



HRCI GPHR Practice Questions

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Question 1

Question Type: MultipleChoice

An international manufacturing firm is implementing a centralized HR information system to replace multiple regional systems. Resistance is strong among EMEA and APAC subsidiaries due to concerns about data privacy, workflow changes, and perceived loss of autonomy. What should HR do FIRST to address this resistance while supporting the global strategy?

Options:

- A- Train all local HR teams on system functionalities
- B- Secure data privacy approvals from each country
- C- Launch a global change management campaign highlighting benefits
- D- Engage regional stakeholders in customizing local implementation features

Answer:

D

Explanation:

Engaging regional stakeholders early demonstrates respect for local autonomy and builds buy-in. This approach helps surface concerns and tailor the rollout effectively.

Training (A) and communication (C) are essential after initial engagement

Data compliance (B) is a compliance necessity, not a change management step

GPHR Concept: Global technology rollouts must balance standardization with regional customization through stakeholder engagement.

Question 2

Question Type: MultipleChoice

A global financial services company has adopted a geocentric staffing model and is now experiencing challenges with integrating talent from diverse backgrounds into strategic leadership roles. Which option best should HR implement to best support leadership alignment across cultures?

Options:

- A- Assign global leaders to a common leadership development program based at HQ
- B- Launch a cross-cultural mentoring and coaching program for emerging leaders
- C- Standardize leadership KPIs across all countries
- D- Provide relocation support for diverse leaders moving to HQ

Answer:

B

Explanation:

A cross-cultural mentoring program helps leaders understand and navigate cultural differences while building relationships that promote inclusive global leadership. It also supports retention and pipeline development.

HQ-based training (A) can reinforce ethnocentric dynamics

Standardized KPIs (C) ignore local relevance

Relocation support (D) is logistical, not developmental

GPHR Concept: In a geocentric model, leadership development must incorporate cultural awareness and inclusive mentoring.

Question 3

Question Type: MultipleChoice

The utilization of which type of employee best distinguishes an organization that follows a truly global business approach from one that maintains an ethnocentric philosophy?

Options:

- A- Host-country nationals
- B- Parent-country nationals
- C- Third-country nationals
- D- Short-term project assignees

Answer:

C

Explanation:

Comprehensive and Detailed Explanation:

A Third-Country National (TCN) is an employee who is not from the home country (where the company is headquartered) nor from the host country (where the work is being done).

Utilizing TCNs signals a geocentric staffing philosophy, which is the hallmark of a truly global organization. It focuses on selecting the best talent regardless of nationality, promoting diversity, global integration, and flexibility.

GPHR Study Guide Extract -- Global Talent Acquisition and Mobility / Staffing Models:

"The use of third-country nationals reflects a geocentric model. Organizations operating at this level seek the best person for the job irrespective of national origin, supporting a truly global mindset."

In contrast, ethnocentric organizations rely on parent-country nationals (PCNs) to manage foreign subsidiaries.

Question 4

Question Type: MultipleChoice

The most significant issue in the repatriation of employees is:

Options:

- A- transitioning to home country compensation
- B- using their knowledge and experience in a meaningful position
- C- allocating assignee costs between home and host country
- D- succession planning for global assignee

Answer:

B

Explanation:

Comprehensive and Detailed Explanation:

The biggest challenge organizations face during repatriation is effectively reintegrating the returning employee and leveraging their international experience. Without a strategic plan, repatriated employees often:

Feel underutilized

Experience career stagnation

Consider leaving the organization

This risk undermines the investment in global mobility programs.

GPHR Study Guide Extract -- Global Talent Acquisition and Mobility / Repatriation Strategies:

"A critical issue in repatriation is the organization's ability to use the repatriate's global experience effectively. Lack of career planning or meaningful assignments post-return can result in attrition and loss of valuable knowledge."

Compensation adjustment is tactical, not the primary strategic concern in retaining talent.

Question 5

Question Type: MultipleChoice

Organizations established expressly for an international market are known as:

Options:

- A- Transnationals
- B- Joint ventures
- C- Born globals
- D- Multinationals

Answer:

C

Explanation:

Comprehensive and Detailed Explanation:

Born globals are organizations that are founded with a global market in mind from the outset. These companies:

Often emerge from high-tech or innovation-driven sectors

Do not follow traditional domestic-to-international growth paths

Focus on rapid internationalization

GPHR Study Guide Extract -- Strategic Global Human Resources / Global Organizational Types:

"Born globals are firms that adopt a global strategy early in their development. They often leverage technology and niche market demand to scale internationally without traditional market sequencing."

Multinationals grow gradually into global operations, while joint ventures are partnerships, and transnationals evolve through integration.



Question 6

Question Type: MultipleChoice

Prior to beginning the localization process for an employee, HR should first:

Options:

- A- Determine the suitability of both the employee and the location.
- B- Establish a local remuneration package that ensures a mix of home- and host-country benefits.
- C- Change the employee's status to employment under local contract.
- D- Inform the employee that localization is not intended to be a permanent arrangement.

Answer:

A



Explanation:

Comprehensive and Detailed Explanation:

Before any policy or contractual change, HR must assess:

The employee's readiness and intent for localization

Local economic, legal, and employment conditions

Alignment with organizational strategy

This ensures the localization is sustainable, suitable, and compliant.

GPHR Study Guide Extract -- Global Compensation and Benefits / Localization Assessment:

"Evaluating both the individual's and location's suitability for localization ensures strategic alignment and reduces the risk of assignment failure or legal complications."

Question 7

Question Type: MultipleChoice

Outsourcing becomes attainable for an organization when the processes to be outsourced:

Options:

- A- Are flexible in nature
- B- Can be rolled out globally
- C- Can be evaluated and controlled
- D- Are strategic

Answer:

C

Explanation:

Comprehensive and Detailed Explanation:

Before outsourcing, an organization must ensure that the processes are measurable and controllable. This means:

Clear performance metrics exist

Service levels and expectations are defined

Quality can be monitored remotely

Outsourcing without these controls risks service degradation or non-compliance.

GPHR Study Guide Extract -- Strategic Global Human Resources / Criteria for Outsourcing:

"Outsourcing is viable when processes are stable, standardized, and can be evaluated against specific performance indicators. This ensures accountability and quality control."

Strategic functions are rarely outsourced due to their importance. Outsourcing works best for transactional or repeatable tasks.

Question 8

Question Type: MultipleChoice

Which factor has a direct impact on the effectiveness of the HR function?

Options:

- A- Improving operations
- B- Enhancing profitability
- C- Understanding stakeholders
- D- Ensuring leadership well-being

Answer:

C

Explanation:

Comprehensive and Detailed Explanation:

Understanding stakeholders---both internal and external---is essential for HR to align its strategies with organizational goals. Effective stakeholder engagement allows HR to design initiatives that meet business needs and employee expectations.

GPHR Topic Reference:

Strategic Global Human Resources -- Stakeholder Analysis and Engagement:

"An understanding of the organization's stakeholders is fundamental to shaping HR's strategy and ensuring its contribution to business performance."

Question 9

Question Type: MultipleChoice

An executive who grew up in a collectivist culture relocates to a new country with an individualistic culture. Which behavior is the executive most likely to demonstrate in response to conflict?

Options:

- A- Assertive approach
- B- Solution-based action
- C- Logical argumentation
- D- Non-confrontational style

Answer:

D

Explanation:

Comprehensive and Detailed Explanation:

In collectivist cultures, conflict is often seen as disruptive to group harmony, which is a core value. As a result, individuals from such cultures tend to:

Avoid confrontation

Use indirect communication

Prefer harmony over resolution through debate

Even when they move to individualist cultures, these behaviors may persist initially, especially in emotionally charged situations.

GPHR Study Guide Extract -- Workforce Relations and Risk Management / Cultural Dimensions in Communication and Conflict:

"Individuals from collectivist cultures often adopt non-confrontational approaches to conflict. Preserving group harmony is prioritized over expressing disagreement directly."

Conversely, individualistic cultures value directness and assertiveness, which may feel uncomfortable to someone from a collectivist background.

Question 10

Question Type: MultipleChoice

Which country would have the most success with a strictly defined reporting structure?

Options:

- A- United States
- B- Australia
- C- India
- D- Denmark

Answer:

C

Explanation:

Comprehensive and Detailed Explanation:

India ranks high on power distance, a cultural dimension that indicates acceptance of unequal power distribution in society and organizations. In such cultures:

Clear hierarchies are respected

Employees often expect direction from senior management

Reporting lines are strictly followed

Therefore, organizations in India are more successful when operating within a formal, defined hierarchy.

GPHR Study Guide Extract -- Workforce Relations and Risk Management / Hofstede's Cultural Dimensions:

"High power distance cultures, such as India, emphasize structured hierarchies and defined reporting relationships. Employees are less likely to challenge authority and more likely to expect top-down communication."

In contrast, countries like Denmark or Australia exhibit low power distance and favor flat organizational structures.

Question 11

Question Type: MultipleChoice

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 option best is the best recruiting approach to reduce new hire attrition?

Options:

- A- Realistic job preview
- B- On-the-job training (OJT)
- C- Peer-to-peer interviews
- D- Office tour

Answer:

A

Explanation:

Comprehensive and Detailed Explanation:

A Realistic Job Preview (RJP) gives candidates a balanced view of the role, including both positive and challenging aspects. This helps set accurate expectations, leading to:

Better job fit

Reduced turnover

Increased job satisfaction

Especially in high-volume, high-turnover roles like call centers, RJP's help filter out candidates who may struggle with the job's demands.

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

"Providing realistic job previews reduces early-stage attrition by aligning candidate expectations with the actual work environment. This approach improves quality of hire and employee engagement."

OJT and peer interviews are onboarding or selection tools, while tours do not address expectation alignment.

Question 12

Question Type: MultipleChoice

A fast-growing global tech firm is considering entering the Latin American market through acquisition. HR is asked to provide due diligence insights on labor risks. Which of the following would pose the GREATEST risk to business continuity post-acquisition?

Options:

- A- Lack of English proficiency among local staff
- B- Differences in holiday and leave entitlements
- C- Strong union presence with mandatory collective bargaining agreements
- D- Variability in payroll software across subsidiaries

Answer:

C

Explanation:

In many Latin American countries, unions hold significant legal power, and collective bargaining is legally mandated. Failure to engage unions can lead to:

Work stoppages

Legal action

Long-term reputational damage

Other options (language, payroll, leave policies) are manageable operational challenges, not strategic risks.

GPHR Concept: Labor relations --- especially legal union mandates --- are high-risk areas in M&A due diligence.

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