



SHRM Exam Guide

SHRM CP & SCP

1 BOOK LEARNING SYSTEM

Proven Test Taking
Strategy

What to expect on
exam day?

How to use the
SHRM BASK?

Behavioral
Competencies
Clickable Links

Functional Areas
Clickable Links

Study Plan &
Strategy

Leadership Theories

Motivational
Theories

3 Practice Tests

Angelo Gonsalves

About The Author

Angelo Gonsalves is a Senior HR Professional and Consultant with over 20 years of diverse experience in talent acquisition, performance management and coaching, learning and development, organizational development and change management.

In 2021, at the peak of the pandemic Angelo realized his true calling (after 43 years), and founded his passion project '**The Grey Gym**'. He used the WFH situation as an opportunity to upskill himself and earned the SHRM certification, the PMP certification and the CPHR certification. He is also a certified emotional intelligence practitioner and assessor.

This is Angelo's first book and he addresses one of the biggest challenges he faced when preparing for the SHRM exam which was an overload of information in the SHRM Learning System. With this in mind he decided to create this book which will serve as a quick reference guide for all aspirants of the SHRM certification.

“*This guide includes all the goodies without the fluff.*”

Angelo is consistently uploading learning resources to his website, Facebook group, LinkedIn page, YouTube channel and blog.

He is thankful for his **wife of 17 years and two daughters** who continue to support, understand and encourage him to keep following his passion project.



Angelo Gonsalves

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SHRM Exam Guide by Angelo Gonsalves

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How to use this study guide?

This study guide is intended to provide you with all the information you need to pass the SHRM CP or SCP exam.

It is a 1 guide reference to everything SHRM and is packed with resources and links to topics you need to understand to pass the exam.


If you have already downloaded the SHRM BASK then you will have realized that the list of topics you are expected to know for each competency or knowledge area is not clearly defined or listed.

In this guide, under each of the Competencies, sub-competencies and functional areas we have listed topics which you need to know more about and understand.

To know and learn more about a topic, click on the link and read the article/resource and **understand** it.

IMPORTANT: DO NOT move along before you understand a topic.

**** There is a difference between reading and understanding.**

This guide is designed with quick links which will allow you to easily access the chapters and a home button  at the bottom of every page to return to the index page.

****Look out for anything underlined, this is a link, and by clicking this link you can jump to that topic.**

To ace the SHRM exam you need to **understand** every topic linked in this guide. **Understanding them will assist you in answering SJI's correctly.**

If you have purchased our flashcards, our 12 Practice Tests and **understood every topic linked in this guide** then I assure you that **you will pass the SHRM exam.**

All the best.

You can always reach me at the email angelo@thegreygym.com



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Competencies Overview

Leadership Cluster		
Leadership & Navigation	Ethical Practice	Diversity, Equity & Inclusion
<p>Navigating the Organization Work within the parameters of the organization's hierarchy, processes, systems and policies.</p>	<p>Personal Integrity Demonstrate high levels of integrity in personal relationships and behaviors.</p>	<p>Creating a Diverse & Inclusive Culture Cultivate a work environment in which every person in an organization feels welcomed, respected, supported and a sense of belonging.</p>
<p>Vision Define and supporting a coherent vision and long-term goals for HR that support the strategic direction of the organization.</p>	<p>Professional Integrity Demonstrate high levels of integrity in professional relationships and behaviors.</p>	<p>Ensuring Equity Effectiveness Ensure fair treatment in access, opportunity and advancement for all individuals in the workplace.</p>
<p>Managing HR Initiatives Implement and support HR projects that align with HR and organizational objectives.</p>	<p>Ethical Agent Cultivate the organization's ethical environment and ensuring that policies and practices reflect ethical values.</p>	<p>Connecting DE&I to Organizational Performance Demonstrate the importance of DE&I efforts to achieving organizational goals and key objectives.</p>
<p>Influence Inspire colleagues to understand and pursue the strategic vision and goals of HR and the organization.</p>		



Competencies Overview

Interpersonal Cluster

Relationship Management	Communication	Global Mindset
<p>Networking Effectively build a network of professional contacts both within and outside of the organization.</p>	<p>Delivering Messages Develops and delivers, to a variety of audiences, communications that are clear, persuasive and appropriate to the topic and situation.</p>	<p>Operating in a Culturally Diverse Workplace Demonstrates openness and respect when working with people from different cultural traditions.</p>
<p>Relationship Building Effectively builds and maintains relationships both within and outside of the organization.</p>	<p>Exchanging Organizational Information Effectively translates and communicates messages among organizational levels or units.</p>	<p>Operating in a Global Environment Effectively manages globally influenced workplace requirements to achieve organizational goals.</p>
<p>Teamwork Participates as an effective team member, and builds, promotes and leads effective teams.</p>	<p>Listening Understands information provided by others and seeks feedback.</p>	<p>Advocating for a Culturally Diverse and Inclusive Workplace Designs, implements, and promotes organizational policies and practices that encourage cultural diversity and inclusion in the workplace.</p>
<p>Negotiation Reaches mutually acceptable agreements with negotiating parties within and outside of the organization.</p>		
<p>Conflict Management Manages and resolves conflicts by identifying areas of common interest among the parties in conflict.</p>		

Competencies Overview

Business Cluster		
Business Acumen	Consultation	Analytical Aptitude
<p>Business and Competitive Awareness Understands the organization’s operations, functions, products and services, and the competitive, economic, social and political environments in which the organization operates.</p>	<p>Evaluating Business Challenges Works with business partners and leaders to identify business challenges and opportunities for HR solutions.</p>	<p>Data Advocate Understands and promotes the importance and utility of data.</p>
<p>Business Analysis Applies business metrics, principles, and technologies to inform and address business needs.</p>	<p>Designing HR Solutions Works with business partners and leaders to design HR solutions and initiatives that meet business needs.</p>	<p>Data Gathering Understands how to determine data utility and identifies and gathers data to inform organizational decisions.</p>
<p>Strategic Alignment Aligns HR strategy, communications, initiatives and operations with the organization’s strategic direction.</p>	<p>Advising on HR Solutions Works with business partners and leaders as they implement and support HR solutions and initiatives.</p>	<p>Data Analysis Analyzes data to evaluate HR initiatives and business challenges.</p>
	<p>Change Management Leads and supports maintenance of or changes in strategy, organization and/or operations.</p>	<p>Evidence-Based Decision-Making Uses the results of data analysis to inform the best course of action.</p>
	<p>Service Excellence Provides high-quality service to all stakeholders and contributes to a strong customer service culture.</p>	



Knowledge Areas Overview

HR Expertise Domain		
People	Organization	Workplace
<p>HR Strategy Developing, implementing, managing, and evaluating the strategic direction required to achieve organizational success and to create value for stakeholders.</p>	<p>Structure of the HR Function Encompasses the people, processes, theories and activities involved in delivering HR-related services that create and drive organizational effectiveness.</p>	<p>Managing a Global Workforce Focuses on the role of the HR professional in managing global workforces to achieve organizational objectives.</p>
<p>Talent Acquisition Encompasses the activities involved in building and maintaining a workforce that meets the needs of the organization.</p>	<p>Organizational Effectiveness & Development Concerns the overall structure and functionality of the organization and involves measurement of long- and short-term effectiveness and growth of people and processes and implementation of necessary organizational change initiatives.</p>	<p>Risk Management The identification, assessment and prioritization of risks, and the application of resources to minimize, monitor and control the probability and impact of those risks accordingly.</p>
<p>Employee Engagement & Retention Refers to the activities aimed at retaining talent, solidifying and improving the relationship between employees and the organization, creating a thriving and energized workforce, and developing effective strategies to address appropriate performance expectations from employees at all levels.</p>	<p>Workforce Management Refers to HR practices and initiatives that allow the organization to meet its talent needs and to close critical gaps in competencies.</p>	<p>Corporate Social Responsibility (CSR) Represents the organization's commitment to operate ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local and global community.</p>



SHRM Exam Topic Checklist

HR Expertise Domain		
People	Organization	Workplace
<p>Learning & Development Activities aimed at enhancing the KSAOs and competencies of the workforce to meet the organization's current and future business needs.</p>	<p>Employee & Labor Relations Refers to any interactions between the organization and its employees regarding the terms and conditions of employment.</p>	<p>U.S. Employment Law & Regulations Refers to the knowledge and application of all relevant laws and regulation in the United States relating to employment-provisions that set the parameters and limitations for each HR functional area and for organizations overall.</p>
<p>Total Rewards Refers to the design and implementation of compensation systems and benefit packages which are used to attract and retain employees.</p>	<p>Technology Management Involves the use of existing, new and emerging technologies to support the HR function, and the development and implementation of policies and procedures governing the use of technologies in the workplace.</p>	



My Study Strategy

If you are going to earn your SHRM certification without the SHRM learning system, then you need to have a formidable learning strategy in place. In this chapter we will discuss how to create that strategy and follow a plan.

We recommend you follow the following 9 steps in the sequence that they are presented.

Step 1: Read the SHRM BASK: You will be surprised to know that many students are so engulfed in their work and studying from their externally sourced study materials that they do not even download the SHRM BASK, let alone read it. The exam is based on the SHRM Body of Applied Skills & Knowledge, also known as the BASK. Want to know what's on the exam? Review the BASK, it's as simple as that and yet is often overlooked. [Download SHRM BASK](#)

READ THE SHRM
BASK

GET FAMILIAR WITH
THE PI'S

CREATE A TOPIC
LIST

Step 2: Get familiar with the PI's: PI's or Proficiency Indicators are listed in the SHRM BASK under each of the knowledge areas and behavioral functional areas. Here is an excerpt from the SHRM BASK about the PI's.

TIME BOUND

A Note About Proficiency Indicators

The proficiency indicators define what competent HR behavior and performance look like in practice. For the two sets of proficiency indicators listed for each behavioral competency and functional area, it is important to recognize that the indicators relevant to all HR professionals also apply to advanced HR professionals at the senior and executive levels. For instance, while HR executives may not be specifically proficient in certain functions required of early-career HR professionals, they should nonetheless understand the concepts behind those functions, recognize their strategic importance and be able to mentor junior employees in developing those behaviors. This is particularly important to consider for HR professionals who are studying for the SHRM-SCP exam.

E-STUDY

FLASHCARDS

PRACTICE TESTS

DEVELOP YOUR OWN
SYSTEM

CONSIDER TAKING A
PREP COURSE OR
WEBINAR



My Study Strategy

They are listed under two categories titled “PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS” and “FOR ADVANCED HR PROFESSIONALS”, the second category applicable only to students taking the SHRM SCP exam.

To pass the SHRM EXAM, you will need to indicate to SHRM that you are proficient enough to be a certified HR professional. How do you indicate this? , by answering all the SJI’s correctly on the exam. All of the SJI’s are based on the PI’s.

The SHRM BASK does not list what are the topics, theories or models you need to study or know under each knowledge or functional area. To get a list of all topics, theories and models you will need to invest in the ‘SHRM Learning System’. If you have the SHRM Learning System, great, you can skip to the next step.

If you don’t then in the next step we are going to use the PI’s to create a list of topics we will need to source and learn.

Step 3: Create a topic list: Using each of the PI’s, you need to understand them and research what are the topics that you would need to know in order for you to indicate proficiency in them. Write down this list and begin to prepare this for every knowledge and functional area. By the end of this exercise, you should have your course syllabus ready. If you are thinking, I could just get the topic list for someone else or some online resource, yes you can. This guide will provide you with a topic list and links to each topic, however, if you were to do the research and understand the PI’s and what is the expectation, then there is learning in that as well. You will subconsciously raise your awareness of what topic relates to which competency, knowledge or functional area.

READ THE SHRM BASK

GET FAMILIAR WITH THE PI’S

CREATE A TOPIC LIST

TIME BOUND

E-STUDY

FLASHCARDS

PRACTICE TESTS

DEVELOP YOUR OWN SYSTEM

CONSIDER TAKING A PREP COURSE OR WEBINAR



My Study Strategy

Step 4: Time Bound: Now, that you have your course syllabus ready, on the next column you are going to assign a time line to complete each of the topics. This will depend of the number of topics under each section and also your weekly time commitment towards study.

Step 5: e-Study: We live in an age where we add 'e' before something and it transforms to something efficient. So why not do that with the way we study as well. We suggest a more radical way of studying. You have already made a list of topics you need to learn and study and now you need to research study resources to aide that learning.

We recommend, searching and reading lot's of blog's, attending online webinars, watching YouTube videos, Find a blog or YouTube channel whose style of writing or presenting resonates with you as a learner. Join Facebook groups dedicated to students preparing for the SHRM exam, form your own 4-5 person study group where you can meet once a week online and share your learning experiences and clarify doubts, you can also share resources with each other. We recommend doing away with the traditional studying style of reading 1 book and then thinking that the information you gained from that book in enough. Even if you have four books, like the SHRM Learning System, its not enough knowledge to pass the exam. You need to consume as much information as possible with thinking of it as studying.

You need to take a more holistic approach towards learning and your work experience as well counts for a lot of knowledge here and you need to leverage this knowledge to your advantage.

Step 6: Flashcards: Yes, You need to use flashcards to prepare for the SHRM exam. There's no getting around this one, you need to know the HR terms and definition, including employee and labor law's if you are taking the exam in the US. You are going to have to cram this information and memorize them. We recommend using flashcards as they are portable and provide you with instant feedback on your level of knowledge and understanding of the subject matter. You may choose to create your own flash cards or you can purchase them online.

READ THE SHRM
BASK

GET FAMILIAR WITH
THE PI'S

CREATE A TOPIC
LIST

TIME BOUND

E-STUDY

FLASHCARDS

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My Study Strategy

Step 7: Practice Tests: Now is when you take as many practice tests as you can get your hands on. The thing about practice tests is that you can take them as many times as you need to and this in turn forms part of your knowledge retention. By taking quality practice tests, you are also familiarizing yourself with the question types and style of questioning, eg. situational judgement items & knowledge items.

Step 8: Develop your own system: When you read an exam question, put your own process in place to answer the question. For example, “I’m going to read the question and all the responses. Then eliminate the responses I know are incorrect. Finally, I’ll choose the best answer.” It will take some time to turn this process into a habit, but it could help with second-guessing yourself on exam day. This is where taking as many practice tests as possible come in handy. You need to take a more holistic approach towards learning and your work experience as well counts for a lot of knowledge here and you need to leverage this knowledge to your advantage.

Step 9: Consider taking a prep course or webinar: Yes, by this time, you have already gained most of the information and your intention for taking the prep course is to cement your knowledge and to confirm that you have covered all bases. Earning your SHRM certification is hard work and you need to put in the effort; A study plan and more importantly strategy is key to your success on the exam.

READ THE SHRM
BASK

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CREATE A TOPIC
LIST

TIME BOUND

E-STUDY

FLASHCARDS

PRACTICE TESTS

DEVELOP YOUR OWN
SYSTEM

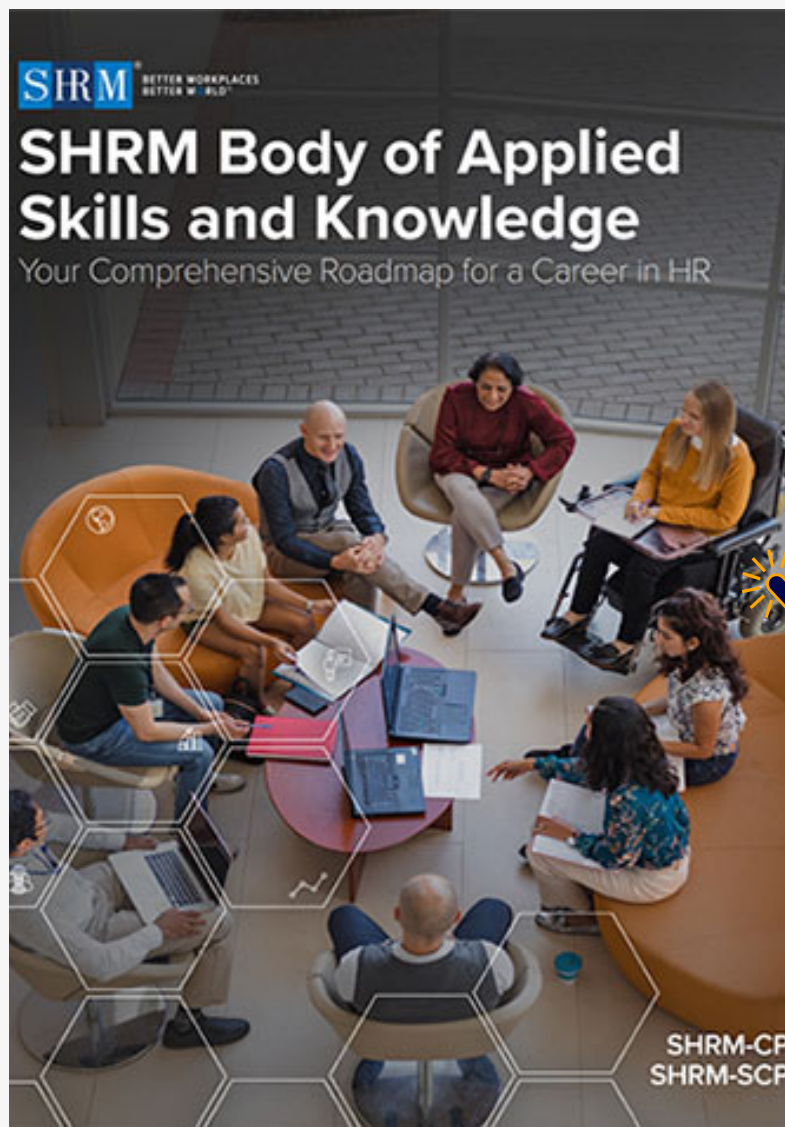
CONSIDER TAKING A
PREP COURSE OR
WEBINAR



The BASK

The SHRM BASK is an acronym which signifies the very foundation of the SHRM certifications and the SHRM learning system.

The SHRM BASK is a behavioral competency based model that was developed with the help of thousands of HR professionals, like you. If you are going to pass the SHRM exam then it is imperative that you understand the SHRM BASK, this should be the first step you take in preparation for the exam. The entire exam is driven by the Bask. if it's in the bask it just might be in the exam, and this is why most if this guide is designed to help you understand the BASK better and lay a foundation for your learning journey.



Click the image to download the SHRM BASK

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In plain words you need to understand the Body of applied skills and knowledge in order to pass the SHRM CP or SHRM SCP exam. The BASK is represented in a Honeycomb structure with the three behavioral competency clusters, leadership, interpersonal and business. then there are the three knowledge domains which are people, workplace and organization at the center of the model. The behavioral clusters are further divided into nine key behavioral competencies.



The three knowledge domains are made up of 14 HR functional areas. The illustration represents the HR KSAOs in such a way that one HR behavioral competency or HR functional area isn't more important than the other. The leadership cluster is made up of three competencies. Leadership and navigation, ethical practice and diversity equity and inclusion. The interpersonal cluster is made up of three competencies, including relationship management, communication and global mindset. The business cluster is made up of the final three competencies, business acumen, consultation, and analytical aptitude. I will discuss all of these in the upcoming chapters in this book.

Now, moving on to the 14 functional areas, they make up the technical competencies. These are the different facets of HR we need to know and understand to be an HR professional and is also referred to as HR expertise.



The technical competencies include three HR knowledge domains, people, organization, and workplace. The 14 functional areas fall into those domains. The people knowledge domain includes HR strategy, talent acquisition, employee engagement, and retention, learning and development, and total rewards. The organization knowledge domain includes structure of the HR function, organizational effectiveness and development, workforce management, employee and labor relations and technology management. And finally, the workplace knowledge domain includes managing a global workforce, risk management, corporate social responsibility, or CSR and US employment law and regulations.

Remember, US employment law and regulations is only applicable to learners taking a test in the United States. So if you are based outside of the US and you have registered for your course from outside of the United States then you will not be tested on US employment law and regulations. And this is valid because if you are going to be practicing within the US then you need to know US employment law and regulations; if you are not then you don't need to know about US employment law and regulations.

