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Global Professional in Human Resource

HRCI GPHR

Version Demo

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Topic Break Down

Topic	No. of Questions
Topic 1, Strategic Global HR Management	108
Topic 2, Global Talent Management	92
Topic 3, Global Mobility	70
Topic 4, Global Compensation and Benefits	47
Topic 5, Global Risk Management and Compliance	35
Topic 6, Mix Questions	3
Total	355

QUESTION NO: 1

Which of the following are economic benefits that an employer can derive from having a strong employer brand? (Select TWO options.)

A. Increased retention

B. Employee recognition

C. Customer engagement

D. Employee wellness

E. Total rewards

ANSWER: A C

Explanation:

Increased retention is an economic benefit because a credible, positive employer brand helps employees identify with the organization and strengthens their willingness to remain. Retaining capable employees lowers the recurring costs associated with unwanted turnover, including replacement recruiting, selection, onboarding, training, lost productivity, and the time managers spend filling vacancies. It also preserves organizational knowledge and continuity, which supports more stable workforce performance. Employer-brand management therefore has value beyond attracting applicants: it can improve the financial return on the organization's investment in its people.

Customer engagement can also generate economic value. Employees who experience pride in their employer and understand its values are better positioned to represent the organization consistently in customer interactions. Their advocacy and service behaviors can strengthen customer trust, satisfaction, loyalty, and repeat business. In this way, a strong employer brand can reinforce the external corporate brand and contribute indirectly to revenue, customer retention, and organizational growth. The CIPD describes employer branding as the organization's reputation as an employer and emphasizes its connection to attraction and retention; broader research also recognizes the cost implications of employer reputation. See the CIPD employer brand factsheet and Harvard Business Review's analysis of employer reputation costs.

QUESTION NO: 2

Which of the following factors favor the implementation of a furlough over a layoff strategy in addressing a financial crisis? (Select TWO options.)

A. Reduction of office rental and mortgage costs

B. Reduction of Information Technology (IT) costs

C. Increased near-term labor demands anticipated

D. Reduction of incentive payments for employees

E. Significant portions of the workforce are lower-skilled employees

ANSWER: A C

Explanation:

Reduction of office rental and mortgage costs favors a furlough when the financial crisis allows the organization to pause or materially reduce operations at particular sites. A furlough is a temporary, unpaid cessation or reduction of work in which the employment relationship is generally preserved. Where employees are not reporting to a facility and operations can be suspended, the organization may consolidate space, close locations temporarily, and reduce occupancy-related expenditures such as utilities and certain facility costs. This makes a temporary workforce measure consistent with a short-term effort to reduce the total operating-cost base.

Increased near-term labor demands anticipated is the clearest strategic reason to use a furlough. Furloughs help an employer retain trained employees, institutional knowledge, and established employment relationships while lowering payroll expense during a temporary downturn. When demand returns soon, the organization can restore employees to work more quickly than it could recruit, hire, onboard, and train a replacement workforce. The U.S. Department of Labor describes temporary layoffs and related work reductions as measures that may preserve employment relationships, while the BLS recognizes furloughs as temporary unpaid leave. See the U.S. Department of Labor WARN resources and the Bureau of Labor Statistics glossary.

QUESTION NO: 3

Which of the following is considered an equalization adjustment in an international assignee's compensation package?

A. Hardship allowance

B. Reimbursement for payments into host-country welfare plans

C. Education allowance for self, children, and/or spouse

D. Home leave

ANSWER: B

Explanation:

Reimbursement for payments into host-country welfare plans is an equalization adjustment because it helps preserve the assignee's home-country financial position while on international assignment. Under a balance-sheet approach to expatriate compensation, the employer seeks to prevent an employee from experiencing an unintended financial loss merely because the assignment requires participation in a different country's mandatory social-insurance, pension, health-care, or welfare system. Reimbursing required host-country welfare-plan payments neutralizes an assignment-related deduction that would not ordinarily apply in the employee's home location, or that could otherwise duplicate home-country obligations.

This treatment is consistent with the broader objective of social-security coordination. International social-security agreements may determine which country's system applies and can help prevent dual contributions; however, where host-country contributions remain applicable, an employer reimbursement or equalization mechanism can protect the employee from an inequitable out-of-pocket cost. The U.S. Social Security Administration explains that totalization agreements are designed to eliminate dual social-security taxation in relevant cross-border situations, illustrating why these contributions are a key international-assignment compensation issue. See the Social Security Administration's overview of international agreements and the IRS guidance for international taxpayers.

