. Is the family stable and relationships currently harmonious?
- C. Is there a history of drug abuse in the family?
- D. Are the children open to moving to the host country?

Correct Answer: C

Section:

QUESTION 8

A company is considering moving its production offshore to Shenzhen, China. The HR Manager is tasked with identifying the supply and demand for skilled labor, the costs of recruiting workers, and the turnover trends in the area. When conducting this environmental scan, which of the following types of influences best describes these indicators?

- A. Political factors
- B. Economic factors
- C. International factors
- D. Labor market factors

Correct Answer: D

Section:

QUESTION 9

Productivity measures the _____ and _____ of work done, taking into account the cost of the resources it took to do the work

- A. quantity and quality
- B. output and capital
- C. input and output
- D. output and quantity

Correct Answer: A

Section:

QUESTION 10

Which of the following is a measure of recruiting effectiveness in the long term?

- A. Cost per applicant hired
- B. Quantity of applicants
- C. Average time required to recruit applicants
- D. Turnover of hires

Correct Answer: D

Section:

QUESTION 11

A good MBO (management by objectives) shares all of the following aspects EXCEPT:

- A. Periodic feedback about objectives
- B. Goals which align with corporate level goals and strategies
- C. Goals are established by the supervisor/manager
- D. Goals which are measurable

Correct Answer: C

Section:

QUESTION 12

You are assisting a highly talented engineering architect in repatriation after a short-term international assignment in Bangalore, India After are re-entry, there are no appropriate positions available in the organization at headquarters. Which of the following goals is NOT a potential goal for redeploying this individual?

- A. Maintain employee morale in the host country
- B. Building a global workforce
- C. Sharing the recently acquired knowledge
- D. Retaining the talent for the future

Correct Answer: A

Section:

QUESTION 13

A manager works very closely with his subordinates to create an effective working environment. Once a new person is hired, he works with the employee to set realistic goals for the short-term and long-term. In addition, he

continuously works employees to discuss career paths and career ambitions. He is constantly coaching, counseling, and mentoring. Once his employees reach goals, he rewards them through merit increase/bonuses, offering job responsibilities with new challenges, and publicly recognizes their achievement in cross-departmental meetings. Which of the following motivational theories is least utilized in his management approach to motivating his employee?

- A. B.F. Skinner' Theory of Behavioral Reinforcement
- B. McGregor's Theory X and Theory Y
- C. Vroom's Expectancy Theory
- D. Self-Efficacy Theory
- E. Herzberg's Motivation-Hygiene Theory

Correct Answer: D

Section:

QUESTION 14

Which of the following factors dose NOT affect the trainability of individuals?

- A. Perception of environment
- B. Time
- C. Ability
- D. Motivation

Correct Answer: B

Section:

QUESTION 15

Which of the following is NOT a common mistake in selection procedures?

- A. Ignore long-term strategic considerations and goals for the position
- B. Adjusting global competencies to local cultures
- C. Use insufficient or not valid selection criteria
- D. Choose final candidate too quickly based on time constraints

Correct Answer: B

Section:

QUESTION 16

Which of the following factors is an incentive for company to pursue localization?

- A. Market responsiveness
- B. Brand integrity
- C. Product quality
- D. Economies of scale

Correct Answer: A

Section:

QUESTION 17

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 & competency gap
- C. Knowledge sharing gap
- D. Succession gap

Correct Answer: A

Section:

QUESTION 18

Which of the following does NOT represent a strategic financial goal for a global company?

- A. Effectively manage currency exchange fluctuations
- B. Decrease cost of goods
- C. New market penetration
- D. Increase revenue

Correct Answer: C

Section:

QUESTION 19

A company has decided to terminate the employment of an executive for performance reasons. The HR Manager to create a severance package. Which of the following factors would NOT be considered when creating the final severance package?

- A. Severity of his lack of performance
- B. Length of service at company
- C. Total compensation in relation to severance package
- D. Notice pay protection laws

Correct Answer: A

Section:

QUESTION 20

Which of the following is NOT a reason why individuals refuse international assignments?

- A. Personal familial issues, like spouse is reluctant to change careers or children are already in high school
- B. No clear, identified path for career development guaranteed after the assignment
- C. Financial incentives are inadequate
- D. Company's poor record of successful expatriations programs

Correct Answer: B

Section:

QUESTION 21

A U.S. Based manufacturing company has decided to expand overseas to South Korea. Which of the following is an example of environmental scanning?

- A. Building internal training programs for the new international employees
- B. Developing a compensation structure in line with the local market
- C. Changing the company's product mix to take advantage of the new labor market
- D. Analyzing the number of skilled workers in the area

Correct Answer: D

Section:

QUESTION 22

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

Section:

QUESTION 23

Which of the following challenges is faced PRIMARILY when developing a global competency model?

- A. Base model only on past experience
- B. View the global plan as a sum of individual country plans
- C. Differences in perceptions of various attributes
- D. Balance the day-to-day demands with strategic plans

Correct Answer: C

Section:

QUESTION 24

A U.S. based high tech company has built a R&D 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

Section:

QUESTION 25

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

Section:

QUESTION 26

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

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

Correct Answer: B

Section:

QUESTION 27

The HR Director of a multinational, U.S.-based company is proposing a staffing plan where foreign offices are staffed with as local nationals as possible instead of expatriates. Which of the following are NOT business justifications for this proposal?

- A. Building local expertise competencies
- B. Compliance with U.S. tax regulations
- C. Favorable tax treatment by local government
- D. Realization of cost savings

Correct Answer: B

Section:

QUESTION 28

You have decided to measure the organization's recruiting effectiveness in the long term by calculating of turnover. Which of the following reasons represents the PRIMARY purpose of this measurement?