In summary, the SHRM BASK encapsulates the primary behaviors, knowledge, skills, and abilities we must demonstrate as HR professionals to support both the performance of our workforce and overall organization.



The SHRM Exam

When I was preparing to take the SHRM exam I remember having the following questions.

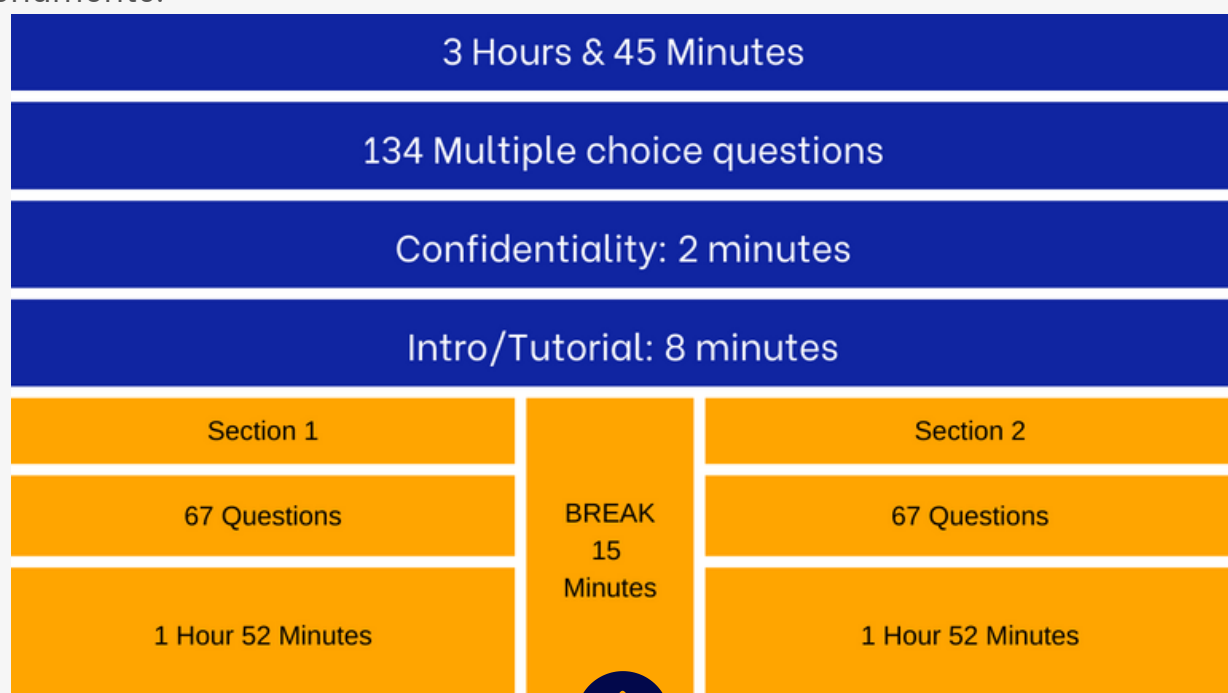
- How much time do I have to complete the exam?
- How many questions are there?
- What type of questions are asked?
- Is it a paper exam or a computer based?

I just wanted to be better prepared and know what to expect on exam day and didn't want any surprises. This would also help me organize my learning in a specific way. So let me answer all these questions for you and many more.

Let's begin with what to expect on exam day.

Exam timing and number of questions: Remember everything I am covering here is true for both the SHRM CP exam and the SHRM SCP exam. So, test takers have **3 hours and 45 minutes** to answer a total of **134 multiple choice questions**. Before the allocated time though you will be reminded about confidentiality for about 2 minutes followed by an introduction and tutorial for 8 minutes.

The exam is divided into **2 sections of 1 hour and 52 minutes** each with an optional **15 minutes break** between sections. Remember the clock keeps ticking through your 15 minutes break. However I recommend taking the break just to reenergize yourself for the second section. Also, this is important, make sure you finish all reviewed and flagged question before submitting the first section, if these are not completed you will not receive a score for these questions. Once you move on to the second section; you cannot go back to the first section to make any amendments.



The SHRM Exam

Furthermore, any unused time from the allocated 1 hour and 52 minutes in the first section **cannot be carried forward to the second section**. If you do decide to take a break then when you return, you begin with section 2 for another 1 hour and 52 minutes. When you have finished answering all questions in the second section or reached the 3 hours 45 minute mark; you will see a screen with a survey which takes roughly 5 minutes to complete. Upon completion of this survey **you will receive your preliminary result on the screen** which will say **'PASS'** or 'Did Not Pass'. Yes, I know, the moment of truth. So cross your fingers before you submit that survey. I've been through this and its nerve racking. However if you are reading this book and have taken enough practice exams and out in the effort, then I am certain the screen will flash with the 'PASS'.

Within the next four weeks, you'll receive your official SHRM report and score with a confirmation of your preliminary results.

So that was the exam day experience, now let's talk about the question types. The exam includes three different types of multiple choice questions, including knowledge items, situational judgment items, and field test questions. There are **80 knowledge based items**, **54 situational judgment items**, 24 of these 134 items are field test questions. The 80 knowledge based items are broken down into two categories. Foundational knowledge items also referred to as FKI's and HR specific knowledge items also referred to as KI's.

The foundational knowledge items are questions focused on the very foundation of the SHRM BASK and are fairly easy to spot on the exam since the questions are short and more concise. They test one piece of knowledge, which will be related to a particular source.

Multiple Choice Questions		
Knowledge Items	Situational Judgement Items (SJI)	Field Test Questions
80 Questions (FKI's & KI's)	54 Questions	24 Questions
FKI's - 9 Behavioral Competencies KI's - 14 Functional Areas	SJI's - Scenario Based SJI's - 9 Behavioral Competencies	NOT included in your final score



The SHRM Exam

The second type of question on the exam is called a situational judgment item or SJI. There are **54 situational judgment items**. They are more in-depth and will take longer to read and understand. For these questions, you'll be given a scenario meant to assess your decision-making skills and judgment as an HR professional. You really need to prove to SHRM that you are capable of thinking and taking decisions based on the SHRM Bask foundations. You will need to identify the best approach to either resolve or at least address the problem. The SJI's only test the nine behavioral competencies. On a side note, in one of the upcoming sections; I discuss how to approach SJI's and always choose the correct option.

The proficiency indicators listed in the BASK are what you need to pay close attention to because all Situational Judgement Item's are based on these; you are expected to demonstrate proficiency as an HR professional in relation to the competencies and functional areas. **You should also use The Proficiency Indicators (PI's) to make the decision between which exam you should take, the CP or the SCP.**

When faced with a SJI, it is so tempting to answer the questions in terms of what you do at your company or in your industry; this is the wrong approach though.

The situational judgment items are looking for the best, most effective course of action. You will need to choose the best answer from the four responses. Here's the tough part, any, or all the responses could be implemented successfully in the workplace. However, one of the four responses will be **most effective**. The key to selecting the best answer is determining the most effective means to solve the problem that you've been given. Again more about this coming up in the section in which I discuss how to approach SJI's.

Now, SHRM refer to questions as Items and the exam comprises of a total of 134 items. Remember only 110 of the 134 questions are scored. Field test questions are not counted as a part of your final score. The knowledge items and situational judgment items are included in your final score. The field test questions are exactly what their name implies. A testing question. There are 24 of them mixed into the exam. And again, they're not scored, you will not be able to tell if a question is a field test question. Placing these questions into the exam, allows SHRM to gather data on whether or not the question should be included in future exams, like a knowledge item or a situational judgment item.



The SHRM Exam

From your perspective though you don't need to focus on what are the field test questions, you need to approach each of the 134 questions like it is a scored question.

Now let's discuss how much weightage is given to each topic on The BASK, approximately 50% of the questions are focused on the behavioral competencies. That's right 50%, hence knowing and understanding the behavioral competencies is so important for you to pass the exam. They make up half of the SHRM body of applied skills and knowledge. The questions focused on the behavioral competencies include both situational judgment items and knowledge items. 17% of the exam questions will be related to leadership. 16.5% related to business and 16.5% related to the interpersonal competencies.

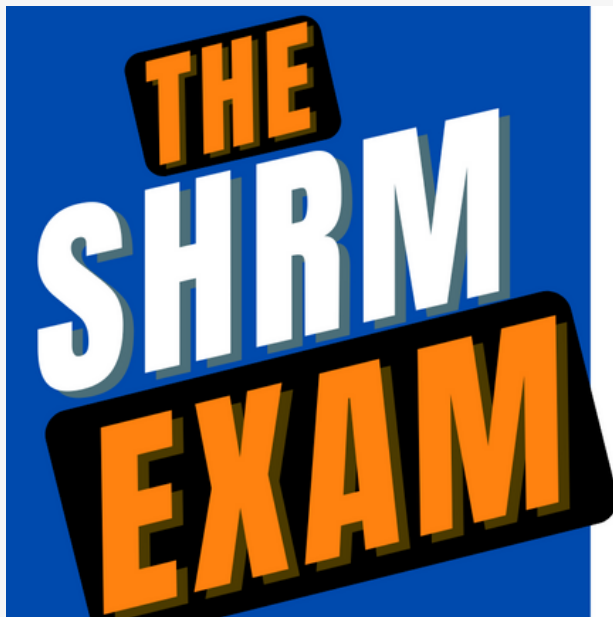
The other 50% of the exam focuses on the HR knowledge domains also referred to as the technical competencies, including people, organization and workplace. In addition, this 50% of the exam is all made up of HR specific knowledge items. 18% of the exam questions are related to the people domain, 18% are related to the organization domain and the final 14% are related to workplace.

Topic Weightage	
Behavioral Competencies 50%	HR Knowledge Domain 50%
Leadership: 17% Business: 16.5% Interpersonal: 16.5%	People: 18% Organization: 18% Workplace: 14%
FKI's - 9 Behavioral Competencies KI's - 14 Functional Areas	SJI's - Scenario Based SJI's - 9 Behavioral Competencies

The exam is a computer based and administered exam by a company called Prometric. They have locations all over the world in more than 160 countries. The exam used to be paper based as well and you had an option to choose paper based testing or computer based testing, as of right now though it is only computer based. After submitting your application to SHRM, you will receive an email 'Authorization to Test' or ATT letter. You will need to use the Eligibility ID from this email to schedule your test with Prometric on their website. You can choose to take the test at one of their testing centers or privately at your home or office. Of course, that's a personal preference and really is up to you, I however chose to take the test at home. Yes, I did have to get rid of the kids and wife for 4 hours, but I found that convenient for me, the choice is your though.



The SHRM Exam



Click the Video to watch on YouTube



If you do decide to go to a test center you will be in a room with other test takers and all will be assigned their own desktops to take their exam. You will need to go through security and are not allowed any personal belongings in the room with you. Taking the exam remotely is really no different, but you won't need to travel to a testing facility or place your belongings in a locker. At home or in your office you will need to have a computer with a camera, microphone, and very strong, internet connection, the last thing you want is getting disconnected during your exam. Security is also very tight. Your webcam will need to be turned on throughout the test duration and a Proctor will be watching you take the exam and ensuring you are following all the guidelines and rules. Both Prometric and SHRM have more information about what to expect if you decide to take the exam in person versus remotely.



Question Types & Tips

So you might have all the HR knowledge needed to pass the exam; if someone were to sit you down and ask you about all that you know about the SHRM topics; you would easily be able to discuss this with them. However choosing the correct answer option from options which are so similar to each other is a whole new ball game. Sometimes it will feel like more than one option is correct. And you right to think like this, because its true. However the question is not asking you to choose all the correct options, but only the **most, least, ideal**, option. More about this in a bit.

Lets discuss the two types of questions you'll need to understand, knowledge items and situational judgment items.



Knowledge Items:

There are two types of knowledge items, foundational and HR-specific. Foundational questions focus on the nine behavioral competencies. HR specific questions focus on the fourteen HR functional areas. These questions are usually short and more concise, dare I say easier. They test one piece of knowledge, which will be related to a particular competency or functional area.

Step 1: Read only the question: Read the question carefully, don't move on to the answer options yet. Focus intently on the question in front of you. Don't skim it. If you become distracted, it's okay. Go back and reread it until you understand it. The key here is to **UNDERSTAND** what is being asked.

Step 2: Answer the question: Once you understand the question, try to answer the question in your head. If you have prepared well, most times you will have the answer already.

Step 3: Read Answer Options: Read all four answer options and check if what you had in your mind is one of the choices. Wait, maybe it is option B. You still need to go ahead and read option C and D.

READ ONLY THE QUESTION

ANSWER THE QUESTION

READ ANSWER OPTIONS

STRIKE OUT

DONT OVERTHINK

SELECT AN OPTION

TRUST YOUR INSTINCT



Question Types & Tips

Step 4: Strike Out: Strike out the wrong options, you will have a strike out feature on the Prometric program/app. Make sure you familiarize yourself with how to use this feature prior to commencing the exam to avoid any mishaps. For the knowledge items it will be easier to cross out at least one or two responses very quickly. It's very likely you will know right away that one or two of those answers are incorrect. Strike those out. Removing distractions can help you focus. Now you're left with two to three options instead of four.

Step 5: Don't overthink: Knowledge items are straightforward. They will reference a piece of information you will have most likely reviewed while studying the SHRM BASK. or you may have come across in your flashcards or one of the many practice tests you did. (Promoting myself - Check out my 600+ Flashcards and 800+ Practice questions, linked at the end of this guide or on my website)

Step 6: Select an Option: With knowledge items, there always is only one correct answer.

Step 7: Trust your instinct: if you are contemplating two options then go with your instinct. You can always flag it and come back to it later. move on. Only change an answer if you are 100% certain that you were wrong the first time.

READ ONLY THE QUESTION

ANSWER THE QUESTION

READ ANSWER OPTIONS

STRIKE OUT

DONT OVERTHINK

SELECT AN OPTION

TRUST YOUR INSTINCT



Question Types & Tips

Situational Judgement Items (SJI):

You'll be given a situation and have to use your best judgment to resolve the issue. It's no surprise these questions are more in depth than the knowledge items. The situational judgment items only test behavioral competencies. As stated earlier, there is no one right answer, all four responses may be effective. However, your task is to identify the most effective response to the situation. In fact, you could rank the four responses from least to most effective. Furthermore, there are no trick questions. These questions were developed by your HR peers and colleagues based on real life scenarios. And the responses are identified by SHRM certified professionals. **No one is trying to trick you.**

Step 1: Same as the knowledge items, read the question and understand it.

Step 2: Strike out: Begin by striking out least effective so you are left with fewer options to choose from. For instance, if the situation is related to informing employees about amendments to health and safety protocols, you could send out a mass email which will ensure that your workforce will receive it; but will they read it? Is sending out an email the best practice? Remember, sending out an email is the easiest thing to do and perhaps the laziest. SHRM don't want lazy HR professionals. They want HR Professionals who make the extra effort to look for the most effective and impactful approach. Wouldn't it be more effective to host an employee meeting or better yet invite the health and safety program manager to personally engage with the workforce. Therefore you would know to cross out this least effective method.

READ ONLY THE QUESTION

ANSWER THE QUESTION

BEST PRACTICE

DISCONNECT FROM YOUR EXPERIENCE

ACTIVE & NOT PASSIVE

DONT ASSUME

MOVE ON



Question Types & Tips

Step 3: Best practice: Think through the effectiveness of all four responses. All four responses could be considered effective, but there is one that is most effective. How do you know which one is the most effective? That's determined by the best practice, which is determined by the proficiency indicators. This is why it is essential to review and understand the proficiency indicators about which I cannot stress enough. Understanding the SHRM BASK and the proficiency indicators will tell you what is best practice.

Step 4: Disconnect from your experience: Don't use your experience when choosing an answer. This might sound strange however SHRM don't want you to answer based on your past experience and how things are done in your workplace. They are interested in you knowing best practice in relation to the HR function as a whole. This is exactly what they are trying to test with SJI's.

Step 5: Active, not passive: As HR professionals we always take a more active approach rather than sitting back on our heels. The best practice answer will often be active, not passive. It will encourage being a partner, collaborating with other departments, working across organizational business functions and being inclusive. It will likely be proactive and impactful.

Step 6: Don't assume: It's incredibly important to work with the information you are given. Don't fill in the blanks. In other words, don't assume anything. We have a tendency to personalize these situations. We've lived some of these situations as HR professionals. However, we must focus on the facts.

D O N T

A S S U M E



READ ONLY THE QUESTION

ANSWER THE QUESTION

BEST PRACTICE

DISCONNECT FROM YOUR EXPERIENCE

ACTIVE & NOT PASSIVE

DONT ASSUME

MOVE ON



Question Types & Tips

Step 7: Move On: Remember, this is a timed exam. After you make your selection, you must quickly move on to the next item. If you have any doubts about your response, flag it. If you have extra time at the end, you will have the opportunity to review your flagged items, but it's important not to invest too much time on any one question.

Finally, if you have no clue whatsoever about which option is correct then close your eyes and move the mouse. Choose the option closest to the mouse. Remember there is no negative scoring for wrong answers hence it is imperative that you answer all 134 questions. If you close your eyes and pick an option, you are still giving yourself a 25% chance of getting that answer correct.

When you do begin using practice tests make sure to use all of these tips and also do not forget to time yourself. **Remember 134 questions, 3 hours and 45 minutes.**

I have also posted a video on my YouTube channel on HR Test Taking Strategy, specifically when answering SJI's, make sure to check it out.

Click on the Video to watch on YouTube



READ ONLY THE QUESTION

ANSWER THE QUESTION

BEST PRACTICE

DISCONNECT FROM YOUR EXPERIENCE

ACTIVE & NOT PASSIVE

DONT ASSUME

MOVE ON



HR Behavioral Competencies

Your knowledge of the behavioral competencies will be specifically tested with situational judgement questions on the SHRM exam, which amount to approximately 50% of the questions on the exam. Behavioral Competencies are about the way one thinks in a given situation. SHRM want to test if you are able to think and take decisions like a SHRM certified professional. In most cases you will need to pick the answer that best supports the company's strategy or vision.

SHRM themselves firmly believe that HR is more than mere an administrative duty. They see HR and HR professionals as being strategic partners in the decision making process of an organization. Hence pick answers that support this way of thinking.

The Behavioral competencies are broken up into three clusters:

Leadership Cluster

1. Leadership and Navigation
2. Ethical Practice
3. Diversity, Equity & Inclusion

Interpersonal Cluster

4. Relationship Management
5. Communication
6. Global Mindset

Business Cluster

7. Business Acumen
8. Consultation
9. Analytical Aptitude



Each cluster is further broken down into competencies and sub-competencies. Let's review each of these clusters and competencies beginning with the Leadership Cluster



Leadership Cluster

Behavioral Competency 1 – Leadership and Navigation:

“Leadership & Navigation is defined as the knowledge, skills, abilities and other characteristics (KSAOs) needed to create a compelling vision and mission for HR that aligns with the strategic direction and culture of the organization, accomplish HR and organizational goals, lead and promote organizational change, navigate the organization, and manage the implementation and execution of HR initiatives.”

“Leadership and Navigation” contains 4 sub-competencies:

1. **Navigating the organization:** Working within the parameters of the organization’s hierarchy, processes, systems, and policies
2. **Vision:** Defining and supporting a coherent vision and long-term goals for HR that support the strategic direction of the organization
3. **Managing HR initiatives:** Executing the implementation and management of HR projects or initiatives that support HR and organizational objectives
4. **Influence:** Inspiring colleagues to understand and pursue the strategic vision and goals of HR and the organization

Topics you need to UNDERSTAND:

(Click on the topics below to learn more)

Leadership Theories:

1. [Situational leadership](#)
2. [Transformational leadership](#)
3. [Participative leadership](#)
4. [Inclusive leadership](#)
5. [Servant leadership](#)
6. [Transactional leadership](#)
7. [Trait theory](#)
8. [Contingency theory](#)
9. [People management](#)

Motivation Theories:

1. [Locke’s Goal-setting theory](#)
2. [Expectancy theory](#)
3. [Attribution theory](#)
4. [Self-determination theory](#)
5. [Equity theory](#)
6. [Herzberg’s 2-factor theory](#)

Remember: Everything underlined is linked to a learning resource which you need to understand.



Personal leadership qualities

1. Personal vision
2. Self-motivation
3. Self-discipline
4. Risk taking
5. Continuous learning
6. Growth mindset

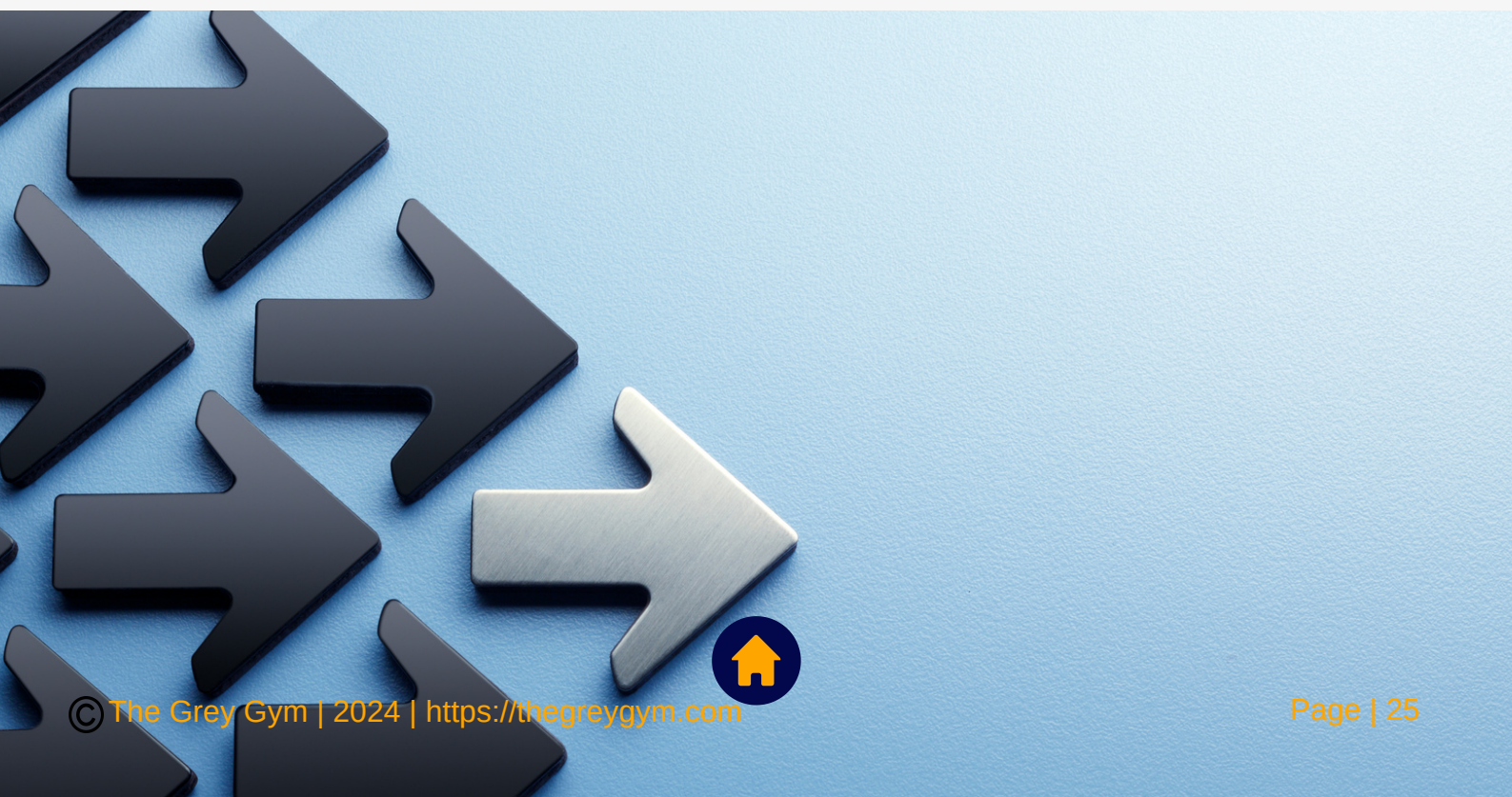


Leadership is about influencing other people to follow your goals. Anyone who can convince others to follow them have leadership qualities. The most important aspect of leadership is being able to build trust with followers. This requires a lot of effort and time on the part of the leader but it pays off in the long run because people will be more likely to follow you, even if the orders are hard and disagreeable.

Leadership is happening everywhere - Leadership might mean different things to different people, but it's always a multifaceted job. The qualities needed to be an effective leader and how they relate to the different tasks of leadership can vary from person-to-person.

Effective leadership helps people succeed and does so by outlining a clear vision, empowering and; supporting followers to reach that goal.

It also needs to be able to adapt and change as the situation demands. This is a fast-paced, exciting yet challenging field with lots of opportunity for growth.



Behavioral Competency 2 – Ethical Practice

“Ethical Practice is defined as the KSAO’s needed to maintain high levels of personal and professional integrity, and to act as an ethical agent who promotes core values, integrity and accountability throughout the organization.”

“Ethical Practice” Contains 3 sub-competencies:

Personal integrity: Demonstrating high levels of integrity in personal relationships and behaviors

Professional integrity: Demonstrating high levels of integrity in professional relationships and behaviors

Ethical agent: Cultivating the organization’s ethical environment and ensuring that policies and practices reflect.

Topics you need to UNDERSTAND:

(Click on the topics below to learn more)

Ethical business principles and practices

1. Privacy principles and polices
2. Anonymity & Confidentiality
3. Internal ethics audit
4. Employee confidentiality
5. Standards for employee investigations.

Scandals involving inappropriate behavior at the workplace, harassment and bad treatment of employees have shown what can happen if organizations don’t operate with ethical standards.

It’s important for HR professionals to make sure that their organization is one that can be proud of itself and its decision-making process.

It is vital to be transparent and build trust with your clients. One way of doing this is by demonstrating integrity as a professional. Sometimes company decisions can be tough and involve difficult choices, but the right HR department will always do the right thing.

The way to make the best decision for your team is to be aware of and understand the potential outcomes.



Behavioral Competency 3 – Diversity, Equity & Inclusion

“Diversity, Equity & Inclusion (DE&I) is defined as the KSAOs needed to create a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, feel a sense of belonging, and use their unique backgrounds and characteristics to contribute fully to the organization’s success.”

“Diversity, Equity & Inclusion” Contains 3 sub-competencies:

- **Creating a Diverse and Inclusive Culture:** Cultivates a work environment in which every person in an organization feels welcomed, respected, supported and a sense of belonging.
- **Ensuring Equity Effectiveness:** Ensures fair treatment in access, opportunity, and advancement for all individuals in the workplace.
- **Connecting DE&I to Organizational Performance:** Demonstrates the importance of DE&I efforts to achieving organizational goals and key objectives.

Topics you need to UNDERSTAND:

(Click on the topics below to learn more)

Characteristics of a dynamic workforce

1. [Developing an inclusive workplace](#)
2. [Executive sponsorship](#)
3. [Leadership buy-in](#)
4. [Ally ship](#)
5. [Unconscious-bias](#)
6. [Employee resource groups](#)
7. [Mentorship](#)
8. [Diversity metrics](#)
9. [Using preferred gender pronoun](#)

Workplace solutions:

1. [Lactation room](#)
2. [Prayer room](#)
3. [Visually Impaired Employees](#)
4. [Wheelchair ramp](#)
5. [Gender-neutral restrooms](#)



Bias

1. Gender-based discrimination
2. Racism at work
3. In-group/out-group bias
4. Affinity bias
5. Gender identity bias
6. Social comparison bias
7. Extroversion/ introversion bias
8. Neurodiversity bias
9. Microaggressions
10. Imposter syndrome
11. Identity covering
12. Cultural taxation

DE&I metrics

1. Gender diversity
2. Measure Diversity
3. Retention rates

Measures to promote equity

1. Promote Empathy
2. Promote Diversity
3. Pay audits
4. Pay equity reports
5. Pay transparency
6. Employee surveys

Programs that promote DE&I

1. Caregiver options
2. Workplace flexibility
3. Paid leave options
4. Tuition reimbursement programs
5. DEI Calendar

To summarize, this behavioral competency explores the DE&I for HR professionals, this includes employee recruitment and development where HR professionals promote and monitor organizational diversity, policies and goals to ensure the organization is living up to its values and maximizing the quality of its workforce and the opportunities that diversity can bring.

You are challenged to cultivate a work environment where everyone in the organization feels welcomed, respected, supported and has a sense of belonging. Part of the evidence-based data model of the 2022 SHRM BASK, you are required to demonstrate the importance of DE&I efforts to achieving organizational goals and key objectives.



Interpersonal Cluster

Behavioral Competency 4 – Relationship Management:

“Relationship Management is defined as the knowledge, skills, abilities, and other characteristics (KSAOs) needed to create and maintain a network of professional contacts within and outside of the organization, to build and maintain relationships, to work as an effective member of a team, and to manage conflict while supporting the organization”

“*Relationship Management*” Contains 5 sub-competencies:

1. **Networking Effectively:** building a network of professional contacts both within and outside of the organization
2. **Relationship building:** Effectively building and maintaining relationships both within and outside of the organization
3. **Teamwork:** Participating as an effective team member that builds, promotes, and leads effective teams
4. **Negotiation:** Reaching mutually acceptable agreements with negotiating parties within and outside of the organization
5. **Conflict management:** Managing and resolving conflicts by identifying areas of common interest among the parties in conflict

Topics you need to UNDERSTAND:

(Click on the topics below to learn more)

Types of conflict

1. Task
2. Status
3. Relationship

Conflict-resolution strategies

1. Accommodation
2. Collaboration
3. Compromise
4. Competition
5. Avoidance

Negotiation tactics

1. Perspective taking
2. Principled bargainer
3. Reverse Auction
4. Interest-based bargaining
5. Position-based bargaining

Trust-building

1. Emotional intelligence
2. Relatability
3. Transparency
4. Why is it important?
5. How to build Trust?



Behavioral Competency 5 – Communication

“Communication is defined as the knowledge, skills, abilities, and other characteristics (KSAOs) needed to effectively craft and deliver concise and informative communications, to listen to and address the concerns of others, and to transfer and translate information from one level or unit of the organization to another.”

“Communication” Contains 3 sub-competencies:

1. **Delivering messages:** Developing and delivering to a variety of audiences’ communications that are clear, persuasive, and appropriate to the topic and situation
2. **Exchanging organizational information:** Effectively translating and communicating messages among organizational levels of units
3. **Listening:** Understanding

Topics you need to UNDERSTAND:

(Click on the topics below to learn more)

Communication

1. [Elements of communication](#)
2. [Communications Plan](#)
3. [Active listening](#)
4. [Asking questions](#)

Communication Techniques

1. [Giving feedback](#)
2. [Facilitating focus groups](#)
3. [Facilitating staff meetings](#)
4. [Using skits or storytelling](#)
5. [Creating communication plans](#)
6. [Informal communication](#)

Communication Media

1. [Phone](#)
2. [e-Mail](#)
3. [Face-to-face](#)
4. [Report](#)
5. [Social media](#)
6. [Town hall meetings](#)
7. [Video communication](#)



Behavioral Competency 6 – Global Mindset

Global Mindset is defined “as the knowledge, skills, abilities, and other characteristics (KSAOs) needed to value and consider the perspectives and backgrounds of all parties, to interact with others in a global context, and to promote a culturally diverse and inclusive workplace.”

“*Global and Cultural Effectiveness*” Contains 3 sub-competencies:

1. **Operating in a diverse workplace:** Demonstrating openness and tolerance when working with people from different cultural traditions
2. **Operating in a global environment:** Effectively managing globally influenced workplace requirements to achieve organizational goals
3. **Advocating for a diverse and inclusive workplace:** Designing, implementing, and promoting organizational policies and practices to ensure diversity and inclusion in the workplace.

Topics you need to UNDERSTAND:

(Click on the topics below to learn more)

Cultural norms, values, and dimensions

1. [Hall](#)
2. [Hofstede](#)
3. [Schein](#)
4. [Trompenaars](#)

Encouraging a Global Mindset

1. [Employee resource groups](#)
2. [Reverse mentorship](#)
3. [Sensitivity training](#)
4. [Focus groups](#)

Best practices

1. [Translating policies](#)
2. [How to create meetings in different time zones](#)



Business Cluster

Behavioral Competency 7- Business Acumen

Business Acumen is defined “as the knowledge, skills, abilities, and other characteristics (KSAOs) needed to understand the organization’s operations, functions, and external environment, and to apply business tools and analyses that inform HR initiatives and operations consistent with the overall strategic direction of the organization.”

“Business Acumen” Contains 3 sub-competencies:

1. **Business and competitive awareness:** Understanding the organization’s operations, functions, products and services, and the competitive, economic, social, and political environments in which the organization operates
2. **Business analysis:** Applying business metrics, principles, and technologies to inform and address business needs
3. **Strategic alignment:** Aligning HR strategy, communications, initiatives, and operations with the organization’s strategic direction.

Topics you need to UNDERSTAND:

(Click on the topics below to learn more)

Terms and Concepts

1. [Competitive advantage](#)
2. [Profit and loss](#)
3. [Revenue](#)
4. [Financial projections](#)
5. [Quality Control](#)
6. [Service level agreements](#)
7. [Strategic plans](#)
8. [Fixed and variable costs](#)
9. [Supply and demand](#)
10. [Key performance indicators \(KPI\)](#)

Business Case

1. [Executive summary](#)
2. [Benefits](#)
3. [Aligning with organization’s strategic goals](#)

Analysis and Interpretation

1. [Business Contracts](#)
2. [Business Grants](#)
3. [Standard operating procedures](#)
4. [Business plans](#)
5. [Organizational charts](#)
6. [Business continuity plans](#)

Business Intelligence

1. [Business process analysis](#)
2. [Predictive analytics](#)
3. [Advanced analytics](#)
4. [Trend analysis](#)
5. [Scenario planning](#)
6. [Balanced scorecard](#)



Business Cluster

Behavioral Competency 7– Business Acumen

Financial Analysis

1. Balance sheet;
2. Budgets
3. Cash flow statements
4. Profit and loss statements
5. Overhead
6. Cash flow
7. Cash reserves
8. Return on investment (ROI).
9. (SWOT) analysis
10. Sales pipeline
11. Market position



Business acumen is a skill that is vital for any company. It can be used to analyze and interpret data, and make decisions based on the analysis. It's a very important skill in the business world, as without it, companies would not be able to make informed decisions.

It is the ability to identify, assess, and capitalize on opportunities and manage risk. It is the knowledge of how to use business principles and practices in a way that produces value for an organization.

Business cases are used in many situations: when proposing new projects, when deciding whether to implement an idea that has been previously rejected, or when trying to sell a new product or service.

Business intelligence (BI) is an umbrella term that refers to tools and techniques used by companies to create value from their data assets. BI can be applied at all levels of an organization – from small-scale projects designed to improve operational efficiency, through large-scale deployments designed to transform entire business models.

Analysis and interpretation are two key components of analysis in business intelligence (BI). Analysis is about understanding what happened; interpreting what happened so you can make



Behavioral Competency 8 – Consultation

Consultation is defined “as the knowledge, skills, abilities, and other characteristics (KSAOs) needed to work with organizational stakeholders in evaluating business challenges and identifying opportunities for the design, implementation, and evaluation of change initiatives and to build ongoing support for HR solutions that meet the changing needs of customers and the business.”

“Consultation” Contains 5 sub-competencies:

1. **Evaluating business challenges:** Working with business partners and leaders to identify business challenges and opportunities for HR solutions
2. **Designing HR solutions:** Working with business partners and leaders to design HR solutions and initiatives that meet the business needs
3. **Advising on HR solutions:** Works with business partners and leaders as they implement and support HR solutions and initiatives.
4. **Managing change:** Leading and supporting the maintenance of or changes in strategy, organization, and/or operations
5. **Interacting with customers:** Providing high-quality customer service and contributing to a strong customer service culture.

Topics you need to UNDERSTAND:

(Click on the topics below to learn more)

Change Management

1. [Lewin’s change management model](#)
2. [McKinsey 7S model](#)
3. [Kotter’s 8 step change model](#)
4. [Kubler-Ross change](#)
5. [Executive buy-in](#)
6. [Building a case for change](#)
7. [Engaging employees](#)
8. [Communicating change](#)
9. [Removing barriers](#)

Consulting

1. [Discovery](#)
2. [Analysis and solution](#)
3. [Recommendation](#)
4. [Implementation](#)
5. [Understanding organizational culture](#)
6. [Avoiding overpromising](#)
7. [Active Listening](#)
8. [Empathy](#)
9. [Communication](#)
10. [Follow-up](#)



Behavioral Competency 9 – Analytical Aptitude

“Analytical Aptitude is defined as the KSAOs needed to collect and analyze qualitative and quantitative data, and to interpret and promote findings that evaluate HR initiatives and inform business decisions and recommendations.”

“Analytical Aptitude” Contains 4 sub-competencies:

1. **Data advocate:** Understanding and promoting the importance and utility of data
2. **Data gathering:** Understanding how to determine data utility and identifying and gathering data to assist and inform with organizational decisions
3. **Data analysis:** Analyzing data to evaluate HR initiatives and business challenges
4. **Evidence-based decision-making:** Using the results of data analysis to inform and decide the best course of action.

Topics you need to UNDERSTAND:

(Click on the topics below to learn more)

Sources of Data

1. [Interviews](#)
2. [Focus groups](#)
3. [Employee surveys](#)
4. [Customer surveys](#)
5. [Marketing data](#)
6. [Analytical reports](#)

Statistics

1. [Descriptive statistics](#)
2. [Correlation](#)
3. [Reliability](#)
4. [Validity](#)

Data Analysis

1. [Data cleansing](#)
2. [Data mining](#)
3. [Visualization](#)
4. [Big data analysis](#)
5. [Statistical analysis](#)
6. [Predictive analysis](#)

Using data effectively

1. [Interpretation](#)
2. [Visualization](#)
3. [Graphical representation](#)
4. [Storytelling](#)



Motivational Theories

Fundamentals of Motivation:

Watch this video on YouTube | Click on the Picture
This channel is a super resource for learning



Maslow's Hierarchy of Needs:



1. Physiological – Physical needs like food/water
2. Safety/Security – Shelter, feel free from threats
3. Social – The need to belong, social groups
4. Esteem – Training, recognition, high status
5. Self-Actualization – Opportunity for growth, problem solving, creativity

Highlights:

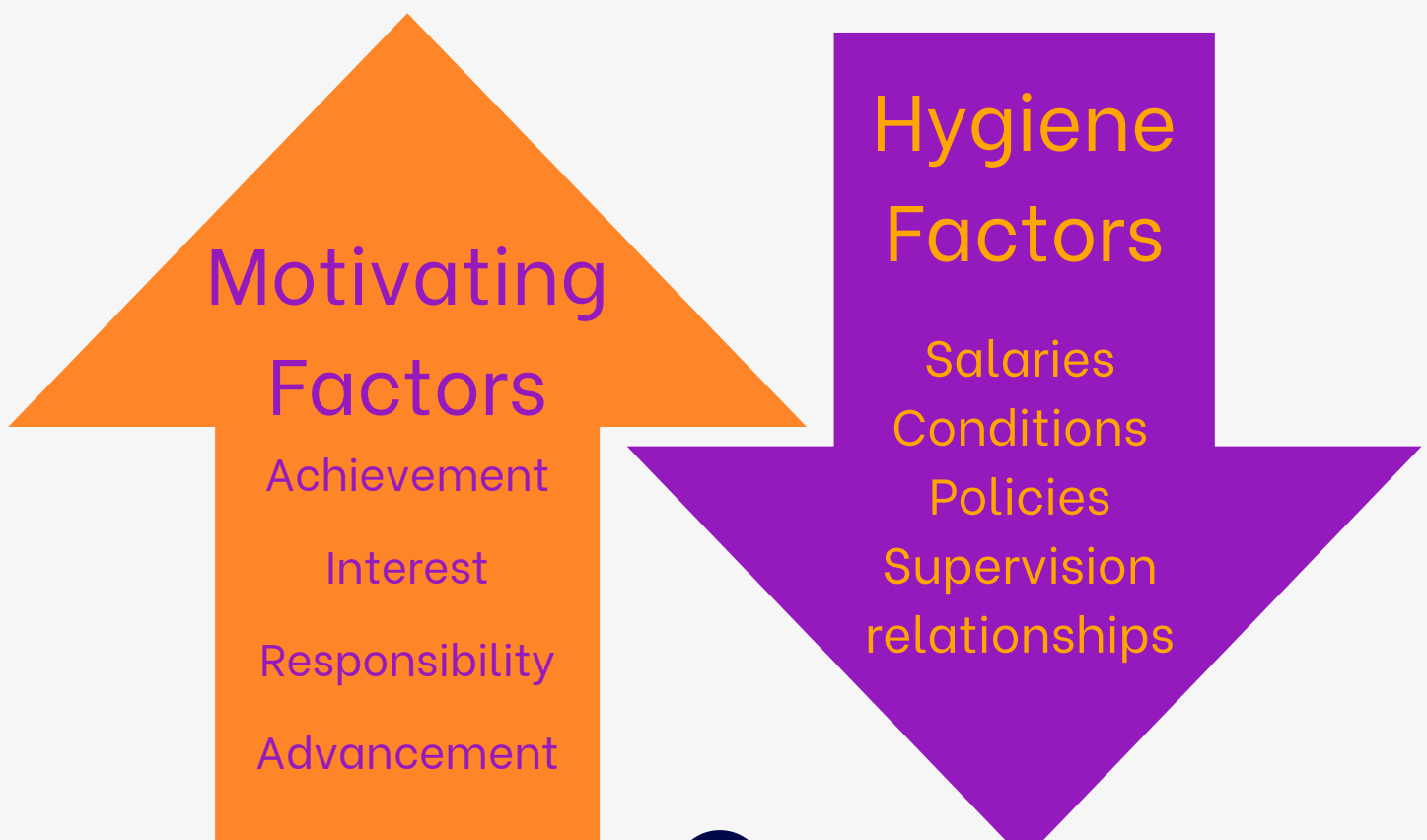
- A lower-level need must be relatively satisfied in order for a higher-level need to emerge or serve to motivate.
- No need is ever totally satisfied, however. The lower-level needs will always have some influence on behavior.



Motivational Theories

Herzberg's two-factor Theory:

- Motivation factors: factors that are related to workplace satisfaction. They cover intrinsic needs such as achievement, recognition, and advancement. Motivation factors allow employees to be content in their jobs and promote growth.
- Hygiene factors: factors that are not related to workplace satisfaction but must be present in the workplace in order to prevent dissatisfaction. Hygiene factors cover extrinsic needs such as pay grade, workplace policy and relationships with their peers.
- Providing employees with Hygiene factors will not make employees motivated but will make them NOT demotivated. We refer to this as a neutral state.
- Employees will only be motivated when they receive motivation factors.
- It is imperative for all organization to provide their staff with Hygiene factors; this will allow them to then work on moving their employees from a neutral state to a motivated state.

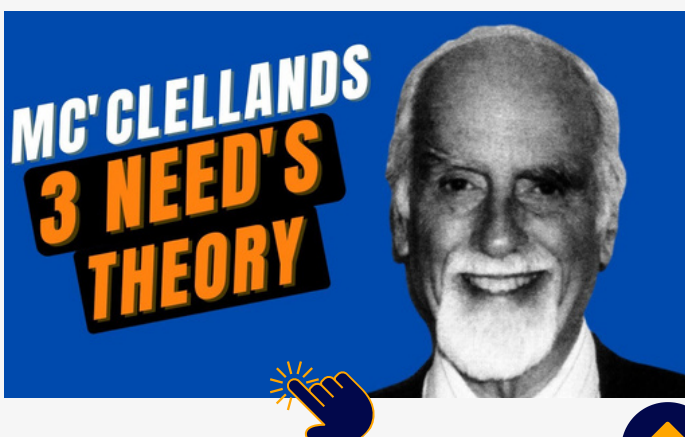
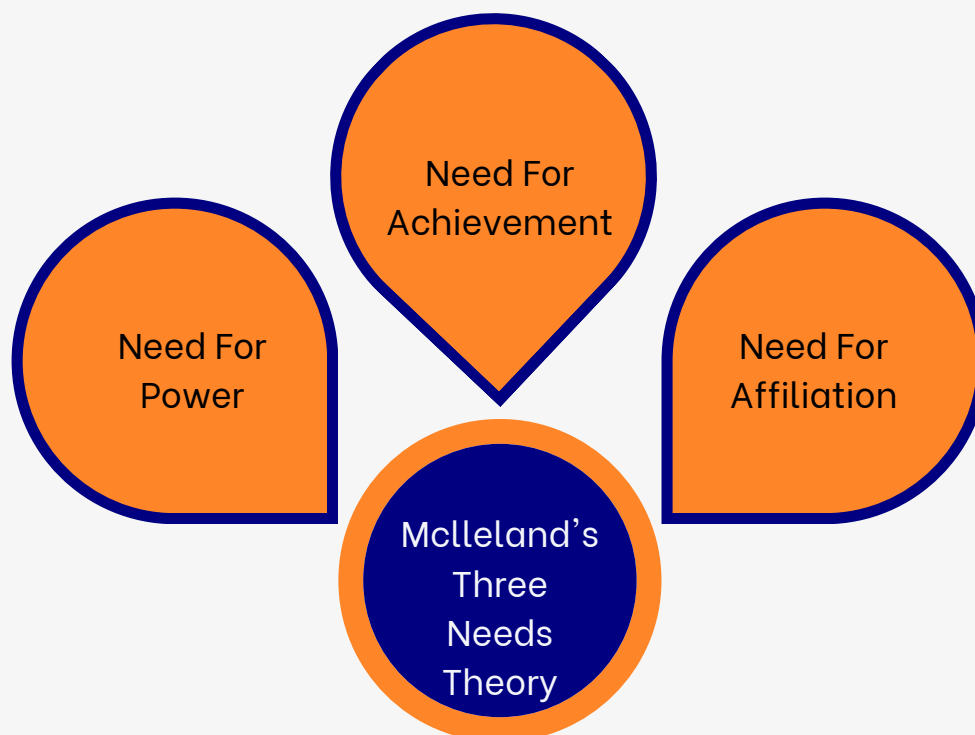


Motivational Theories

McClelland's Three Needs Theory

Based on studies showing that some people have an intense need to achieve while others do not. His work identifies the characteristics of people with high needs of achievement. McClelland says people are motivated by three basic needs. Each person has a tendency to be motivated by one of these needs more than the other two. These needs vary from person to person because they arise from our unique personal experiences.

1. **Need for Power**
2. **Need for Achievement**
3. **Need for Affiliation**



Watch this video on YouTube



Motivational Theories

1. Need for Achievement:

If someone's primary motive is achievement, they are motivated to do better for the sake of doing so. These people come with great tenacity to achieve. They are happy when they are given a challenge and prove that they can meet it. They thrive on competition and are comfortable taking risks. They can also be referred to as 'Go-Getter's'.

2. Need for Power:

If an individual's motivation is power, they are motivated to influence others in order to take control. It's easy to imagine Hitler in Nazi Germany as the nightmare example, but this motive is actually found in a more moderate form. It could be used by a coach or just a leader who influences their employee to behave and think in the same way as they do. They don't intend to create a dictatorship but they want to motivate others and delegate responsibilities. They just want to be influential in the lives of other people. Many a times people who have this need are unaware they crave for this need for power.

3. Need for Affiliation:

An individual who has affiliation as their main motive will be motivated by social connections. They are primarily motivated by the need to maintain relationships and be accepted by others. This type of person is more likely to be passive and avoid confrontation, which can lead to them being taken advantage of. They are more likely to use substances to feel better about themselves.



MOTIVATION

LOADING...



Motivational Theories

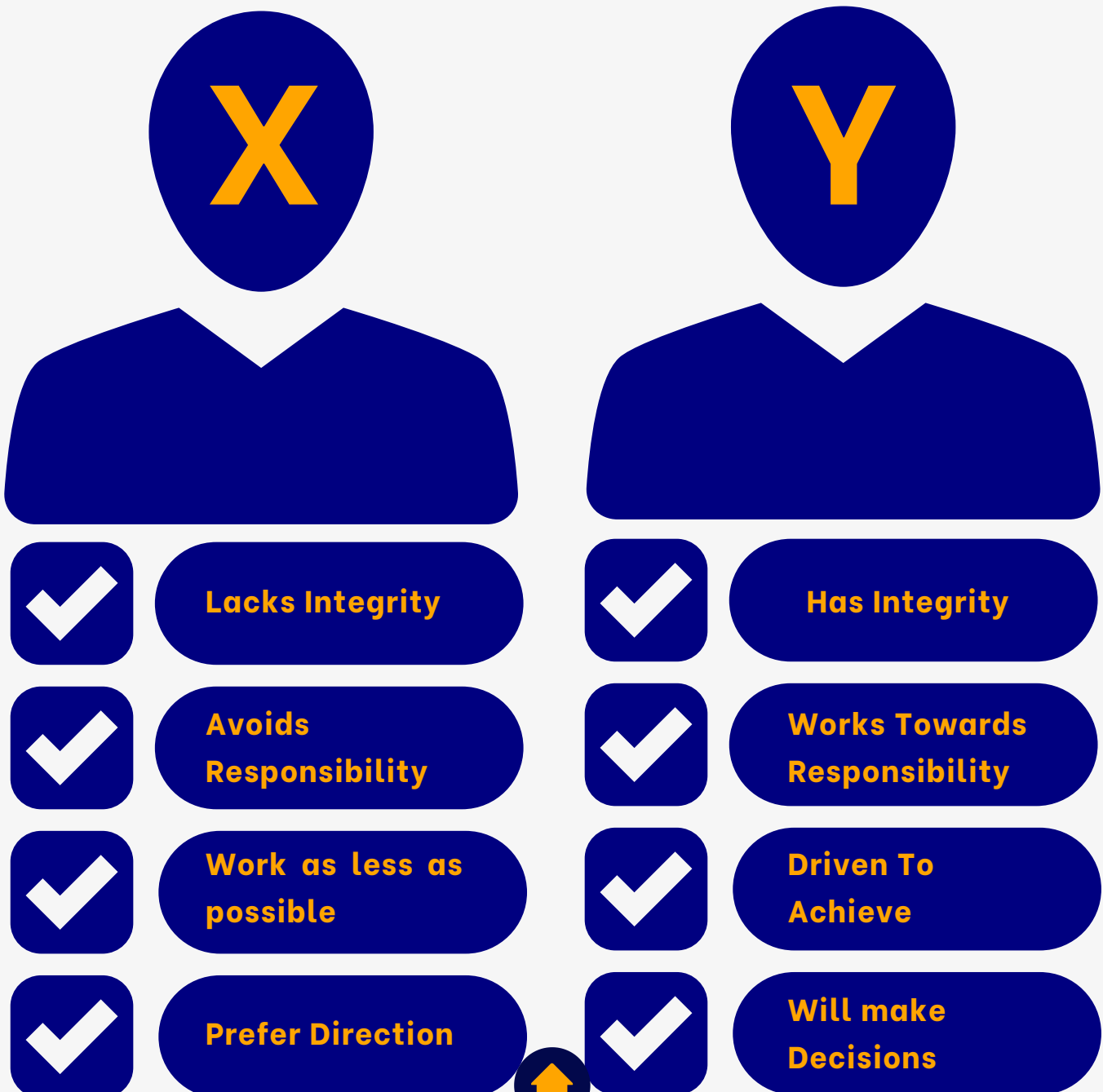
McGregor's Theory X and Theory Y



Represents two types of management styles:

Theory X managers believe that people inherently dislike work and will try to avoid it. This results in them adopting an **Authoritative** style of management

Theory Y managers believe that employees dislike rigid controls and inherently want to accomplish something, which leads to a **Participative** style of management



Motivational Theories

Assumptions of Theory X Managers:

- Employees inherently dislike work and try to avoid it at all times.
- In order to make employees do their part of the work and achieve company goals, managers should or can either persuade them, compel them or give them a warning.
- The managers are responsible for closely supervising the workers.
- They adopt a more dictatorial style of supervision.
- Many employees rank job security as their main priority and are less aspired to further opportunities or career growth.
- Employees tend to shy away from responsibilities
- Employees are not comfortable with change.
- An average employee needs to be told what to do and needs to be monitored.

Assumptions of Theory Y Managers:

- Employees should feel relaxed and normal at their jobs. They make their physical and mental efforts obvious during their jobs.
- Employees don't need to be threatened or subjected to a dictatorial management style; they can be naturally self motivated and dedicated towards achieving the company's objectives.
- If the job is engaging and exciting for an employee, then they'll get fulfillment from it and be more committed to the company and in turn increase productivity for the company.
- In the right environment, employees can learn to take responsibilities and will also own up to their actions.
- Employees are naturally skilled and talented. If encouraged and managed in the right way then these skills and talents can be harvested by the organization to increase the productivity of an organization.



Motivational Theories

Vroom's Expectancy Theory

Let's assume, I have three children, and I want to get one of them to take out the trash on a daily basis without being reminded every day.

So, I decide to assign this task to my eldest daughter (Aliz) and I assure her that she will be well rewarded for her work. She replies saying that she doesn't want to do it because whenever she does something that I ask her to do; she is not satisfied with the work she produces, and it makes her feel demoralized and frustrated. Victor Vroom describes this in terms of **Expectancy**; Aliz does not expect that if she puts in the effort and hard work that she will get the outcome and result which I or she was expecting. Hence, she has low expectancy which results in her not being motivated.

Low Expectancy = Low Motivation

Next; I approach my son (Zephyr); I offer him a great reward too for taking out the trash on a regular basis; he refuses as well; and says, "every time you give me a task you appreciate my work, and it feels great however you never keep your word and give me the reward you promised me, so I don't want to do this job". So, with Zephyr unlike Aliz, he has high expectancy; we don't have a problem with expectancy because he knows he is capable and will do a good job and that he will be appreciated however according to Victor Vroom, Zephyr is low on **Instrumentality**. He believes that doing the job well and completing his task will not be instrumental in him receiving his gift as promised.

Low Instrumentality = Low Motivation



Motivational Theories



YouTube

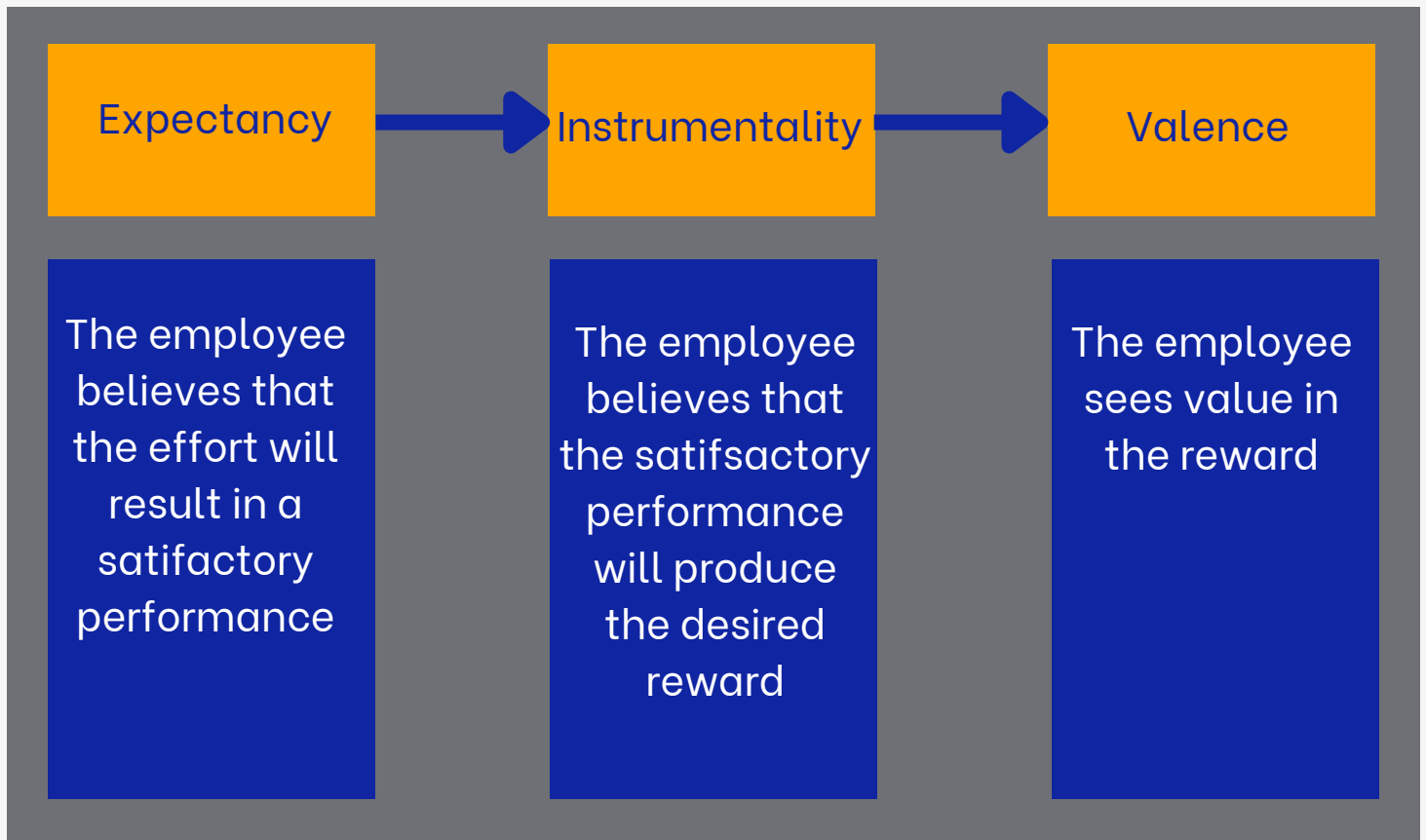


So, I move on to my youngest daughter, (Alia); hoping that she will be motivated enough to take up the task. Once again I offer her the reward as I did with my previous 2 kids; and she replies by saying “Well dad every time I do the work; I do it well and you always compliment me on my work which I really like; you also give me the gift as promised however I don’t want to do it this time as I don’t need anything; I’d rather spend time with my friends”. So in the case of Alia; the expectancy is high which means motivation will be high; in addition there is also high instrumentality; she does believe that she will receive the reward as promised; however she does not see value in receiving a reward or does not find value in the reward she will receive; she is not sure if she will be satisfied after receiving the reward. Victor Vroom describes this as Valence.

Low Valence = Low Motivation



Motivational Theories



Leadership Theories

Great Man Theory:



The great man theory of leadership states that some people are born with the necessary attributes that set them apart from others and that these traits are responsible for their assuming positions of power and authority. A leader is a hero who accomplishes goals against all odds for his followers. The theory implies that those in power deserve to be there because of their special endowment. Furthermore, the theory contends that these traits remain stable over time and across different groups. Thus, it suggests that all great leaders share these characteristics regardless of when and where they lived or the precise role in history they fulfilled.



