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QUESTION 1

A company decides to develop a bonus program as an incentive for employees to increase the number of corporate-owned patents and product innovations. The human resources department is responsible for measuring the increase in the number of patents over time and the increase in the number of RandD projects.

Which of the following types of measure BEST describes these metrics ?

- A. Results and Value creation measure
- B. Value creation measure
- C. Activity measure
- D. Activity and Value creation measure
- E. Results measure

Correct Answer: D

QUESTION 2

Which of the following actions is a PRIMARY deterrent against employees organizing to form labor unions?

- A. Developing an alternative dispute resolution mechanism
- B. Employer encourages a participative style management
- C. Creation of work councils
- D. Creation of codetermination requirements

Correct Answer: A

QUESTION 3

Which of the following is an intangible cost of an international assignment?

- A. Career support for spouse in home and host country
- B. Allowances
- C. Home leave for vacation back to the home country to visit family
- D. Opportunity cost of potential contributions in home country

Correct Answer: D

QUESTION 4

Productivity measures the amount 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

QUESTION 5

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 months 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 order 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. Burnout of the individual
- D. Host country manager facilitates the response regarding his career growth

Correct Answer: B

QUESTION 6

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 has trained and developed managerial skills of its newly recruited managers 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 understands that it 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 to 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 cost-benefit ratio in the first year ?

- A. 25:1
- B. 20:1
- C. 1:20
- D. 1:25

Correct Answer: B

QUESTION 7

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

QUESTION 8

A Product Manager travels 2 weeks every month to the Asia office on business. The other 2 weeks of the month, she works at the U.S. based headquarters. She gets compensated in U.S. dollars. While in Asia, she works with the respective Engineering team to define specifications that will meet customer expectations.

Which of the following describes her work situation?

- A. Localized transfers
- B. Extended business travel
- C. Third country national
- D. Short-term assignments

Correct Answer: B

QUESTION 9

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 10

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 11

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

QUESTION 12

Which of the following statements describes a false positive in the selection process?

- A. A qualified candidate who was hired
- B. An unqualified candidate who was rejected
- C. A qualified candidate who was rejected
- D. An unqualified candidate who was hired

Correct Answer: D