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QUESTION 1

After performing a global gap analysis, the global HR team has identified an initiative to identify at least three potential candidates for each Senior Director and VP position. In order to build accountability for implementing this initiative, which of the following pieces of information is NOT necessary?

- A. Source of resources
- B. Modes of communication
- C. Benefit to the individual and organization
- D. Developing S.M.A.R.T objectives

Correct Answer: B

QUESTION 2

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

QUESTION 3

A company is evaluating its performance appraisal method for its international office in Japan. According to Japanese culture, feedback should be formal and focused around the performance of the group. Similarly, rewards should be applied evenly across those at the same level within a group and progressively increase as you go up the hierarchy.

Which of the following performance appraisal methods would be the most effective tool to manage their performance ?

- A. Criterion referenced measurement
- B. Norm referenced measurement
- C. 360 degree rating
- D. Open ended essay

Correct Answer: A



QUESTION 4

In order to measure staffing effectiveness, a company measures the yield ratio of offers to interviews. According to the research, the company yields the following ratios for the following staffing sources: contingency firms (15% first year's

salary) 1/10, website (1% GandA costs) 2/12,

employee referrals (\$0 cost) 3/9, internal recruiters (4% GandA costs) 1/15.

Which of the following decisions is a good decision based on the information provided above ?

- A. Pursue use of alternate staffing sources
- B. Pursue relationships with alternate contingency firms
- C. Terminate internal recruiters
- D. Promote employee referrals

Correct Answer: D

QUESTION 5

A company is in the process of defining its global competency model. One of the competencies that have come into question is the ability to build consensus as a key attribute to define a successful global leader. The reason it has come into question is that in some countries, like Japan, it is a sign of weakness for leaders to build consensus around all decisions made.

This scenario is an example of which of the following types of tensions common in global expansion?

- A. Global integration vs. local responsiveness
- B. Localization vs. privatization
- C. National culture vs. organizational culture
- D. Standardization vs. localization

Correct Answer: C