QUESTION NO: 4

Which of the following benefits, perquisites, or allowances would typically be associated with a short-term assignment in a developing country? (Select TWO options.)

A. Hardship differential

B. Hypothetical tax

C. Language training

D. Temporary housing

E. Education stipend

ANSWER: A D

Explanation:

Hardship differential and temporary housing are the benefits most typically associated with a short-term assignment to a developing country. A hardship differential provides additional compensation for location-specific conditions that materially affect an assignee's quality of life, such as security concerns, limited infrastructure, difficult climate, health risks, or restricted access to goods and services. It recognizes that the host location presents conditions beyond those normally expected in the employee's home location.

Temporary housing is also a practical short-term assignment provision. Because the employee is being sent for a defined, relatively limited period, employers commonly arrange furnished, serviced, or hotel-style accommodation rather than supporting a full permanent household relocation. This enables the employee to become productive quickly while maintaining an appropriate standard of accommodation in the host country.

Global mobility programs generally tailor allowances to assignment duration and destination conditions. Short-term policies emphasize assignment-specific support, including accommodation and location hardship support, while avoiding unnecessary long-term relocation commitments. This approach is consistent with global mobility practice described by Mercer Global Mobility and with HRCI's global HR knowledge domain outlined in the GPHR certification information.

QUESTION NO: 5

An international corporation has implemented a dual-career policy for expatriate families. What is the primary strategic benefit of this policy in global talent management?

A. Avoids the need for costly family relocation assistance

B. Enhances gender balance in global leadership roles

C. Increases the retention of expatriates post-assignment

D. Reduces the administrative complexity of assignment packages

ANSWER: C

Explanation:

Increases the retention of expatriates post-assignment is the primary strategic benefit because dual-career support addresses a central factor in the success and sustainability of international assignments: the career impact on an accompanying partner. Assistance such as career counseling, job-search support, professional networking, work-permit guidance, and support for maintaining employability reduces the personal and family strain associated with overseas mobility. When employees believe that their partner's career will be respected and supported, they are more likely to accept an assignment, remain engaged throughout it, and view the employer as committed to their long-term career and family needs.

This support also has an important retention effect when the assignment ends. Employees and families who experience less career disruption and stronger organizational support are more likely to remain with the organization rather than seek an employer perceived as offering better work–life and career support. In global talent management, this protects the organization's investment in internationally experienced employees and preserves leadership capability developed through the assignment. Research on global careers recognizes that spouses' and partners' career considerations substantially influence international mobility decisions and assignment outcomes; see Harvard Business Review's discussion of global careers and the International Journal of Human Resource Management research on partner support and expatriation.

QUESTION NO: 6

A company has two locations and is in the domestic stage of globalization. Headquarters is in the U.S. focused on R&D, and another site has been built in Asia to manufacture the product. The firm has identified an objective to become a truly multinational corporation in 5 years in order to become components will likely MOST benefit this company by pursuing international assignments?

A. Better strategic decision-making

B. Management controls

C. Increased collaboration globally

D. Knowledge sharing

ANSWER: B

Explanation:

Management controls is the best answer because international assignments give headquarters a direct mechanism for coordinating and controlling work at an overseas operation while the organization is still early in its globalization process. Assigning experienced employees from headquarters to the Asian manufacturing site helps ensure that manufacturing practices, quality requirements, reporting processes, product specifications, and corporate priorities are understood and applied consistently. These assignees also provide headquarters with timely, reliable visibility into local operations and can address implementation issues before they become significant operational or strategic problems.

For a company moving from a domestic orientation toward a multinational structure, this control and coordination role is particularly valuable. International assignees can act as boundary spanners: they communicate headquarters expectations locally, relay operational realities back to headquarters, and help establish governance routines that can later support a more mature global organization. This aligns with global HR practice in which international assignments are used to support global integration, organizational coordination, and management of foreign subsidiaries. HRCI's GPHR content framework includes global talent management and global mobility as central areas of professional practice; see the HRCI GPHR certification overview. Additional context on managing global assignments is available from SHRM's global assignments resource.

QUESTION NO: 7

What are the challenges faced by multinational enterprises regarding global mobility and talent management? (Select TWO options.)

A. High turnover of third-country nationals

B. Lack of high-potential talent in global locations

C. Ease in developing effective global talent pipelines

D. Full integration between global mobility and talent functions

E. Ability to retain high-potential talent after international assignments

ANSWER: B E

Explanation:

"Lack of high-potential talent in global locations" is a central multinational talent-management challenge because organizations must identify, develop, and deploy people with scarce critical skills across diverse labor markets. Talent availability, readiness, local leadership capability, and the willingness or eligibility of employees to relocate can vary substantially by country. This makes succession planning and the creation of reliable global talent pipelines more complex.

"Ability to retain high-potential talent after international assignments" addresses the equally important retention dimension of mobility. International assignments represent a substantial investment in development and business continuity, but that value can be lost if employees leave following repatriation. Effective repatriation requires planned career discussions, a meaningful role on return, recognition of newly acquired global capability, and support for readjustment. Managing these elements helps an organization retain mobile high-potential employees and convert assignment experience into longer-term leadership capacity. HRCI identifies global talent acquisition and mobility as a core GPHR knowledge area; see the HRCI GPHR certification page. Additional practical guidance on repatriation and retaining assignment value is available from SHRM's Managing a Global Workforce toolkit.

QUESTION NO: 8

Which of the following are strategic rationales for leveraging cultural diversity in a global organization? (Select TWO options.)

A. Reduction of legal risk

B. Competitive advantage

C. Reduction in time-to-fill

D. Changing labor force demographics

E. Compliance with Affirmative Action Plan (AAP)

ANSWER: B D

Explanation:

Competitive advantage is a strategic rationale because cultural diversity can strengthen an organization's ability to compete across markets. A workforce with varied cultural knowledge, languages, experiences, and perspectives is better positioned to understand diverse customers, identify market opportunities, challenge assumptions, and develop products, services, and communication that fit local needs. When inclusion enables those perspectives to be heard and used in decision-making, diversity becomes a source of innovation, adaptability, and stronger global business performance.

Changing labor force demographics is also strategic because the available talent pool is continually shaped by migration, population aging, differing workforce-participation patterns, and the growing international mobility of skills. Global organizations need sustainable approaches to attracting, developing, engaging, and retaining people from increasingly diverse backgrounds. Leveraging cultural diversity therefore supports long-term workforce planning and organizational capability, rather than being only a short-term HR initiative. The U.S. Census Bureau describes how demographic trends influence the composition of the population and workforce, while McKinsey's research summarizes the business value associated with diversity in leadership and organizational decision-making. See U.S. Census Bureau: Population and McKinsey: Diversity Matters Even More.

QUESTION NO: 9

Multinational organizations' targeted investment in their elite talent may likely result in: (Select TWO options.)

A. High training and upskilling expenditure

B. Unlocking staff potential for future roles

C. Perceived alienation of loyal employees

D. Securing the value of the entire workforce

E. Risk to employer brand amid talent shortage

ANSWER: A C

Explanation:

High training and upskilling expenditure is a likely result because an elite-talent strategy concentrates resources on a relatively small group of employees identified as having exceptional performance or leadership potential. In multinational organizations, this commonly includes intensive leadership development, executive coaching, international assignments, mentoring, succession-planning exposure, and specialized technical education. These programs require substantial direct funding as well as management time and cross-border coordination. The CIPD notes that talent-management practices often include development and succession activities designed to build critical capability.

Perceived alienation of loyal employees is also a likely outcome of an explicitly selective approach. When development opportunities, visibility, and advancement resources are concentrated on an elite group, employees outside that group may compare their access and recognition with that of selected colleagues. If the selection process or its purpose is not communicated transparently, even committed employees can experience reduced inclusion and a weaker sense that their contributions are valued. Research on exclusive talent-management systems recognizes employee reactions and fairness perceptions as important consequences of differentiated investment. Organizations should therefore pair elite development with clear criteria, respectful communication, and meaningful development access across the workforce. See the CIPD talent management factsheet and research on talent-management architecture.

QUESTION NO: 10

An organization acquires a manufacturing company and replaces the host-country manager with their first expatriate manager. The manager is unfamiliar with the local customs and does not speak the language. The manager was given a directive from headquarters to reduce workforce by 10% immediately. This results in a

disruptive protest which the manager is unable to contain. After 3 months, the organization repatriates the manager.

The organization sets a policy that requires hiring local managers in future cross-border acquisitions. What stage of organizational development does this represent?

A. International

B. Multinational

C. Transnational

D. Global

ANSWER: B

Explanation:

Multinational is correct because the organization has responded to a costly expatriate-management failure by formally prioritizing host-country managers in future acquisitions. This signals recognition that local business conditions, employment practices, language, and cultural expectations require meaningful local knowledge and authority. In a multinational organization, foreign operations commonly function as relatively independent country units, and management practices are adapted to the needs of each local market rather than being directed uniformly from headquarters.

The immediate workforce-reduction directive illustrates the operational risk of applying a headquarters decision without sufficient local understanding. By changing policy to require local management, the organization is building local responsiveness into its cross-border operating model. Local managers can better interpret workforce relations, stakeholder expectations, legal and customary practices, and the likely consequences of organizational change. That decentralized, host-country-oriented approach is the defining feature of the multinational stage of international organizational development. HRCI's GPHR credential addresses the capability to manage global HR practices in differing national contexts; see the HRCI GPHR certification overview. For background on the importance of adapting management to national cultural contexts, see the OECD responsible business conduct guidance.

QUESTION NO: 11

Organizations established expressly for an international market are known as:

A. Transnationals

B. Joint ventures

C. Born globals

D. Multinationals

ANSWER: C

Explanation:

Born globals is the correct term for organizations created to compete in international markets from their inception or very early in their development. Rather than first building a substantial domestic presence and then expanding country by country, born-global firms design their strategy, products, capabilities, and market reach around customers in multiple countries. This approach is frequently enabled by digital technology, specialized expertise, global supply networks, and niche products or services for which demand is dispersed across borders.

For global HR professionals, recognizing a born-global organization matters because international workforce considerations arise at the beginning of the enterprise's life cycle. HR may need to support cross-border recruiting, globally consistent policies, remote or distributed work arrangements, international mobility, intercultural capability, and compliance with employment requirements in more than one jurisdiction much earlier than in a traditionally internationalizing business. The academic literature commonly defines born-global firms by their early and significant international orientation and activity. See the overview of international new ventures in the Journal of International Business Studies and the discussion of born-global firms from the OECD's SME and entrepreneurship publications.

QUESTION NO: 12

Which of the following are fundamental elements for communicating to a global workforce? (Select TWO options.)

A. Detail

B. Intuition

C. Structure

D. Sensitivity

E. Openness

ANSWER: C D

Explanation:

Structure and sensitivity are fundamental elements of communication with a global workforce. Structure means organizing messages clearly and consistently: communicating the purpose, required actions, decision owners, timelines, channels, and follow-up expectations in a way that can be understood across locations, languages, and time zones. This clarity reduces the likelihood that employees interpret an announcement, policy, or business priority differently because of differing local communication norms. It also supports equitable access to essential information when teams work asynchronously.

Sensitivity means recognizing that culture affects how people interpret directness, hierarchy, feedback, disagreement, relationship-building, and nonverbal cues. Global HR professionals should therefore adapt the delivery, language, examples, timing, and opportunities for dialogue to the audience while keeping the core organizational message consistent. Sensitivity also includes using inclusive, respectful language and allowing employees to ask clarifying questions through culturally appropriate channels. Together, a structured message and culturally sensitive delivery create communication that is both operationally clear and trusted by diverse employee populations. This reflects the global mindset and cross-cultural communication capability emphasized within HRCI's global HR body of knowledge and aligns with practical guidance from the CIPD on cross-cultural management and the UNESCO overview of intercultural dialogue.

QUESTION NO: 13

Which of the following list represents core competencies that a human resources professional should search for in order to identify potential candidates for an international assignment?

A. Appreciating cultural diversity, understanding of bigger picture, personally motivated

B. Open to change and new ideas, consensus building, understanding of biggerpicture

C. Appreciating cultural diversity, open to change and new ideas, consensus building

D. Understanding of bigger picture, personally motivated, family situation

ANSWER: A

Explanation:

"Appreciating cultural diversity, understanding of bigger picture, personally motivated" represents the strongest combination of core competencies for identifying an employee who can succeed on an international assignment. Appreciating cultural diversity reflects cultural intelligence: the capacity to recognize, respect, and effectively work with differences in norms, communication styles, values, and business practices. This capability is central to adapting and building productive relationships in a host-country environment. Understanding the bigger picture reflects a global mindset. International assignees need to connect local decisions and actions with the organization's broader international strategy, cross-border operations, and stakeholder needs. Personal motivation is equally important because an overseas assignment often requires resilience, initiative, sustained engagement, and a willingness to navigate ambiguity without relying on familiar routines or support systems. Together, these qualities address intercultural adaptability, strategic perspective, and individual readiness—the essential competency areas that HR should assess when selecting global talent. This focus aligns with the GPHR credential's emphasis on managing HR responsibilities in a global business context and with established global-mobility guidance on selecting assignees who can adapt and perform across cultures. See [HRCI's GPHR certification overview] and [SHRM's global assignments resources].

QUESTION NO: 14

You are in the process of evaluating the current global compensation structure, which is based on headquarters biases. One of the remote offices has a very unique culture, Because their culture is diffuse often combining family, life, and work together, is universalistic, and focuses on the collective group.

On the other hand, the other locations, including headquarters, have a culture that is particularistic, individualistic, and specifically divides work and family. Which of the following aaspects of the current structure might be affecting the unique location by the lack of adaptation to local pressurea?

A. Defined goals are clear, relevant, and ensure line of sight

B. Company has adopted an aggressive sales commission plan for each salesperson

C. Company has adopted a gainsharing plan

D. Every employment offer is deltailed in writing

ANSWER: B

Explanation:

Company has adopted an aggressive sales commission plan for each salesperson is the compensation practice most likely to create a local-fit problem. An aggressive individual commission plan directs rewards to each employee's personal sales results, emphasizing individual competition, personal attainment, and a direct separation between one person's contribution and another's reward. In the described remote office, the prevailing cultural orientation is collective and diffuse: relationships, family, work, and community obligations can be closely interconnected, and employees may place substantial value on shared outcomes and maintaining group cohesion. A headquarters-designed plan that heavily privileges individual sales performance can therefore send a message inconsistent with how contribution and success are understood locally.

Effective global compensation design balances global consistency with local responsiveness. HR should assess whether reward mechanisms reinforce locally meaningful forms of contribution, such as collaboration, team performance, and shared business results, while still supporting the organization's sales objectives. This is a core global-HR capability because reward systems influence motivation, perceived fairness, and retention across different cultural environments. HRCI identifies global talent management and total-rewards considerations as important areas of global HR practice. See [HRCI's GPHR certification overview] and the [Hofstede Insights country comparison tool] for cultural-context considerations relevant to people practices.

QUESTION NO: 15

A global HRIS contains employee identification, compensation, performance, and benefits data. A regional manager requests access to all employee data worldwide to prepare a workforce report. Which of the following principles should guide HR's response?

A. Provide access only to data necessary for the manager's legitimate business purpose

B. Provide full access because the manager is an internal employee

C. Provide full access if the manager agrees not to share the data externally

D. Deny access to all workforce information regardless of reporting need

ANSWER: A

Explanation:

Provide access only to data necessary for the manager's legitimate business purpose is correct. Access to employee information should be limited according to role, business need, and applicable privacy requirements. The manager may need aggregated workforce information or records for a defined region, but unrestricted worldwide access to identifiable employee data would exceed the stated reporting purpose.

Role-based access controls, data minimization, and appropriate aggregation help protect confidentiality while enabling legitimate workforce analysis. Global HR must also consider local privacy requirements, cross-border transfer restrictions, retention practices, and safeguards for sensitive data. The European Commission explains key GDPR principles, including purpose limitation and data minimization, at Data Protection in the EU.

QUESTION NO: 16

Which of the following elements must be included in a global organizational strategy in order to maintain a competitive advantage? (Select TWO options.)

A. Government influence

B. Work councils and labor agreements

C. Intellectual property protection

D. Standardized compensation and benefits

E. Leadership development programs

ANSWER: C E

Explanation:

Intellectual property protection is a core element of global strategy because intellectual assets—including inventions, brands, confidential know-how, designs, and proprietary processes—can be a major source of differentiation across markets. A global organization needs an intentional approach to identifying those assets, securing appropriate legal protections in relevant jurisdictions, managing ownership, and reducing the risk of unauthorized disclosure or use. Effective protection preserves the organization's ability to gain returns from innovation and sustain its market position. The World Intellectual Property Organization explains the business value of intellectual property and the ways it can support competitive advantage in international markets: WIPO—Intellectual Property for Business.

Leadership development programs are also essential because global execution depends on leaders who can translate enterprise strategy into locally effective decisions, lead culturally diverse teams, manage cross-border change, and build organizational capability over time. A deliberate leadership pipeline supports continuity in critical roles and creates the agility needed to respond to changing global market conditions. Developing leaders with global perspective, cultural competence, and strategic capacity helps convert the organization's resources and intellectual assets into sustained performance. The Center for Creative Leadership describes how global leadership development builds the capabilities required to lead across boundaries: Center for Creative Leadership—What Is Global Leadership?.

QUESTION NO: 17

An organization is in the growth stage of the organizational life cycle. It has five locations, one in the U.S. (headquarters), two in Asia, one in South America, and one in Europe. The foreign operations are relatively new, fully operational only within the last 5 years. During this time, each office has caucused on building both technical and managerial talent within its own site. Once a year the executive team from headquarters visits each office to meet with the managers at each site to discuss the coming fiscal year's strategic goals and objectives. Which of the following stages of globalization BEST descries the phase this company is in?

A. International

B. Transnational

C. Multinational

D. Domestic

ANSWER: C

Explanation:

Multinational is the best description because the organization has established operating locations in several countries while allowing each location to develop its own technical and managerial capability. That local talent-building emphasis reflects relatively self-contained country operations, with managers and expertise developed within each site rather than being centrally supplied or routinely moved throughout a globally integrated network. Headquarters continues to provide overarching direction through annual meetings on strategic goals and objectives, which is consistent with a parent organization maintaining broad coordination while foreign units carry substantial responsibility for local execution and management.

In a multinational structure, HR must support local leadership pipelines, staffing, and capability development while also maintaining enough corporate alignment to execute enterprise priorities. The facts that foreign operations are new but fully operational, geographically dispersed, and building site-specific managerial talent are particularly strong indicators of this phase. This classification is relevant to the GPHR body of knowledge because global HR professionals evaluate the organization's level of global integration and local responsiveness when designing workforce, talent, and governance practices. See HRCI's Global Professional in Human Resources certification overview and the GPHR exam content outline.

QUESTION NO: 18

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

ANSWER: D

Explanation:

Analyze the job description and job specifications is correct because training validity begins with a systematic connection between the program's learning objectives and the actual requirements of the role. The job description identifies the job's essential duties, responsibilities, and working context, while the job specifications identify the knowledge, skills, abilities, and other characteristics needed to perform those duties successfully. Using both documents enables the trainer to define relevant learning outcomes, select job-related content and practice activities, and assess whether participants can demonstrate the capabilities required in the position.

This approach supports content validity: the training covers the competencies that are genuinely important for effective job performance rather than skills chosen because they are generally useful or readily available in a prepackaged course. It also provides an auditable basis for showing that the program was developed from work requirements. The U.S. Office of Personnel Management describes job analysis as the foundation for identifying competencies and developing assessment and HR practices, while the EEOC's Uniform Guidelines emphasize the importance of job-related validation evidence. See OPM Job Analysis and EEOC Uniform Guidelines Q&A.

QUESTION NO: 19

According to Black and Mendenhall, which of the following factors is NOT a function of the individual that determines the degree of adjustment required in order to adapt to a new environment?

A. Relationship skills

B. Self-efficacy

C. Perception skills

D. Family-spouse adjustment

ANSWER: D

Explanation:

Family-spouse adjustment is correct because it concerns the accompanying family member's adaptation to the host-country setting, rather than an individual capability possessed by the expatriate. In Black, Mendenhall, and Oddou's framework for international adjustment, the relevant individual dimensions are personal competencies that help an assignee manage unfamiliar cultural, social, and work conditions. These include confidence in one's ability to cope with new demands, the capacity to form and sustain relationships with host-country nationals, and the ability to interpret and understand behavior in a different cultural context. Family or spouse adjustment is highly important to the overall success of an international assignment and can affect the employee's adjustment and likelihood of completing the assignment. However, it is treated as a separate nonwork or family-related aspect of the international assignment, not as one of the individual adjustment skills in this model. The distinction matters in global mobility planning: HR should assess and support both the employee's individual cross-cultural capabilities and the accompanying family's transition needs. The foundational model is described in Black, Mendenhall, and Oddou's international adjustment framework.

QUESTION NO: 20

Which of the following are the most important factors for a global organization to consider when designing an engagement survey? (Select TWO options.)

A. Workplace conditions

B. Business unit, segment, and functional areas

C. Company culture

D. Total employee compensation and benefits

E. Country and regional norms

ANSWER: C E

Explanation:

Company culture and country and regional norms are essential design considerations because a global engagement survey must produce data that is both comparable across the enterprise and meaningful within each local employee population. Company culture supplies the enterprise-level context: the survey should assess the values, leadership practices, employee experience, and engagement drivers that the organization intends to foster globally. This alignment allows leaders to connect results to strategic priorities and take coherent action across locations.

Country and regional norms shape how employees interpret questions, perceive confidentiality, and use rating scales or open-ended feedback. Language translation alone is insufficient; questions and administration practices should be culturally adapted without changing the underlying construct being measured. For example, norms concerning hierarchy, directness, privacy, and willingness to criticize management can affect response patterns and therefore the validity of comparisons. Incorporating local context, typically through culturally informed review, translation validation, and appropriate demographic reporting safeguards, improves participation and response accuracy. Together, these factors enable a survey to preserve a consistent global purpose while respecting the cultural conditions that determine whether engagement feedback is trusted, understood, and actionable. Guidance on culturally appropriate measurement is available from the Centers for Disease Control and Prevention and global employee-listening principles are discussed by SHRM.

QUESTION NO: 21

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

ANSWER: A

Explanation:

quantity and quality is correct because a meaningful productivity measure evaluates both how much work is completed and how well it is completed, in relation to the resources consumed. Quantity captures the volume of outputs, such as units produced, cases resolved, or transactions processed. Quality ensures that the output meets required standards and does not create hidden costs through errors, rework, defects, customer complaints, or noncompliance. The reference to the cost of resources makes productivity more than a simple count of activity: it connects work results to the labor, time, capital, materials, and other inputs required to achieve them. In HR and global workforce contexts, this supports fair comparisons across locations, teams, or process changes by assessing whether an organization produces sufficient high-quality results for the resources invested. The U.S. Bureau of Labor Statistics similarly describes labor productivity as output per hour worked, emphasizing the relationship between output and resource input, while organizations should use quality-sensitive output measures to ensure that greater volume represents real performance rather than lower standards. See the U.S. Bureau of Labor Statistics Labor Productivity and Costs program and the ISO 9001 quality-management standard overview.

QUESTION NO: 22

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

ANSWER: A

Explanation:

Maintain employee morale in the host country is the correct selection because it is not a primary goal of redeploying a repatriating employee when an appropriate headquarters role is unavailable. Redeployment decisions in this situation center on the returning employee's career continuity and on preserving the organization's investment in the international assignment. The employer may identify another suitable role, location, project, or talent-pipeline opportunity where the architect's expertise can be applied after return from India. This approach supports continued use of the individual's international experience, technical knowledge, and cross-cultural capability while reducing the risk of losing a high-value employee whose expectations and career plans were affected by the assignment. It can also support broader global-workforce capability by moving internationally experienced talent into positions where that experience is valuable. Morale among employees in the former host location may be considered in transition planning, communications, or successor arrangements, but it is not the central business or talent-management objective for redeploying the repatriate. HRCI's GPHR certification scope includes global talent and mobility practices, including managing international assignments and their workforce implications. See HRCI's GPHR certification page and SHRM's Managing a Global Workforce toolkit.

QUESTION NO: 23

The most important outcome of a globally consistent onboarding program is that it:

A. Addresses the organizational structure.

B. Shares local employment policies and procedures.

C. Increases employees' speed to productivity.

D. Opens communication with management.

ANSWER: C

Explanation:

“Increases employees' speed to productivity” is the most important outcome because onboarding is the structured process through which new hires gain the role knowledge, organizational context, relationships, systems access, and behavioral clarity needed to contribute effectively. A globally consistent program establishes a reliable core onboarding experience across locations while still allowing appropriate local adaptation. This consistency helps employees understand common organizational values, expectations, processes, and ways of working without unnecessary variation or delay. As a result, employees can become capable and productive in their roles sooner.

For global HR, speed to productivity is especially important because international hires may need to navigate unfamiliar organizational norms, distributed teams, cross-border processes, and different communication practices. A consistent onboarding framework reduces ambiguity during this transition, supports engagement and early performance, and enables the organization to realize value from new talent more quickly. HRCI’s GPHR functional area of Talent and Organizational Development includes designing and implementing global talent practices that support organizational effectiveness. The U.S. Office of Personnel Management likewise describes onboarding as integrating new employees into the organization so they can become productive members of the workforce. See OPM’s onboarding guidance and HRCI’s GPHR certification overview.

QUESTION NO: 24

The call center department of a global organization has a high new hire attrition rate. The HR manager is responsible for addressing this issue in the organization.

Which of the following is the best recruiting approach to reduce new hire attrition?

A. Realistic job preview

B. On-the-job training (OJT)

C. Peer-to-peer interviews

D. Office tour

ANSWER: A

Explanation:

Realistic job preview is the best recruiting approach because it gives candidates an accurate, balanced understanding of the call-center role before they accept an offer. Rather than presenting only the attractive features of the job, a realistic preview communicates the actual work conditions and demands, such as call volume, performance metrics, difficult customer interactions, scheduling requirements, technology use, and the pace of the environment. Candidates can then make an informed decision about whether the role fits their interests, capabilities, and expectations.

This expectation alignment is especially important for reducing early attrition in call centers, where employees may otherwise leave soon after hire when the day-to-day work differs from what they anticipated. A realistic job preview supports self-selection by allowing individuals who are comfortable with the role’s demands to proceed, while those for whom the role is unsuitable can withdraw before hiring. This improves person-job fit and makes post-hire turnover less likely. SHRM identifies realistic job previews as a recruitment practice that helps applicants understand both favorable and unfavorable job characteristics and can improve retention. See SHRM’s recruiting and retention toolkit and the O*NET Online resource for job-information practices that support informed candidate decisions.

QUESTION NO: 25

Which of the following is the most important initial step in global site selection?

A. Arranging management briefings on relevant local legislation

B. Determining which countries have the lowest average wage requirements

C. Identifying locations with a high number of college graduates per capita

D. Establishing a multidisciplinary evaluation team

ANSWER: D

Explanation:

Establishing a multidisciplinary evaluation team is the most important initial step because global site selection is a strategic business decision with implications far beyond labor cost or talent availability. Before screening countries or specific locations, the organization needs a defined governance structure that brings together the relevant expertise, commonly including HR, operations, finance, tax, legal, real estate, supply chain, risk, and business leadership. This team clarifies the proposed operation's business requirements, agrees on decision authority, identifies critical selection criteria, and sets a consistent method for weighing trade-offs among locations.

For HR, participation at this early stage ensures that workforce availability, skills, labor-market conditions, mobility, employment-law exposure, cultural considerations, and total people costs are incorporated into the location strategy rather than considered only after a site has been favored for another reason. A cross-functional approach also helps ensure that the eventual recommendation is aligned with the organization's operating model, investment objectives, compliance responsibilities, and long-term talent plan. The International Economic Development Council describes site selection as a structured process involving business requirements and evaluation criteria, while KPMG notes that location decisions require assessment of multiple operational, financial, and people-related factors. See the IEDC Site Selection Handbook and KPMG Global Location and Expansion Services.

QUESTION NO: 26

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-tern 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-Effcacy Theory

E. Herzberg's Motivation-Hygiene Theory

ANSWER: D

Explanation:

Self-Effcacy Theory is the least directly utilized approach because the scenario does not identify a deliberate effort to assess, develop, or strengthen an employee's belief that they can successfully perform a particular task. Self-efficacy concerns a person's confidence in their capability to organize and execute the actions needed to attain a defined level of performance. A manager applying this theory would more explicitly build confidence through graduated mastery experiences, observation of credible role models, targeted developmental feedback, and support in managing performance anxiety or doubt. The described manager certainly provides coaching and sets realistic goals, which may incidentally support confidence. However, the central and explicit practices described are goal setting, career development, contingent rewards, recognition, and expanded responsibility after achievement. These practices primarily emphasize performance outcomes and rewards rather than the employee's perceived capability before undertaking a task. Therefore, Self-Effcacy Theory is the theory least clearly evidenced by the management approach. The underlying concept and the role of mastery experiences in building efficacy are described by the American Psychological Association and in OpenStax Organizational Behavior.

QUESTION NO: 27

An organization is in the global stage of globalization. Which of the following BEST describes the key functions of human resources professionals working in this company at this time?

A. Increasing activity in international assignment programs, so that they have an extensive knowledge about various host countries. Focused on change partner and navigator role.

B. Experts at moving resources back and forth across countries. Focused on only navigator role.

C. Increasing activity in international assignment programs, so that they have an extensive knowledge about various host countries. Focused builder and change partner role.

D. Experts at moving resources back and forth across countries. Focused on change partner and navigator role.

ANSWER: D

Explanation:

Experts at moving resources back and forth across countries. Focused on change partner and navigator role. is the best description of HR work in an organization operating at the global stage. At this level, the organization treats its operations as an interconnected worldwide system rather than as a home-country business with separate foreign activities. HR must therefore facilitate the movement and deployment of talent, knowledge, processes, and other resources among countries in response to business needs. This requires coordinated global workforce planning, mobility practices, and policies that can operate across national boundaries while still accounting for local requirements.

The change-partner role is central because HR helps the organization implement enterprise-wide transformation, integrate practices across locations, and build workforce capability for a global strategy. The navigator role reflects HR's responsibility to guide leaders and employees through cross-border complexity, including cultural differences, staffing decisions, and the practical implications of operating in multiple jurisdictions. These activities support an integrated global operating model and enable the organization to respond flexibly as needs shift across markets. HRCI's GPHR credential framework emphasizes HR capability in global strategy, talent management, mobility, and cultural effectiveness; see HRCI's GPHR certification overview and SHRM's global workforce management resources.