- A. Improve quality of employee
- B. Motivating employees effectively
- C. Risk management
- D. Assessing cost effectiveness of programs

Correct Answer: B

Section:

QUESTION 29

A company decide to purpose an international assignment program to fill a new position in its new office Beijing, China. With the assistance of the human resources professional, the management, team has finalized a list of

selection criteria of the candidate for the role considering the entire scope of the international assignment. During the interviewing process, they utilize various tools to isolate out the success factors. After deciding on the candidate and the individual accepting the offer, the human resources professional with vendors to provide cross-cultural training prior to departure and plans all the logistical details for the relocation. The human resources professional also assists the individual and his family by providing contacts and setting up meetings with other expatriates in the host country to orientate the expatriate before country, ie career deveploment, potential roles, personal transition, etc. In this scenario, which of the following actions items were forgotten to ensure a successful international assignment?

- A. Plan for a successful repatriation
- B. Provide ongoing support, while on assignment
- C. Plan the international assignment as part of a process, not an activity
- D. Provide appropriate training

Correct Answer: B

Section:

QUESTION 30

Which of the following stages of globalization is an organization likely in if it is pursuing a polycentric staffing approach?

- A. Domestic
- B. Global
- C. Multinational
- D. Transnational

Correct Answer: C

Section:

QUESTION 31

You are preparing an on-assignment checklist for an individual going on an international assignment. Which of the following items is the LEAST important to pursue?

- A. Creating avenues for communication
- B. Identify school for children
- C. Cross-cultural training
- D. Moving/relocation services

Correct Answer: B

Section:

QUESTION 32

Which of the following is NOT likely an issue a human resources professional would help a dual career family to work though to determine the appropriateness of an international assignment for the family at that time?

- A. How will the host country workers respond to a same sex family?
- B. Will the accompanying spouse be able to find a job easily?
- C. Will the employee consider commuting instead of moving the whole family to the host country?
- D. How will the loss of income from one spouse impact the family and their finances?

Correct Answer: A

Section:

QUESTION 33

Which of the following is a difference between the recruitment and selection of an individual for a position in the home country vs. For an international assignment?

- A. Cost-benefit analysis
- B. Interviewing of family
- C. Review of previous work samples, experience, etc.
- D. Reference checking

Correct Answer: B

Section:

QUESTION 34

The HR Manager is creating an interactive training program on recruiting for a group of 20 R&D managers as well as one for a group of 20 production line leads. Which of the following is NOT a factor to consider bearing in mind these target audiences?

- A. R&D managers have probably had similar training in the past
- B. Production line leads are probably kinesthetic learners
- C. For the production line lead group, the best media to present this information is a video
- D. The facilitator for the group of R&D managers should be a subject matter expert that can express content as 'A' causes 'B' incidents

Correct Answer: C

Section:

QUESTION 35

In which of the following situations do HR managers have the greatest impact on organizations?

- A. Assume management roles on cross-functional projects
- B. Actively participates in the long-term organizational strategic planning process
- C. Providing legal counsel to managers
- D. Evaluate and implement process improvements throughout an organization

Correct Answer: B

Section:

QUESTION 36

Which of the following id 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

Section:

QUESTION 37

Which of the following selection methods is an effective tool to determine the psychological readiness of an individual for an international assignment?

- A. Standardized tests and inventories
- B. Stress interviews
- C. Simulations
- D. Self-assessment

Correct Answer: A

Section:

QUESTION 38

Which of the following is NOT a reason to outsource?

- A. To share financial risk
- B. To manage a difficult risk
- C. To create value
- D. To gain access to world-class talent

Correct Answer: C

Section:

QUESTION 39

You are responsible for hiring an engineering architect in Bangalore, India through a short-term international assignment. Which of the following techniques is the LEAST relevant selection criterion tool for this position?

- A. Standardized measures of psychological traits
- B. Evaluation of work samples
- C. Self-assessment
- D. One-on-one interviewing

Correct Answer: C

Section:

QUESTION 40

Which of the following factors is NOT a significant variable in how an individual may re-adjust after returning home?

- A. Extent of previous experience on international assignments
- B. Length of time on international assignment
- C. Clarity of new job and role
- D. Changes in family & friends

Correct Answer: A

Section:

QUESTION 41

Which of the following is NOT an external third-party source for recruiting?

- A. Private employment agencies
- B. Labor unions

- C. Outplacement firms
- D. Agencies

Correct Answer: B
Section:

QUESTION 42

A U.S. based high tech company has built a R&D 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. The management team understand that is must create an international assignment program to have this project run smoothly. The team believes that extended business travel would be the most appropriate program. In order t confirm their belief, the HR manager does extensive research. The analysis shows that extended business travel will result in \$10,000,000 additional revenue in the first year and \$5,000,000 additional revenue in the second year due to the customization of the product to customer demand. The cost of the program is \$400,000 initial investment plus a variable cost of \$100,000 per year. What is the break-even point?

- A. 2.4 months
- B. 4.8 months
- C. 6 months
- D. 2 months

Correct Answer: B
Section:

QUESTION 43

A corporation decides to pursue a participative management style in order to make improvements in their operational efficiencies. Which of the following processes is the organization utilizing in order to achieve their strategic goal?

- A. Continual renewal process
- B. Total quality management
- C. Horizontal learning process
- D. Entrepreneurial process

Correct Answer: D
Section:

QUESTION 44

According to the global performance management process, an organization should be aliging company systems in phases EXCEPT in which of the following stages?

- A. Specifying each employee's performance plan
- B. Defining global business strategy and objectives
- C. Linking benefits & rewards as well as employee development to the process
- D. Conducting the appraisal with each employee

Correct Answer: B
Section: