



HRCI GPHR Mock Exam

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Question 1

Question Type: MultipleChoice

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

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:

Comprehensive and Detailed Explanation:

Reduction of Office Rental and Mortgage Costs -- If the workforce is furloughed, operations can be paused, reducing overhead costs, including rent and utilities, particularly in non-essential or closed facilities.

Increased Near-Term Labor Demands Anticipated -- Furloughs are temporary; they preserve the workforce for a quick return to operations, ideal when business recovery is expected soon.

GPHR Study Guide Extract -- Workforce Relations and Risk Management / Downsizing and Alternative Workforce Strategies:

"Furloughs are temporary suspensions of employment where employees retain their jobs and benefits but are not actively working. They are advantageous when short-term cost reduction is needed, and the organization anticipates a rebound in labor demand."

Layoffs, by contrast, are often permanent and lead to longer rehiring cycles and potential loss of skilled labor.

Question 2

Question Type: MultipleChoice

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

Options:

- 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:

Comprehensive and Detailed Explanation:

The first strategic step in selecting a global site is to assemble a cross-functional evaluation team that includes:

HR (for labor and talent factors)

Legal (for compliance and risk)

Finance (for cost analysis)

Operations and leadership

This ensures a balanced, comprehensive assessment of all business, legal, and cultural implications.

GPHR Study Guide Extract -- Strategic Global Human Resources / Site Selection Strategy:

"Establishing a multidisciplinary team enables organizations to analyze site options holistically. It integrates HR, compliance, legal, and operational insights to guide informed decision-making."

Looking at wages or labor markets comes next---but without a team, the process lacks strategic alignment.

Question 3

Question Type: MultipleChoice

An international assignee who will be setting up operations in another country should demonstrate:

Options:

- A- A preference for a structured approach.
- B- High scores on cultural adaptability screening.
- C- Competency with onboarding programs.
- D- Proficiency in the interviewing process.

Answer:

B

Explanation:

Comprehensive and Detailed Explanation:

Cultural adaptability is the key trait for assignees tasked with starting operations in a new environment. These individuals face:

Cultural unfamiliarity

Language barriers

Social and professional adjustment challenges

High adaptability allows the assignee to navigate these effectively.

GPHR Study Guide Extract -- Global Talent Acquisition and Mobility / Candidate Assessment for International Assignments:

"Successful international assignees typically score high on cultural adaptability and emotional intelligence, enabling them to manage transitions effectively."

Question 4

Question Type: MultipleChoice

Which recruitment approach is best suited to achieve rapid hiring of specific skills with enhanced flexibility?

Options:

- A- Outsourcing
- B- Apprenticeship
- C- Internal sourcing
- D- Employee referrals

Answer:

A

Explanation:

Comprehensive and Detailed Explanation:

Outsourcing recruitment enables organizations to:

Scale quickly

Access specialized talent pools

Meet project-based or urgent hiring needs

It offers speed and flexibility, especially in niche or technical fields.

GPHR Study Guide Extract -- Global Talent Acquisition and Mobility / Recruitment Solutions:

"Outsourcing is an effective solution for rapidly filling skill gaps and providing flexibility in hiring, especially for short-term or project-specific needs."

Question 5

Question Type: MultipleChoice

Non-core competencies may be good candidates for outsourcing because they:

Options:

- A- can easily be customized to meet specialized needs
- B- help to differentiate the organization from others in the marketplace
- C- are typically not required by the organization
- D- do not directly impact the organization's products and services

Answer:

D

Explanation:

Comprehensive and Detailed Explanation:

Non-core competencies refer to functions that are supportive in nature, such as payroll, IT support, or benefits administration. They are necessary but not mission-critical to an organization's competitive advantage.

Outsourcing them allows HR and leadership to focus resources on strategic, core areas (like innovation or customer service), while operational tasks are handled by external experts.

GPHR Study Guide Extract -- Strategic Global Human Resources / Outsourcing and Shared Services:

"Organizations often outsource non-core functions to reduce costs and enhance focus on strategic activities. These functions are typically those that do not contribute directly to the primary value proposition or customer experience."

Hence, outsourcing works best for roles that support operations but don't affect the core business identity.

Question 6

Question Type: MultipleChoice

An employee in Canada brings a charge against an organization headquartered in the U.S. for a wrongful dismissal. The organization appoints a third-party to make a binding decision for resolution. Which of the following describes this method of Alternative Dispute Resolution (ADR)?

Options:

- A- Mediation
- B- Arbitration

C- Conciliation

D- Litigation

Answer:

B

Explanation:

Comprehensive and Detailed Explanation:

Arbitration is a formal process where a neutral third-party (arbitrator) makes a binding decision on a dispute. It is:

Quicker and more private than litigation

Often contractually agreed upon

Common in international labor contexts

GPHR Study Guide Extract -- Workforce Relations and Risk Management / Alternative Dispute Resolution (ADR):

"Arbitration is used when parties agree to resolve disputes outside court through a neutral arbitrator whose decision is binding. It is particularly valuable in international employment disputes."

Mediation is non-binding, focused on facilitated negotiation. Conciliation is similar but even less formal.

Question 7

Question Type: MultipleChoice

Administering a legally defensible and non-discriminatory performance appraisal requires:

Options:

A- A behavioral assessment as part of the appraisal

B- The appraisal tool to be robust and accommodating of multiple dimensions

C- Evidence-based reviews inclusive of employee performance documentation

Answer:

C

Explanation:

Comprehensive and Detailed Explanation:

Evidence-based performance reviews that include documented records of employee performance are critical for:

Defending against claims of discrimination

Ensuring fairness and consistency

Supporting promotion or disciplinary decisions

This documentation helps ensure that evaluations are objective, job-related, and legally compliant.

GPHR Study Guide Extract -- Talent and Organizational Development / Performance Appraisal Best Practices:

"A legally defensible appraisal system relies on documented, objective evidence of performance. Reviews must be based on observed behaviors and aligned with job responsibilities."

While robust tools and behavioral assessments help, documentation is what protects the organization in legal or ethical challenges.

Question 8

Question Type: MultipleChoice

Having standardized global policies issued from headquarters:

Options:

- A- Is easier for local employees to understand and accept.
- B- Is the preferred approach for all multinational employers.
- C- Exposes an employer to greater liability.
- D- Allows an employer to ignore local regulations.

Answer:

C

Explanation:

Comprehensive and Detailed Explanation:

Uniform global policies may overlook local labor laws, employment standards, or cultural expectations. If improperly applied, this can result in:

Non-compliance with local legislation

Legal disputes or reputational risk

Alienation of local employees

GPHR Study Guide Extract -- Strategic Global Human Resources / Global HR Policy Development:

"Over-standardization of policies without local adaptation can increase the risk of legal liability and employee disengagement."

Standardization requires local compliance checks to be safe and effective.



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