Great leaders arise when there is a great need

A small number of leaders come from a lower class of society

Possess certain traits which were inherited

The leaders are born and not made

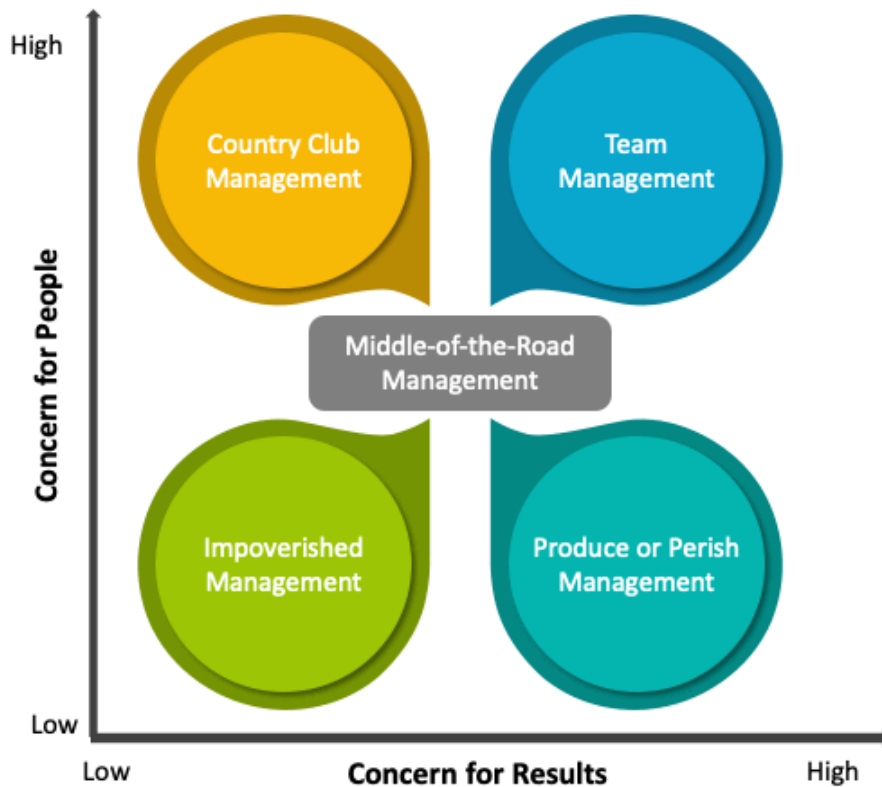


Leadership Theories

Blake Moutons Behavioral Theory of Leadership:



BLAKE MOUTON MANAGERIAL GRID



Authoritarian (Produce or Perish) Managers	Team Leaders	Country Club Managers	Impoverished Managers
High Result, Low People	High Result, High People	Low Result, High People	Low Result, Low People
Task-oriented, very strong on schedules	Lead by positive example, fosters a team environment	Use rewards to encourage team members	“Delegate and disappear” management style
Tend not to foster collaboration	Encourages individual and team development	Tend to avoid punitive actions	Detach themselves, often creating power struggles



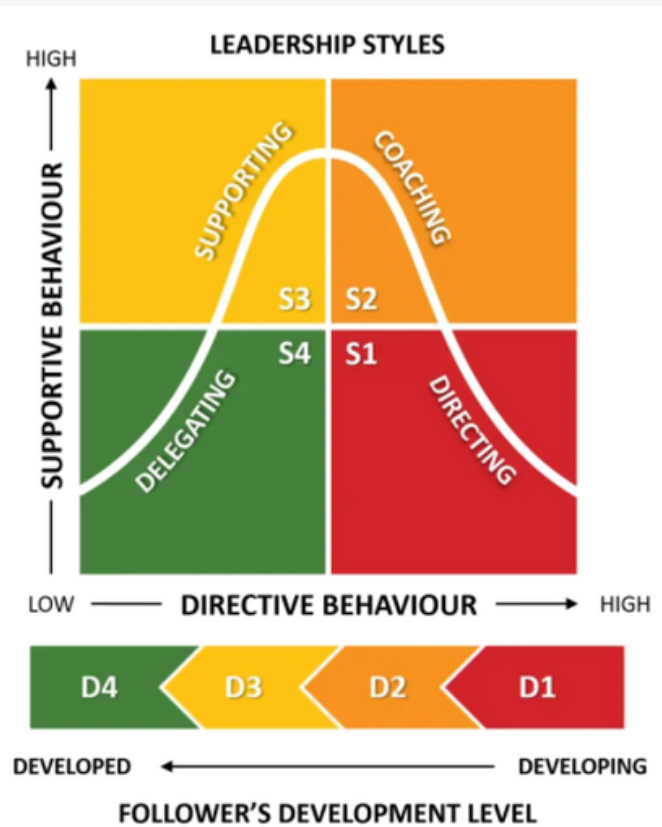
Leadership Theories

Hersey - Blanchard's Situational Leadership Theory

The Hersey-Blanchard theory is distinctive because it does not depict an ideal mode of behavior that is appropriate for all situations. It suggests that a leadership style should be matched to the maturity of the employees.

As the employee's maturity increases, leadership should become more relationship-motivated than task-motivated.

The four leadership styles are :



Directing	Coaching/Selling	Supporting	Delegating
This leadership style must be used with the junior most staff (New joiner) as they are motivated enough to do anything told to them and will find a way to get the job done. All they is to be told what to do.	This leadership style should be used with employees who are capable to performing a task but need some assistance and monitoring	Supportive leadership should used with employees who are experienced enough and know their job; they need little no supervision or direction	Delegating leadership should be used with employees who are well accomplished and experts in their role
Little to no experience in the role	Average experience in the role	Experienced in the role, only needs you support and reassurance	Highly skilled and experienced, need no supervision



Leadership Theories

Transactional Leadership

Transactional Leadership is about managing people in a way that is based on rewards and punishments. It is often considered as the most basic form of leadership, and it is typically used to manage employees who are not very skilled or experienced. Transactional leadership also focuses on the tasks and goals that need to be accomplished.

Leaders who use Transactional Leadership will often set goals for their employees and provide them with rewards if they complete those goals. They also often punish their employees if they fail to complete the tasks assigned to them by the leader.

The power of transactional leaders comes from their formal authority and responsibility in the organization.

The main goal of the follower is to obey the instructions of the leader. The style can also be mentioned as a ‘telling style’.

The leader believes in motivating through a system of rewards and punishment.

If a subordinate does what is desired, a reward will follow, and if he does not go as per the wishes of the leader, a punishment will follow. Here, the exchange between leader and follower takes place to achieve routine performance goals.

The Four dimensions of Transactional Leadership:

<p>Contingent Rewards</p>	<p>Transactional leaders link the goal to rewards, clarify expectations, provide necessary resources, set mutually agreed upon goals, and provide various kinds of rewards for successful performance. They set SMART (specific, measurable, attainable, realistic, and timely) goals for their subordinates.</p>
<p>Active Management by Exception</p>	<p>Transactional leaders actively monitor the work of their subordinates, watch for deviations from rules and standards and taking corrective action to prevent mistakes.</p>
<p>Passive Management by Exception</p>	<p>Transactional leaders intervene only when standards are not met or when the performance is not as per the expectations. They may even use punishment as a response to unacceptable performance.</p>
<p>Laissez-faire</p>	<p>The leader provides an environment where the subordinates get many opportunities to make decisions. The leader himself abdicates responsibilities and avoids making decisions and therefore the group often lacks direction.</p>



Leadership Theories


Transformational Leadership

Transformational leadership is a model of leadership that relies on the encouragement of a team to realize overall success. By raising a team's morale and self-confidence, the team can then align itself to an overall vision or common purpose.

This purpose, however, must be established early on for it to be effective. Transformational leadership, when properly applied, can take a struggling or stagnant team, and completely transform it into a productive and dynamic group of individuals.

This starts by identifying the struggles and strengths of each individual member. Next, it is up to the leader to define a new common goal and guide the members of the team towards this new vision.

Practically, transformational leadership is used to inspire team members to work together as a single unit, rather than many individual parts.



“Transformational leaders...are those who stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity. Transformational leaders help followers grow and develop into leaders by responding to individual followers' needs by empowering them and by aligning the objectives and goals of the individual followers, the leader, the group, and the larger organization.”



Cultural Intelligence

Hofstede's Cultural Dimensions

High power distance	Low power distance
Will refrain from challenging authority (Bosses, elders, parents, position)	Comfortable challenging authority, will make their opinion known
Individualism	Collectivism
Are comfortable working on their own and are comfortable challenging social norms	Prefer working as a group and afraid to stand out in a crowd
High Uncertainty Avoidance	Low Uncertainty Avoidance
Will avoid any unnecessary risk and prefers a well sketched out plan. Will book and research everything in advance when going on vacation	Risk takers, comfortable working without a plan and will go with the flow
Masculinity	Femininity
A masculine society values assertiveness, courage, strength, and competition	A feminine society values cooperation, nurturing, and quality of life
Long Term	Short Term
Plan for future results and are comfortable waiting to be rewarded	Requires instant gratification, not concerned about the long term implications of their actions
Indulgence	Restraint
Comfortable living on credit and will indulge in the finest things in life	Prefers to save up prior to purchasing that Tesla



The Delphi Method

The Delphi Method is a qualitative forecasting method. It is a structured way of getting a group to examine an issue. Participants remain anonymous as they provide their viewpoints. This eliminates any personal bias they might have towards other members, and focuses on the reports themselves.

Characteristics of The Delphi Method

1. Participants remain anonymous
2. Created to make accurate predictions of the future and avoid “group think”.
3. Used for longer term forecasting that is more abstract in nature.
4. Consensus as team members share data is usually via email over a period of time.
5. Used for big picture forecasting where the subject matter is very broad and requires time to think.

The Nominal Group Technique (NGT):

Gwen has just been promoted to Head of Training, as a result she will now be responsible for managing a new team in the head office. Her first task is to roll out a new induction training program organization wide. While her past experience is valuable, she does not have extensive knowledge of her new team, their culture, or how they work. This being the case, she wants to get input from her new team and chooses the nominal group technique to do it.

The nominal group technique is a variation of brainstorming where individuals come up with ideas on their own rather than as a group. Once different ideas are established, they are evaluated, ranked, and agreed upon collectively. The top-ranked ideas are selected as the output of this process. In general, the technique emphasizes individual creativity and group decision-making.

Characteristics of the NGT Method:

1. Used to achieve consensus within a couple of hours.
2. Subject is usually narrowly focused so that consensus can be achieved in a short time frame.
3. Participants are in the same room at the time of submitting suggestions.



People

Key Topics

- Systems Thinking
- Strategic planning (PESTLE, SWOT)
- Organizational mission/vision/values
- Project planning (Critical path, Gantt charts)
- Approaches to project management (Six Sigma, TQM)

Systems Theory

The Systems Approach to management theory, commonly viewed as the foundation of organizational development, views the organization as an open system made up of interrelated and inter-dependent parts that interact as sub-systems.

Thus the organization comprises a unified singular system made up of these subsystems.

The primary Characteristics of an Organizational System:

Watch on YouTube - Another very handy channel



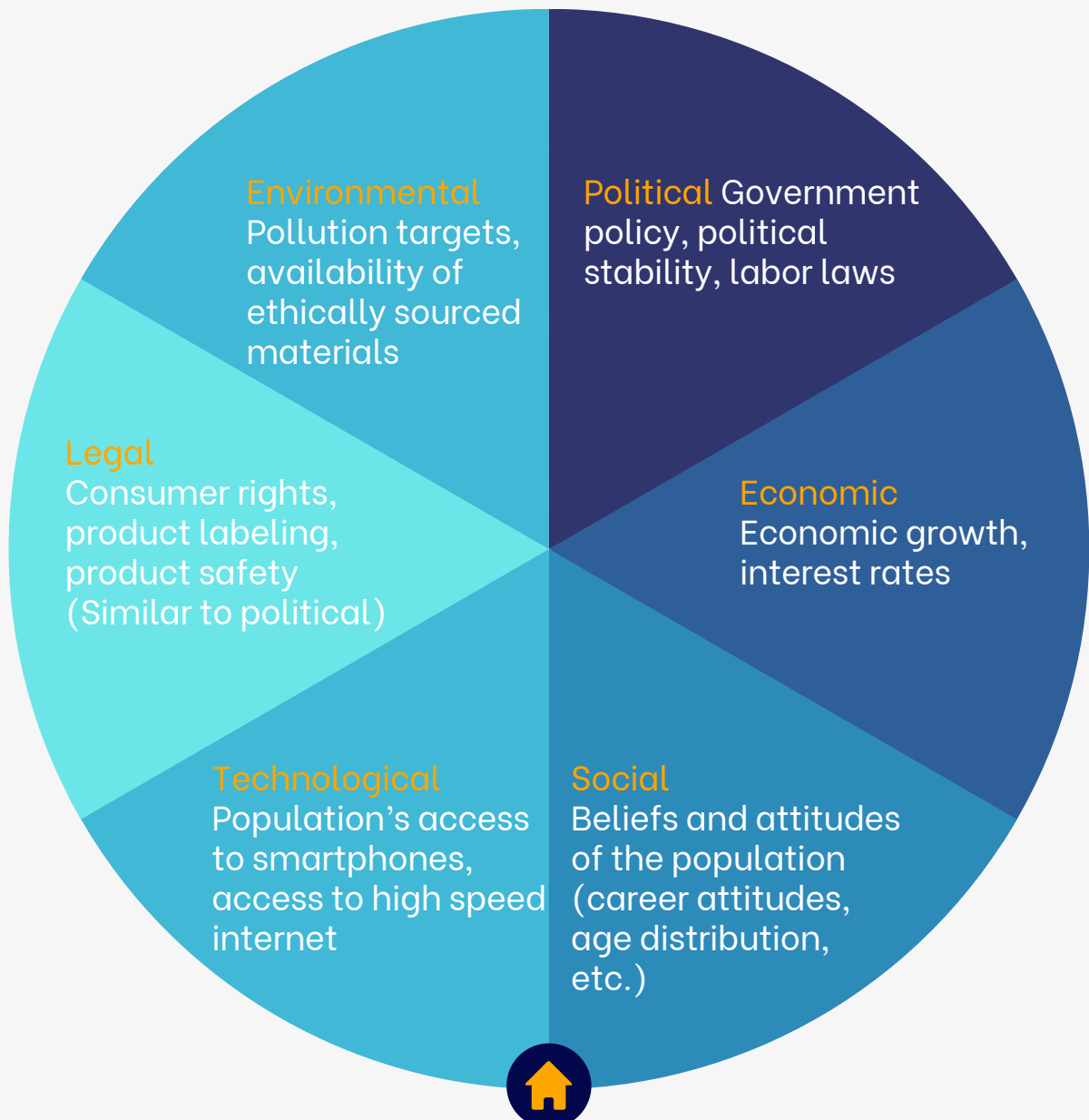
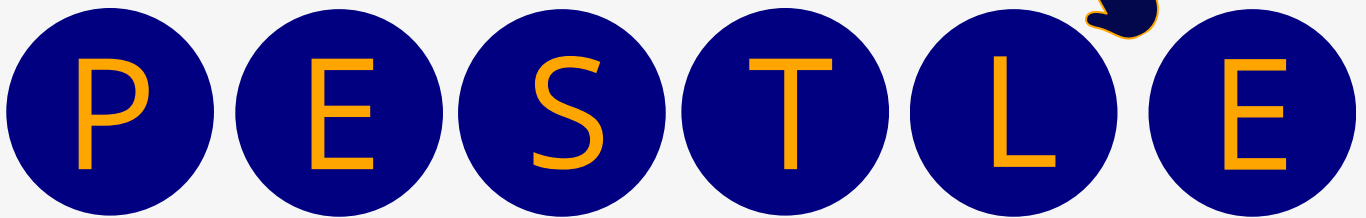
Sub-Systems	Each organization is a system made up of a combination of many sub-systems. These sub-systems are inter-related
Holism	Each sub-system works together to make up a single whole system. Decisions made in any subsystem affect the entire system.
Synergy	The collective output of the whole system is greater than the sum of output of its sub-systems
Closed and Open Systems	The whole organization is an open system made up of a combination of open and closed sub-systems
System Boundary	The organization is separate from the external environment made up of other systems.



People

PESTLE Analysis

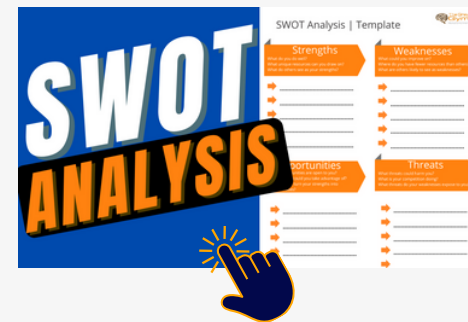
Method of environmental scanning – Used to gather data typically before conducting a business venture such as opening another branch. Referred to just PEST most of the time.



People

SWOT Analysis

SWOT analysis involves making lists – but so much more, too! When you write up the first list (e.g., Strengths, you will also be inspired with ideas for other lists like Weaknesses, Opportunities, or Threats. If you compare these four lists side by side, they share connections and contradictions.



You'll find yourself moving back and forth between your lists frequently. Hence, to make the task easier and more effective a SWOT analysis is usually arranged together in one view.

So, it is basically a 2X2 grid, with one square for each of the four aspects; I have listed some questions in each box to get your thinking started.

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. What do you do well? 2. What unique resources can you draw on? 3. What do others see as your strengths? 	<ol style="list-style-type: none"> 1. What could you improve? 2. Where do you have fewer resources than others? 3. What are others likely to see as weaknesses?
Opportunities	Threats
<ol style="list-style-type: none"> 1. What opportunities are open to you? 2. What trends could you take advantage of? 3. How can you turn your strengths into opportunities? 	<ol style="list-style-type: none"> 1. What threats could harm you? 2. What is your competition doing? 3. What threats do your weaknesses expose to you?



People

Balanced Scorecard

The simplest way to describe a balanced scorecard is as a visual tool which is utilized to measure the effectiveness of an action, task or initiative in relation to the strategic plans of an organization. All organizations if not most organizations have a strategic plan in place which consists of their vision, mission, goals, CSR etc. A balanced scorecard helps in breaking these down and successfully implementing an organizations strategy.

We can use the analogy of a person; lets name him Jim who measures the success of his life based on the wealth he has accumulated over the years. on the other hand we have Sam; who measures the success of his life based on his wealth accumulated, the family he has raised, the friends he has gained, his own overall health and his contribution to society. As we can understand from this example is that Sam has a more balanced approach to determining success, whereas Jim’s approach is more traditional let’s say and is not comprehensive enough.



Similarly, a balanced scorecard presents a balanced view that also considers other perspectives of success. Financial results inform us of what has happened in the past, however, does not provide with any direction as to where the business should be headed in the future.

Think of the balanced scorecard as the dials and indicators in an airplane cockpit. For the complex task of navigating and flying an airplane, pilots need detailed information about many aspects of the flight. They need information on fuel, air speed, altitude, bearing, destination, and other indicators that summarize the current and predicted environment. Reliance on one instrument can be fatal. Similarly, the complexity of managing an organization today requires that managers be able to view performance in several areas simultaneously.



People

Project Management

Project Management Processes allows for action plans to be implemented through normal operations and through specific initiatives managed as time-limited projects.

Be aware that a similar process should be used in other functional areas throughout the organization.

Project management can vary in complexity. Many smaller projects can be manually budgeted and scheduled. Projects that involve large teams (sometimes sub-teams working in different functions or cross-functional teams) may have multiple phases and deliverables and very large budgets and may require a professional project manager.

Some organizations can provide project managers as a resource to project leaders.

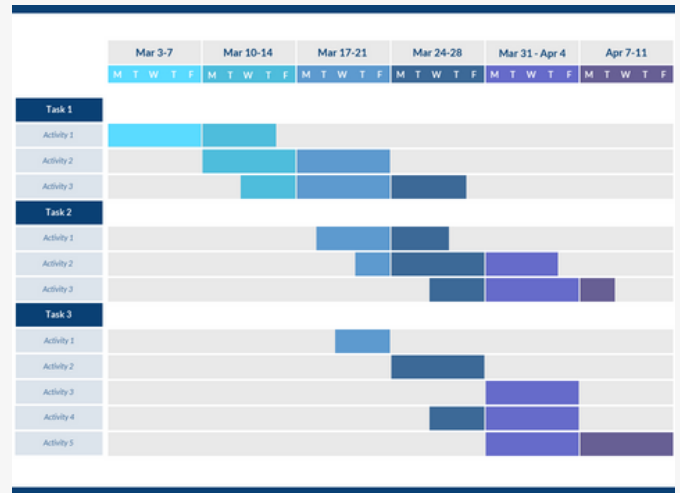
In traditional project management, most initiatives have three stages: planning, executing, and closing.



People

👉 Gantt Chart

A Gantt chart is a graphical depiction of a project schedule. It's a type of bar chart that shows the start and finish dates of several elements of a project that includes resources, milestones, tasks, and dependencies. It is primarily used when managing large projects and ensure timely completion of deliverables.



👉 Pert Chart

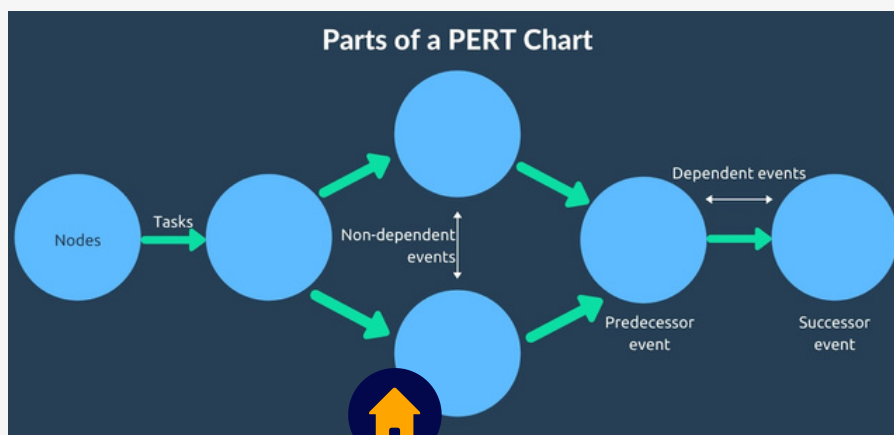
A PERT chart is a project management tool that provides a graphical representation of a project's timeline. It is a visual representation of a series of events that must occur within a project's timeline.

It uses circles or rectangles called nodes to represent project events or milestones. These nodes are linked by vectors or lines that represent various tasks.

A PERT chart allows managers to evaluate the time and resources necessary to manage a project.

The use of a PERT chart is highly subjective, and its success depends on the management's experience. These charts can include unreliable data or unreasonable estimations for cost or time for this reason.

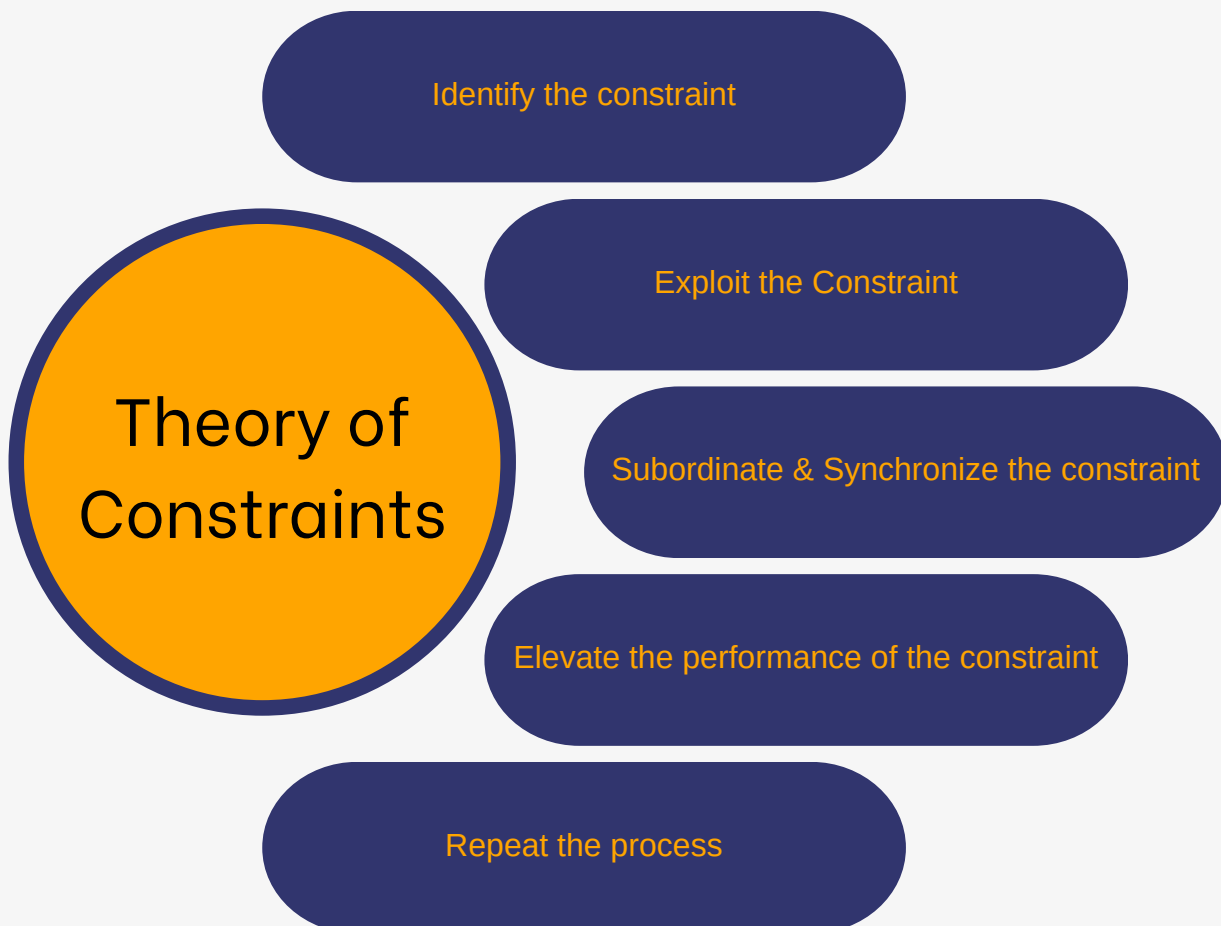
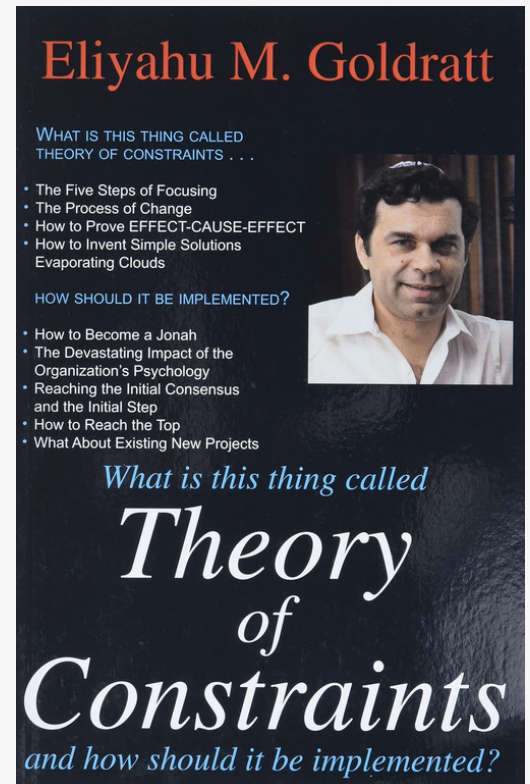
Considered preferable to Gantt charts, because they identify task dependencies.



People

👉 Eli Goldratt's Theory of Constraints

- Focused on identifying constraints and eliminating them, thus resulting in continuous improvement
- Every organization faces constraints
- The greatest constraints come from policies and not from physical entities such as resources or materials
- TOC uses five steps to concentrate improvement efforts on the components most capable of producing the most positive impact on a system



People

Six Sigma

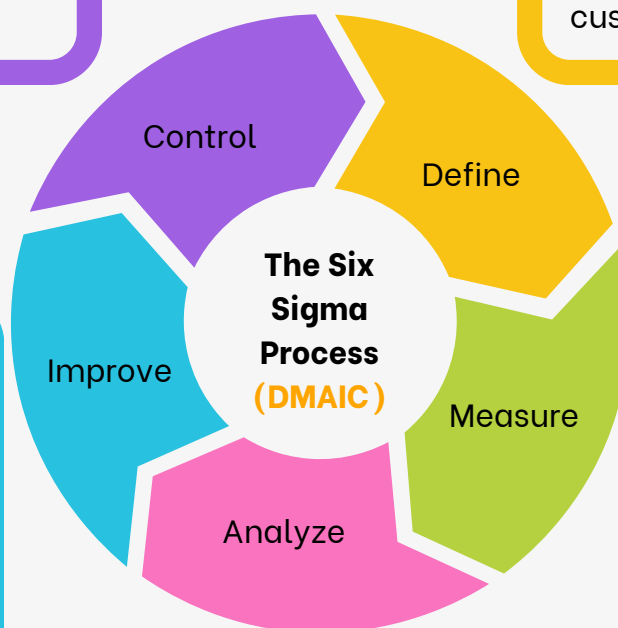
Six Sigma is a process that makes use of statistics and data analysis to analyze and reduce errors or defects. In this process, the purpose is to improve cycle times while reducing manufacturing defects to no more than 3.4 defects per million units or events.

The Six Sigma Process: DMAIC

Determine that the performance objective identified in the previous phase is well implemented and that the designed improvements are sustainable.

The Six Sigma process begins with a customer-centric approach. The business problem is defined from the customer perspective.

This phase is where you identify how you can improve the process implementation. Identify possible reasons. Discover relationships between the variables.



Focused on the metrics of the project and the tools used in the measurement. How can you improve? How can you quantify this? Measure your problem in numbers or with supporting data.

Analyzes the process to discover the influencing variables. Determine if your process is efficient and effective. Does the process help achieve what you need?



People

Total Quality Management (TQM).

TQM is a strategic management system for achieving customer satisfaction that involves all managers and employees, and uses quantitative methods to continuously improve an organization's processes.

Continuous Improvement:

It highlights the importance of organizational learning.

Job Description:

A series of statements describing the role, responsibility, duties, and scope of a particular job

1. Summarizes the most important features of a job
2. Describes the work that details the required tasks, KSA, responsibilities, and reporting structure
3. Include the physical requirements of the job for ADA considerations
4. Include duties that support exempt status

Job Analysis:

Determining the level of responsibility embedded in the job and how it impacts the overall organization

1. Knowledge: The information necessary to perform a task
2. Skills: Level of competency or proficiency
3. Abilities: Traits or capabilities necessary

Job Analysis Methods:

1. Observation: Works best for short-cycle jobs in production Interview: Good for professional jobs
2. Open-ended questionnaire: Good when a large number of jobs must be analyzed and there are insufficient resources to do it. Highly structured
3. Questionnaire: Defines job with a relatively objective approach, which also enables analysis to be performed using computer models

Essential Job Functions:

1. Fundamental job-related duties necessary to the position
2. Essential functions are distinguished from nonessential or marginal functions that are part of the job but are incidental to the purpose and nature of the job

People

Job Analysis Outcomes:

1. Job description: Written description and job requirements (title and duties)
2. Job specification: Written statements of the necessary job qualifications (education and experience)

Job Evaluation:

A systemic determination of the relative worth of jobs within the organization and is concerned with the value of a job to the organization. The process establishes a relative worth of jobs by establishing a hierarchy of jobs.

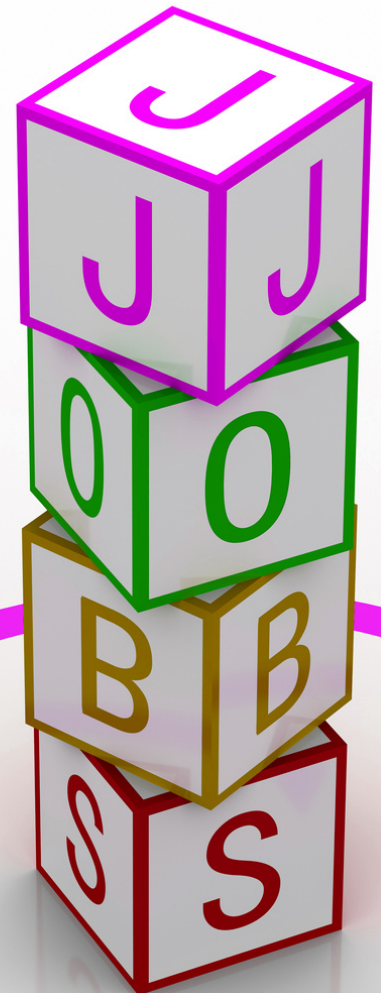
1. Follows job analysis, which focuses on job description and specification
2. Supports the need for the total rewards system to further the organization's strategic objectives and is intertwined with the organization's concern for pay equity.

Job Competencies:

1. These represent the knowledge, skills, abilities, and personal characteristics that work together to produce outstanding performance, they are the critical success factors needed to perform in a job or functional area.

Job Specifications:

1. Qualifications necessary for an incumbent to be able to perform the job
2. Include experience, training, education, licenses, and certification required
3. Can be a separate section of the job description or a separate document
4. Should reflect what is necessary for satisfactory performance, not what the ideal candidate should have.



People

Performance Management:

The process of maintaining or improving employee job performance through the use of performance assessment tools, coaching, and counseling as well as providing continuous feedback

The performance review process is the opportunity for the employee and the manager to discuss development goals and jointly create a plan for achieving those goals.

The performance management systems can be fully effective only if:

1. They have leadership support
2. Managers understand how to implement performance management
3. Employees are educated about the systems and how to enlist value via responses and feedback
4. The performance system is regularly evaluated and improved to be aligned with strategy and culture as needed



In setting and communicating performance standards, the HR professional needs to consider:

1. Behaviors: What does the organization want employees to do
2. Results: What does the organization want the employees to produce?



People

Performance management standards should be objective, measurable, realistic, and stated clearly in writing. Measures of employee performance should include:

1. Quality
2. Quantity
3. Timeliness
4. Cost-effectiveness



Management by objectives (MBO).

Employees help set their objectives defining what they intend to achieve. Objectives are based on the overall organizational goals



Behaviorally anchored rating scale

(BARS):



Designed to combat the problems of category ratings by describing examples of desirable and undesirable behavior. Examples are then measured against a scale of performance levels. Works best when many employees are performing the same task. Requires extensive time and energy to develop and sustain.

Legal Performance Appraisals:

Performance appraisal methods must be:

1. Valid and free from discrimination
2. Based on formal evaluation criteria
3. Based on personal knowledge and interaction with employees
4. Designed to prevent one manager from influencing an employee's career
5. Based on equitable treatment of all employees



People

Appraisal Feedback Guidelines:

1. Describe the behavior, don't judge it.
2. Assume an attitude of helpfulness.
3. Empathize and listen actively.
4. Give specific examples.

Documentation Guidelines

1. Document as situations happen.
2. Keep notes on all employees, not just a few.
3. Use objective criteria.
4. Support job-related observations with facts, but avoid conclusions.
5. Focus on deficiencies, not causes.
6. Remember that others will read your document.




People

Performance Appraisal Discrepancies

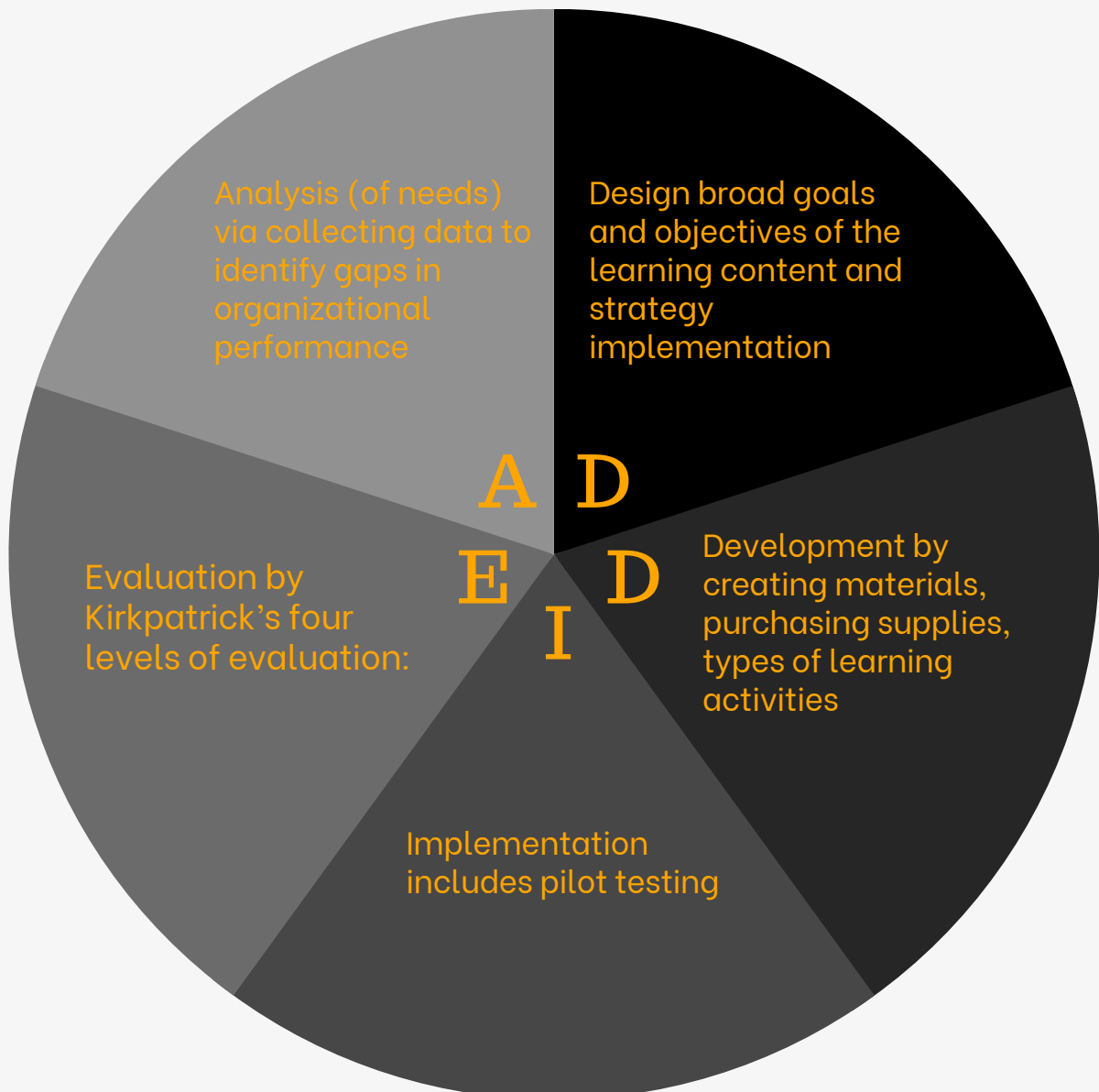
Halo effect	When an employee is extremely competent in one area and therefore is rated high in all categories
Horn effect	When one weakness results in an overall low rating
Recency	Occurs when an appraiser gives more weight to recent occurrences and discounts the employee's earlier performance
Primacy	Occurs when an appraiser gives more weight to the employee's earlier performance and discounts recent occurrences
Strictness	When appraisers believe that standards are too low and they inflate the standards in an effort to make the standards more meaningful in their eyes
Bias	When an appraiser's values, beliefs, or prejudices distort ratings (either consciously or unconsciously), the error is due to bias.
Leniency	Leniency errors are the result of appraisers who do not want to give low scores. All employees in this case are given high scores.
Central tendency	Central tendency errors occur when an appraiser rates all employees within a narrow range, regardless of differences in actual performance.
Contrast	The contrast error occurs when an employee's rating is based on how his or her performance compares to that of another employee instead of on objective performance standards.



People

Learning and Development: ADDIE 

The ADDIE Model is the generic process traditionally used by instructional designers and training developers. It is a well-known and standard instructional design model that is conducive to any type of learning. Employee learning objectives and programs must be closely aligned with and support organizational strategic goals. A systematic and complete process is used to determine needs, develop training, and evaluate outcomes.



People

☞ Total Rewards:

Consists of everything that total compensation covers and much more

1. Base pay
2. bonuses
3. equity
4. medical
5. dental
6. vision
7. other benefits



Objectives of a Total Rewards System:

1. Aligned with mission and strategy
2. Compatible with corporate culture
3. Appropriate for the workforce
4. Externally equitable
5. Internally equitable
6. Effective in recruiting and retaining employees

Compensation Systems:

1. Entitlement-orientated: Believes that employees are entitled to benefits such as healthcare as a condition of employment. There is less emphasis on employee contributions, initiative, and responsibility and more emphasis on the profitability of the organization as a whole.
2. Contribution-oriented: Sees the employees as contributors. Compensation programs are more performance-driven. Emphasis on performance-based pay, incentives, and shared responsibility for benefits.



People

Workforce Vs. Rewards:

1. Packages for nonunion employees often focus more on salary combined with direct and indirect incentives based on employee effort
2. Packages for union employees focus more on salary and benefits as outlined by the union contract
3. Conducting surveys is one way to keep in touch with employee needs and preferences



External Equity:

Compares an organization to other organizations that share its industry, occupation, and location. Defines a company's relevant labor market. Organization's may decide to lag, match, or lead the market.

Internal Equity:

The perception that jobs within an organization are appropriately compensated. It means that unique jobs are appropriately compensated by the organization as performance or job differences result in corresponding differences in pay rates. As such, having internal equity helps the employer:

1. Meet employee's needs for a fair wage and adequate benefits
2. Recognize employee's contributions to the organization
3. Reward equal work with equal pay
4. Not discriminate against protected classes



Organization

The role of HR has evolved into one of Strategic, Administrative, Operational, and Developing a HR Service Culture.

A service-level agreement(SLA) defines the output customers can expect (HR’s customers– for example, the services HR will provide a function (e.g., self-service portals, dispute resolution), the normal time frames for results (e.g., in filling job openings), or HR responsiveness to customer queries and complaints (e.g., quickly correcting errors in pay or benefits).

Different Types of Organizational Structures

Organizational structures define the hierarchy in an organization, and determine the way information flows within it.

Functional:

Traditional structure, includes divisions based upon specialty. Forms the well-known hierarchy of senior management, marketing, finance, human resources, and operations.

1. Specialist staff, standardization, greater economies of scale.
2. Lacks variety and job enrichment, greater bureaucracy
3. Each specialist group answers to top management. Since each team works in silos, management is expected to guide all departments into one unit.



Centralized:

All HR personnel located within the HR department; delivers services to the entire organization.

1. Provides more control and consistency across organization.
2. Can inhibit flexibility and responsiveness; can decrease effective communication.



Organization

Decentralized:

HR staff within each function, business unit, or location carrying out required activities.

1. Allows for more direct contact between HR and other functions and facilitates communication and responsiveness.
2. Lack of consistency among HR policies and standards.



Divisional:

This structure groups individuals based on the products or projects they are undertaking. At the top is the CEO, and after them is a hybrid of functional grouping: public relations, legal, finance, global research, business development, and human resources

1. Decentralized Structure
2. Senior management time freed up, motivation through greater decision powers
3. Lack of specialization, extra processing
4. This style blends the expertise of many different skill sets.



Organization

Matrix:

Combination of the functional and divisional structures. Companies are divided into departments of specialization, and then within those units, they are separated further

Dedicated:

This structure allows organizations with different strategies in multiple units to apply HR expertise to each unit's specific strategic needs.

1. Promotes strategic alignment between headquarters and units.
2. Isolation of dedicated HR units and loss of shared knowledge and experience; may lead to duplications and inefficiencies.



Workplace



Globalization Strategies

Multi Domestic Strategy :

Characteristics of an organization with a Multi Domestic Strategy are:

1. Local responsiveness is very low.
2. Products are not tailored to suit international local markets.

International Strategy:

Characteristics of an organization with an International Strategy are:

1. They have subsidiaries in multiple countries
2. They operate with a fair degree of independence from each other and from the headquarter; which would be located in their home country
3. A variety of activities are carried out by the subsidiaries ranging from marketing, sales, R&D, etc.

Global strategy:

Characteristics of an organization with a Global Strategy are:

1. The headquarters maintains a strong relationship with each of the subsidiaries
2. Subsidiaries have less freedom to adapt to local markets
3. The centralized hub makes key strategic decisions and exerts control on the subsidiaries

Transnational Organizational Structure:

Characteristics of an organization with a Transnational Organizational Structure, also known as Transnational Corporations (TNC's) are:

1. The organization is highly integrated
2. Subsidiaries have the autonomy to adapt to local cultures and to respond quickly to opportunities and competitive threats
3. An organization with a strong global image but an equally strong local identity



Workplace

Outsourcing	The transfer of some work to organizations outside the employer's payroll. The vendor may be across the street or across the country.
Off-shoring	The transfer of some work to sources outside the United States or home country.
On-shoring (home-shoring)	The relocation of business processes or production to a lower-cost location inside the same country as the business.
Near-shoring	Contracting part of the business processes or production to an external company located in a country that is relatively close. For the United States, that could mean Mexico or Canada
Strictness	When appraisers believe that standards are too low and they inflate the standards in an effort to make the standards more meaningful in their eyes
Bias	When an appraiser's values, beliefs, or prejudices distort ratings (either consciously or unconsciously), the error is due to bias.
Remote Team	Globalization influence on business and work has made "work from home" or remote teams more popular. Challenges to remote work can be: Communication, Engagement, Building trust and Alignment.
Ethnocentric	Headquarters maintains tight control over international operations
Polycentric	Each international operation is treated as a distinct national entity
Regio-centric	Operations are managed regionally
Geocentric	Organization is viewed as a single international business rather than a collection of individual headquarters-country and international operation



Workplace

Risk

ISO defines risk simply as “**the effect of uncertainty on objectives.**” Although risk is commonly seen as something negative, strictly speaking it is neither positive nor negative. It is potential—what could happen. Uncertainty can bring good surprises (opportunities) and bad surprises (threats). It can also bring change, which may be good or bad depending on what the organization makes of it. This broader meaning of the word “risk” challenges traditional perceptions of risk as solely negative, and changing these perceptions in the organization may therefore take time and persistence.

Classification of Risk

Internal and preventable	Strategy	External
<p>These risks come from within the organization and could include violations of ethics and failures in routine processes.</p>	<p>This is desirable uncertainty that an organization willingly accepts when it commits to a strategy—for example, uncertainty whether loans can be repaid or employees will be fully productive.</p>	<p>These sources of uncertainty are outside the organization and beyond its control. They would include changes in the economy or laws and regulations, disruptive technologies, and availability of trained employees.</p>

While establishing the organizational risk context, it is important to evaluate the effectiveness of current risk controls. As you look at identified risks, first ask, “Are there risk controls in place?” If there are, then ask, “Does the data show that the controls are effective?”

Risk Management:

Risk management is not a static process. Risks are inherently dynamic, increasing and decreasing with changes in internal and external environments. Identified risks must be regularly reassessed to see if the risk still exists or has dissipated or whether the level or characteristics of the risk have changed.

Workplace

Workplace Violence:

Organizations must be proactive with regard to workplace violence. Create a workplace violence prevention policy outlining the organizational stance toward workplace violence and outlining response procedures designed to prevent possible threats from escalating. Develop a response team, employing security personnel, and developing resources for employees are additional steps that can assist in the prevention of workplace violence. Conduct drills, including active shooter drills, can ensure that employees know how to react if an instance of workplace violence occurs.



Drug Testing!

It is important to verify that organizational policies and procedures comply with all applicable federal laws and regulations and state laws.

1. Varying jurisdictions may have laws that impact testing procedures following an incident at work or during pre-employment testing and other workplace screenings.
2. Laws may specify acceptable recourse following a positive test. For example, some jurisdictions will mandate that an employee has the option of participating in a rehabilitation program following his or her first positive test, barring the organization from dismissing the employee as a result.

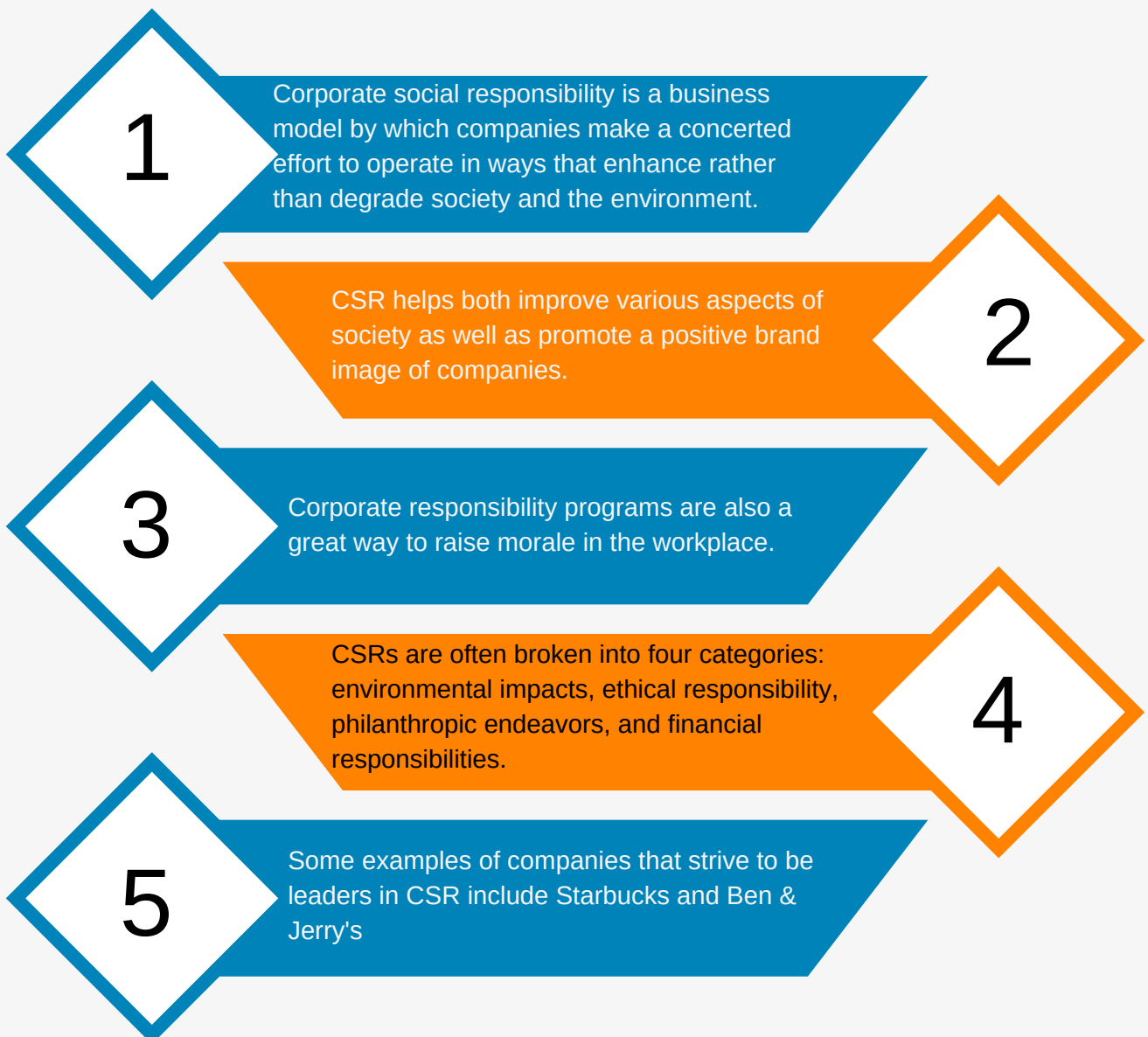


Workplace

Corporate social responsibility (CSR):

Encompasses the varying ways an organization can create value, looking beyond traditional profit measures of revenue and expenses. CSR can impact non monetary assets such as brand reputation or employee morale.

Corporate social responsibility (CSR) is a self-regulating business model that helps a company be socially accountable to itself, its stakeholders, and the public. By practicing corporate social responsibility, also called corporate citizenship, companies can be conscious of the kind of impact they are having on all aspects of society, including economic, social, and environmental.



US Laws & Regulations

Laws applying to organization's with 1 or more workers

The Consumer Credit Protection Act (1968)

- Applies to companies with at least 1 employee
- Limits the amount of wages that can be garnished
- Creditors can only garnish up to 25% of your disposable wages (after deductions)
- Deductions are things such as group health insurance, federal tax withholding, etc.
- Child support: Up to 50% garnishment if you have dependents, 60% if you don't
- Student loans: Up to 15%
- Back taxes: Pretty high, employer gives you minimum, the rest go to IRS
- Employer cannot retaliate unless you have more than 1 garnishment.
- Protections decrease once you have 2 or more garnishments

Davis Bacon Act

Contractors/subcontractors have to pay prevailing wages to their laborers/mechanics

Employee Retirement Income Security Act (ERISA)

Protects employees covered by a pension plan from losses in benefits due to job changes, plant closings, bankruptcies, or mismanagement

The Health Insurance Portability and Accountability Act (HIPAA)

- Individuals who leave/lose their jobs can obtain health coverage even if they or someone in their family has a serious illness/injury or is pregnant
- Provides privacy requirements related to medical records
- Limits exclusions for preexisting conditions and guarantees renewability of health coverage to employers and employees

Fair Labor Standards Act (FLSA)

- Mainly related to how people are paid (Minimum wage, overtime)
- Helps determine whether a job is exempt or nonexempt from overtime pay
- Requires employers to keep a record of employee information
- How much they are paid, as well as basic identifying information
- Overtime calculation (1.5xnormal pay rate, for all hours worked over 40)



US Laws & Regulations

<p>Labor Management Relations Act, or Taft Hartley Act (LMRA)</p>	<ul style="list-style-type: none"> • Helps employers • Prohibits unfair labor practices by unions and outlaws closed shops, where union membership is required in order to get and keep a job
<p>National Labor Relations Act, Or Wagner Act (NLRA)</p>	<ul style="list-style-type: none"> • Helps unions • Provides employees the right to form unions and negotiate wage and hour issues with employers • Grants employees the right to organize, join unions, and engage in collective bargaining and other “concerted activities” • Protects against unfair labor practices by employers
<p>Landrum-Griffin Act</p>	<ul style="list-style-type: none"> • Helps employees in unions • Protects the rights of union members from corrupt or discriminatory labor unions, and applies to all labor organizations • Taft-Hartley and Landrum Griffin both aim to protect individuals from unions.
<p>Norris-LaGuardia Act</p>	<ul style="list-style-type: none"> • Prohibits yellow-dog contracts • Agreements where employees promise employers that they would not join unions
<p>Sherman Anti-Trust Act</p>	<ul style="list-style-type: none"> • Prohibits attempts to restrict competition or fix prices • Prohibits restraint of trade
<p>Wagner-Peyser Act</p>	<ul style="list-style-type: none"> • Assists the unemployed • Provides job seekers with assistance in their job search, and recruitment services for employers



US Laws & Regulations

Laws applying to organization's with 15 or more workers

<p>Americans with Disabilities Act</p>	<ul style="list-style-type: none"> • Employers are required to provide job accommodations for qualified individuals E.g: A programmer with high cholesterol requires a specific meal schedule, he is fully capable of doing his programming job. The employer should allow him to have a different meal schedule • Job accommodations: If there is no request for accommodation, no action is required by the employer. • Prohibits employers from inviting job applicants to identify their disability status prior to receiving a job offer • An employer is not required to make an accommodation if it would impose an “undue hardship” on the operation of the employer’s business
<p>Civil Rights Act (Title VII)</p>	<ul style="list-style-type: none"> • Relates to employment discrimination and cites six protected classes • Race, color, religion, national origin, sex, sexual orientation/gender identity • IMPORTANT: Age or disability discrimination is not protected under this act • Age discrimination is covered under ADEA (20 or more employees) • Disability discrimination is covered under ADA
<p>Drug Free Workplace Act</p>	<ul style="list-style-type: none"> • Only applies to federal contractors and all organizations receiving grants from the federal government
<p>Genetic Information Non discrimination Act</p>	<ul style="list-style-type: none"> • Prohibits employers from using genetic information to make employment decisions
<p>Lilly Ledbetter Fair Pay Act</p>	<ul style="list-style-type: none"> • Clock will begin running anew each time an illegal act of discrimination is experienced by an employee • Statute of limitations for filing an equal pay lawsuit is 180 days



US Laws & Regulations

Laws applying to organization's with **20 or more** workers

Age Discrimination in
Employment Act
(ADEA)

- Prohibits discrimination for employees 40 years old or older

COBRA

- Requires employers to offer terminating employees the opportunity to continue their health plan coverage after they leave the company or no longer qualify for benefits
- Cost must be at group rates; employer can add administrative service charge (max of 2%)
- Provide notice within 90 days of employee leaving
- Establish reasonable notification procedures and communicate them to all employees
- Provide a notice of unavailability of continuation of coverage within 14 days of the date you are informed of the qualifying event
- Notify individuals whose coverage ends before the maximum continuous coverage period allowed



US Laws & Regulations

Laws applying to organization's with 50 or more workers

Affirmative Action	<ul style="list-style-type: none"> • Federal contractors are required to have an AA program • Equal employment opportunity and establish outreach programs for minorities and women
FMLA	<ul style="list-style-type: none"> • 50 or more employees • Provides leaves lasting up to 12 weeks in a 12-month period • Unpaid, unless employer has its own policy • To qualify, employees must have more than 1 year of service • Covers childbirth/adoption, care for ill child/spouse/parent, care for employee's • own serious illness • Employee is guaranteed return to work on the same job, same pay, under the same conditions as prior to the leave of absence
Affordable Care Act	<ul style="list-style-type: none"> • Employers must provide full-time employees with minimum health insurance coverage (or face a fine of \$2000 per employee) • Employers with fewer than 25 employees will receive a tax credit if they provide health insurance to their workers

Laws applying to organization's with 100 or more workers

Worker Adjustment and Retraining Notification Act (WARN)	<ul style="list-style-type: none"> • 100 or more full time employees at a single facility • Mass Layoff – at least 500 employees laid off from workforce of 500 or more; or when at least 33 percent of the workforce are going to be laid off where there is a total of 50 to 499 workers before the layoff • Requires 60 days advance notice to employees of plant closing or mass layoffs • Any employment loss of 50 or more people, excluding part time workers, is considered a trigger event to activate the requirements
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SHRM Practice Test 1 (60 Questions)



6. People have the need of achievement, affiliation and power however in different proportions and with one type of need predominating; which motivational theory are we describing?

- A) Maslow
- B) Vroom
- C) Herzberg
- D) McClelland

7. As per the Blake-Mouton theory; if a manager avoids using his/her authority to help nourish their relationship with their team members; then where on the Blake-Mouton grid would they be?

- A) High task – Low people
- B) Low task – High people
- C) Low task – Low people
- D) High task – High people

8. The ----- prioritizes categories from the most frequent to the least frequent.

- A) Pareto chart
- B) Control chart
- C) Project charter analysis
- D) Scatter diagram

9. The performance management department's data analyst has completed an analysis on the performance of customer service staff. Based on the results, the performance manager has determined that the best course of action for the department is to introduce 'Emotional Intelligence' training. There has not been any investment in training for over three years, and the performance manager is anticipating strong resistance from senior management to introduce a training. Which of the following would be the best course of action for the manager to convince the executive team to sign off on the training?

- A) Calculate the return on investment
- B) Conduct a business case analysis
- C) Calculate the cost-benefit
- D) Conduct a SWOT analysis

SHRM Practice Tests

✔ 3 SHRM Practice Tests (80 Questions Each)

✔ 240 Total SHRM Practice Test Questions

✔ 30+ SJI's (Situational Judgement Items)

Angelo Gonsalves

- 1 An HR leader is known to have effective leadership behavior displayed by:
 - A Having functional expertise
 - B Focusing internally
 - C Resisting stretch goals
 - D Focusing on short-term goals

- 2 According to the Hersey-Blanchard theory, which leadership style is the most suitable approach for an entry-level employee?
 - A Participating
 - B Delegating
 - C Selling
 - D Telling

- 3 Jonathan is the manager of the purchasing department. In the contingency theory of leadership, which factors could Jonathan use to make the situation more likely to produce positive outcomes?
 - A Communicate ambitious goals with clear directions
 - B Use leader—member relations, clarity in tasks and roles, empowered leader
 - C Support agile team members and the collaborative process
 - D Provide positive task conflict resolution

- 4 Glenda is creating an ethical organization by modeling ethical conduct and the organization's values in all of her actions. Which competency is Glenda most likely demonstrating?
 - A Ethical agent
 - B Financial integrity
 - C Personal integrity
 - D Professional integrity

- 5 Jim is offering payments to a Canadian logistics company in order to move his company's goods across the border quicker than normally scheduled. What practice is Jim engaging?
 - A Facilitating payments
 - B Bribery to gain influence
 - C Conflict of interest
 - D Illegal behavior

- 6 Which of the following human resource management specialties calls for collecting data to write job descriptions?
 - A Job training specialist
 - B Compensation manager
 - C EEO coordinator
 - D Job analyst

- 7 Although a cost-saving strategy, this type of structure can encourage loss of managerial control.
 - A Nearshoring

- B Outsourcing
 - C Onboarding
 - D Offshoring
- 8 An HR generalist at Vance Refrigeration has been assigned to the sales department to provide HR management assistance as needed. Which of the following best describes the structure of the HR services provided at Vance Refrigeration?
- A Generalist
 - B Manager
 - C HR business partner
 - D Specialist
- 9 The consonance or compatibility of an organization's strategy with its external and internal environments, especially with regard to the goals and values it chooses and the resources and capabilities that can be deployed toward strategic goals, is known a
- A Strategic fit
 - B Strategy development
 - C Strategy formulation
 - D Competitive advantage
- 10 In this system, employees at each level of the organization set goals in a process that flows from the top to bottom so employees at all levels are contributing to the organization's overall goals. These goals become standards for evaluating each employee
- A Balanced scorecard
 - B Behaviorally anchored rate
 - C Brand pillar identification
 - D Management by objectives
- 11 A company may strategize to internationalize in different ways. One approach is to repurpose an existing discussed facility in a foreign land. This is known as what type of operation?
- A Brownout
 - B Brownfield
 - C Greenfield
 - D Turnkey
- 12 How has globalization and increased competition most likely affected human resource management?
- A Corporate intranets are used by HR managers to communicate important messages.
 - B HR managers need to focus on integrating ethics into a firm's policies and practices.
 - C Benefits administration is increasingly being handled internally as a way to lower costs.
 - D HR managers need to focus on big picture issues to help firms achieve their strategic goals.
- 13 What refers to the tendency of firms to extend their sales, ownership, and/or manufacturing to new markets abroad?
- A Expansion

- B Globalization
 - C Export growth
 - D Diversification
- 14 This refers to goods or services created for or by emerging-economy markets and then imported to developed economy markets.
- A Demographic dichotomy
 - B Reverse innovation
 - C Forming international partnerships
 - D Seeking new foreign product to sell
- 15 Which of the following is a potential disadvantage to consumers of the globalization trend among businesses?
- A Increased costs of goods
 - B Increased insurance costs
 - C Higher labor union fees
 - D Reduced job security
- 16 This well-defined phenomenon of globalization today refers to the sense that we are all instantly and constantly globally connected.
- A Hyperconnectivity
 - B Reverse innovation
 - C Demographic dichotomy
 - D Diaspora
- 17 What term refers to the document that displays a fairly detailed overview of a candidate's accomplishments, usually found in academia?
- A Resume
 - B Curriculum vitae
 - C Letter of intent
 - D Application
- 18 A sales representative who has four primary activities is given three additional activities. The added tasks are at the same level of skill and responsibility. What type of job intervention has the sales representative experienced?
- A Job enlargement
 - B Job rotation
 - C Job enrichment
 - D Job transfer
- 19 Andy is a technical expert, and through his company's promotion structure, he has the opportunity for a meaningful career path outside of traditional management roles. What type of pay structure is Andy's company utilizing?
- A Dual career ladders
 - B Step promotions

- C Job transfers
 - D Leadership development
- 20 Devon is an HRBP for the engineering department of his company and has been tasked with the project of an engagement survey to explore levels of job satisfaction and morale. What is the most important component of the survey questions that Devon should do
- A Questions should be purchased to save time
 - B Questions should be created internally
 - C Senior management should review all questions
 - D Questions should be linked to business objective
- 21 Althea is the HRBP for her business unit and has noticed an increase in turnover during the first 18 months of new hires' employment. Which practice would best address the turnover?
- A Stay interviews
 - B Benchmark new hire compensation
 - C Realistic job previews
 - D Assessment centers
- 22 Globalization, competition, and technology have led to which of the following trends in human resource management?
- A HR managers primarily focus on providing transactional services like recruiting and hiring
 - B Metrics used to measure employee potential have been replaced by standardized testing
 - C HR managers assist top management with developing and implementing new strategies
 - D Employee contracts are frequently used by HR managers to protect the interests of the firm
- 23 Which of the following technology aids is described as software that is owned, delivered, and managed remotely by a provider?
- A Artificial intelligence
 - B Software as a service
 - C Best in breed
 - D Information system
- 24 Which term refers to using external vendors to perform HR jobs that were once handled by a firm internally?
- A Freelancing
 - B Outsourcing
 - C Rightsizing
 - D Warehousing
- 25 Printology streamlined its annual benefits package enrollment by digitizing and aggregating the former paper benefits reports, electronic spreadsheets, and benefit summaries and providing the materials at a single location on the company intranet. Printol
- A Spam filter
 - B Web portal
 - C Query processor

- D Software license
- 26 Which of the following would provide the best solution for a global organization's HR department that needs to immediately provide employees with corporate information?
- A Streaming desktop video
 - B Electronic outsourcing
 - C HRIS
 - D Network monitoring
- 27 An HR manager who wants to analyze the costs associated with each new hire will most likely use which of the following?
- A Podcasts
 - B Web portal
 - C Data warehouse
 - D Public domain software
- 28 Unlike HR managers of the past, modern HR managers must be able to provide which of the following to their client group?
- A Assist with employee training in various departments within a firm
 - B Explain HR activities in terms of a firm's finances and productivity
 - C Determine the most appropriate compensation for employees
 - D Hire workers who are well-matched to a firm's HR needs
- 29 Sagar Mishra earned an MBA degree and is now an HR manager for a Fortune 500 company. In which of the following tasks does Sagar's advanced degree benefit him the most?
- A Using application service providers to expedite employee services
 - B Assisting upper management in formulating business strategies
 - C Distributing pension payments to retiring employees
 - D Recruiting college graduates for entry-level positions
- 30 Which of the following levels of strategy focuses on the future of the organization as a single unit?
- A Functional
 - B Organizational
 - C Business unit
 - D Departmental
- 31 Strategic human resource management refers to which of the following?
- A Formulating and executing human resource policies and practices that produce the employee competencies and behaviors the company needs to achieve strategic aims
 - B Planning the balance of internal strengths and weaknesses with external opportunities and threats to maintain a competitive advantage
 - C Emphasizing the knowledge, education, training, skills, and expertise of a firm's workers
 - D Extending a firm's sales, ownership, and manufacturing to new markets

- 32 Sarah is the CHRO of a Software distribution company, and he has asked his HRBP to gather internal data to determine the organizational current position and capabilities, opportunities, and constraints. In what stage of the strategic planning process is t
- A Implementation
 - B Development
 - C Formulation
 - D Design
- 33 Which of the following tools is an easy and effective process for assessing an organization's strategic capability in comparison to threats and opportunities identified during the environmental scanning process?
- A Scientific rigor
 - B PESTLE analysis
 - C Qualitative opinions
 - D SWOT analysis
- 34 Which term refers to a set of quantitative performance measures that human resource managers use to assess their operations?
- A Case studies
 - B Metrics
 - C Practices
 - D Ratios
- 35 When reducing absenteeism is a goal of the current engagement plan, what metric should the HRBP use to measure specific outcomes?
- A Voluntary turnover rate
 - B Workers' compensation incident rate
 - C Revenue per employee
 - D Employee absence rate
- 36 Which of the following is the starting point to assessing the stability of the workforce via evaluating retention?
- A Understanding employee turnover
 - B Performing an engagement survey
 - C Interviewing managers
 - D Assessing the selection process
- 37 The Delphi technique is MOST commonly used in what type of instance?
- A Support senior management's position on social involvement programs
 - B Qualitatively forecast business plans with the use of isolated experts
 - C Gather objective data for management decision making
 - D Quantitatively define future problem-solving approaches
- 38 What is the extent to which a measurement is free from random error?
- A Sampling

- B Bias
 - C Reliability
 - D Validity
- 39 Alicia is an HRBP for a large Call Centre. She is currently leading a discussion with his HR coordinators to generate new techniques to deliver excellence to their client groups. The group utilizes a whiteboard and places related ideas and logical connect
- A Recorder
 - B Nominal
 - C Mind mapping
 - D Delphi technique
- 40 Jason Ho, an HR manager, recently had a meeting with the production manager to determine if the firm's vacation policy was strictly followed in the production department. Jason's role included knowing the topic well, being a good listener, and possessing
- A Facilitator
 - B Recorder
 - C Expert
 - D Manager
- 41 What is one advantage of utilizing observation as a data source?
- A Uses self-reported data
 - B Requires the ability to remove bias
 - C Time efficient for subjects
 - D Requires skill to be unseen
- 42 Which HR specialty involves preparing job descriptions?
- A Compensation manager
 - B EEO coordinator
 - C Job analyst
 - D Recruiter
- 43 Which of the following would most likely provide assistance to executives with long-term strategic plans?
- A Centers of expertise
 - B Embedded HR units
 - C Corporate HR groups
 - D Professional employee organizations
- 44 What is usually applied to analysis against a baseline, such as meeting production schedules or evaluating budget outcomes?
- A Variance analysis
 - B Ratio analysis
 - C Trend analysis
 - D Metric analysis

- 45 The circumstances under which an organization can terminate employment and the amount of payment the terminated employee receives is prescribed by:
- A The law, which differs by country
 - B The current employer handbook
 - C The original employee offer letter
 - D The employee benefit package
- 46 Learning activities or processes that may occur at any one of several levels within an organization (individual, group, or organizational) are known as:
- A Organizational learning
 - B Learning organization
 - C Development learning
 - D Learning activities
- 47 One of the most important reasons a company should maintain its policies online is to:
- A Communicate only the approved and most current version
 - B Promote usage and acceptance
 - C Communicate to all management
 - D Generate compliance
- 48 Which core function is almost always concerned with the efficient use of resources?
- A Operations
 - B Finance
 - C R & D
 - D Marketing
- 49 The practice of a third party providing dedicated services to HR and locating contractors within HR's organization is known as:
- A Outsourcing
 - B Co-sourcing
 - C Offshoring
 - D Onboarding
- 50 Greg is gathering data about the current workforce and forecasting future workforce needs. What process is Greg engaging in?
- A Workforce planning
 - B Workforce forecasting
 - C Workforce analysis
 - D Workforce staffing
- 51 The most common reason expatriates are chosen for assignment is:
- A Geocentric thinking
 - B Technical expertise
 - C Leadership development

- D Family relationship
- 52 Following Trompenaar's' model, put the phases of diversity and development for multinational corporations in order.
- A International, domestic, global, multinational
 - B Global, international, domestic, multinational
 - C Multinational, international, domestic, global
 - D Domestic, international, multinational, global
- 53 The HRBP has gathered input from a cross-functional group of in-the-field experts to advise her on the future emerging locations in the work for labor unrest and to devise predictions for its potential effect on business and staffing. The process is best
- A Due diligence
 - B Brainstorming
 - C Delphi
 - D Focus group
- 54 Which of the following is an advantage of utilizing a phone call as a means of communication?
- A Takes time and care to create
 - B Requires skill and time to practice
 - C Limits content that can be communicated
 - D Provides more opportunity for feedback
- 55 According to John French and Bertram Raven, what are the five ways in which leaders can create power?
- A Legitimate, reward, motivational, expert, referent
 - B Legitimate, reward, expert, referent, coercive
 - C Legitimate, honest, expert, referent, coercive
 - D Legitimate, reward, expert, dependable, coercive
- 56 Which of the statements is true regarding Maslow's Hierarchy of Needs?
- A Employees inherently do not like to work and must be strictly controlled
 - B Employees dislike rigid controls and inherently want to be successful
 - C Employees' needs are arranged in a hierarchy, and lower-level needs must be relatively satisfied in order for the higher need to emerge or serve to motivate
 - D Employees have three needs (achievement, affiliation, power) and probably have all three needs built in different proportion, with one type of need predominating
- 57 A government entity expects the safety records of a company are accurate and disclose all information about accidents and injuries. This concept is an example of:
- A Honesty
 - B Code of conduct
 - C Transparency
 - D Cultural relativism

- 58 A Vietnamese manager is having trouble providing employee development practices such as coaching and mentoring that emphasize empathy and support. According to Hofstede, this manager is struggling because of which cultural dimension?
- A Power distance
 - B Individualism/collectivism
 - C Uncertainty avoidance
 - D Masculine/feminine
- 59 The HRBP is looking for a high potential with a global mindset to send to India for special projects. What qualities would the HR professional be looking for?
- A The ability to take an international, multidimensional perspective that is inclusive of other cultures, perspectives, and views
 - B The ability to travel and learn other languages and is accepting of different types of food
 - C The ability to grow within the company's current business location
 - D The ability to change other's perspectives to coincide with one's own
- 60 Jessica just sat down to a plate of curry in India. Which cultural layer is exemplified by this meal?
- A Norms and values
 - B Basic assumptions
 - C Artifacts and products
 - D Implicit culture
- 61 Why is it important for the HR professional to apply an understanding of different types of culture in the global workplace?
- A To train local managers
 - B To share expertise with headquarters
 - C To maintain good governance across locations
 - D To help resolve conflicts and tensions that may arise due to differences
- 62 What are the four drivers of globalization strategy?
- A Domestic, multi-domestic, international, global
 - B Market, cost, governmental, competitive
 - C Eiffel tower, incubator, family, guided missile
 - D Ethnocentric, polycentric, regiocentric, geocentric
- 63 Formulation, development, implementation, and evaluation are the four steps of the:
- A Strategic planning process
 - B International assignee process
 - C ADDIE model
 - D Kirkpatrick model
- 64 _____ is common in international strategies, which tend to be headquarter-focused.
- A Power distance

- B Uncertainty avoidance
 - C Ethnocentrism
 - D Uncertainty avoidance
- 65 CTR Infotainment fills key positions with nationals of the parent company. Which management staffing scheme is CTR Infotainment utilizing?
- A Polycentric
 - B Regiocentric
 - C Ethnocentric
 - D Geocentric
- 66 Standardized global policies, common business practices, integrated technology systems, and a cohesive corporate culture that transcends geographical boundaries are all characteristics of what?
- A Global integration
 - B Local responsiveness
 - C Geocentricity
 - D Polycentricity
- 67 The HRBP is analyzing the costs and benefits of the assignment. Which phase of the global assignment process is she in?
- A Assessment and selection
 - B Management and assignee decision
 - C Pre-departure preparation
 - D Completing the assignment
- 68 A department has 30 employees; three employees leave and are replaced. What is the retention rate?
- A 0.9
 - B 0.1
 - C 0.3
 - D 0.03
- 69 What is the term that is used to describe a situation where the employee appears engaged by working longer hours and providing positive responses to an engagement survey but does not actually feel or think in an engaged way?
- A Negative engagement
 - B Transactional engagement
 - C Transitional engagement
 - D Emotional engagement
- 70 Which of the following is an example of a realistic job preview?
- A Pre-employment assessment
 - B Behavioral interview format
 - C Interview with future co-workers

- D Situational interview format
- 71 Sniper Systems has assigned the duties of chief sustainability officer to a senior manager and tasked this employee with identifying new opportunities for programs. At what stage of the corporate social responsibility maturity curve is Sniper Systems prob
- A Awareness
B Compliance
C Transformation
D Integration
- 72 Created by a network of business leaders from Europe, Japan, and the United States, what set of sustainability framework resulted from their efforts?
- A Caux principles
B ISO 90001
C SA 8000
D WTO guidelines
- 73 Which of the following is a type of liability insurance covering an organization against claims by employees, former employees, and employment candidates alleging that their legal rights in the employment relationship have been violated?
- A At-will Statute
B Employment practices liability insurance (EPLI)
C Attorney-client privilege
D Certificate of liability insurance
- 74 Jeff shared a customer's social media profile with a client as an example of a compelling profile. The HRBP investigated this situation and concluded that Jeff must be held accountable on the basis of:
- A Transparency
B Breach of confidentiality
C Conflict of interest
D Moral hazard
- 75 A primary advantage of unstructured versus structured interviewing techniques is that:
- A Structured interviews take less time
B In an unstructured interview, the interviewer can ask follow-up questions and pursue points of interest as they develop
C Unstructured interviews are in compliance with EEOC regulations, whereas structured interviews are not
D Unstructured interviews are more cost effective
- 76 A common repatriation problem for international companies is that:
- A Repatriation usually precipitates employee grievances
B There is usually high employee turnover following repatriation
C Repatriated employees usually demand significantly higher salaries

- D Repatriated employees generally do not wish to return to the U.S.
- 77 Which of the following is an advantage of utilizing a greenfield operation as a means of global expansion?
- A It allows for a new beginning in regard to the workforce, technology, and practices
 - B The new location can leverage the elimination of tensions from the local workforce
 - C The new location can adapt to local laws as needed
 - D It allows for a reduction in cultural tensions and encourages diversity
- 78 Comparing the expense of a program versus its projected and identifiable results is using which planning technique?
- A Zero-based budgeting
 - B MBO
 - C Cost-benefit analysis
 - D Variable budgeting
- 79 Performance standards are the expectations of management translated into which two key elements that employees can deliver?
- A Measurement and feedback
 - B Teamwork and acceptance
 - C Behaviors and results
 - D Productivity and engagement
- 80 An HR professional is investigating reasons for job turnover among company employees moving from one job or department to another. Which data collection method would provide the information without interdepartmental conflicts?
- A Surveys to all employees who have changed positions within the last year
 - B Group interviews with employees and previous supervisors to discuss reasons for job changes
 - C Search through performance appraisal files and personnel records to learn reasons for job turnover within the company
 - D Questionnaires distributed only to employees who have changed positions

Answer Key | Practice Test 1

Question	Answer
1	A
2	D
3	B
4	C
5	A
6	D
7	B
8	C
9	A
10	D
11	B
12	D
13	B
14	B
15	D
16	A
17	B
18	A
19	A
20	A

Question	Answer
21	D
22	C
23	C
24	B
25	B
26	B
27	A
28	C
29	B
30	B
31	B
32	A
33	C
34	D
35	B
36	D
37	A
38	B
39	C
40	C

Question	Answer
41	C
42	C
43	C
44	A
45	A
46	A
47	A
48	A
49	B
50	C
51	B
52	D
53	C
54	D
55	B
56	C
57	C
58	D
59	A
60	C

Question	Answer
61	D
62	B
63	A
64	C
65	C
66	A
67	B
68	A
69	B
70	C
71	A
72	A
73	B
74	B
75	B
76	B
77	A
78	C
79	C
80	C



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- 1 In order to identify threats and opportunities in the world outside the organization, HR managers must:
 - A Conduct a competitive analysis
 - B Perform a global analysis
 - C Evaluate the external workforce
 - D Engage in environmental scanning

- 2 If the Wage and Hour Division of the U.S. Labor Department investigates an employer's files looking for violations of the FLSA, it will focus on
 - A Employee time records
 - B Tax withholding records
 - C Calculation of compa-ratios
 - D Pay levels for all protected classes

- 3 In the HR context, "sustainability" is defined as
 - A The development of organizational policies and procedures that allow the organization to continue to operate in foreign countries which have strict environmental regulation
 - B The requirement for organizations in polluting industries, such as manufacturers and utility companies, to reduce their impact on the environment
 - C The ability to continue to operate, survive and adjust to significant change
 - D The ability to maintain proper employee flow in, through and out of the organization

- 4 Which of the following is most associated with Hersey and Blanchard's Leadership Model?
 - A Hygiene factors are important
 - B Goal setting must be collaborating
 - C Leadership is task-relevant
 - D Promotes a single best leadership style

- 5 The collective value of the capabilities, knowledge, skills, life experiences and motivation of an organizational workforce is called:
 - A Total human resources
 - B The organization's talent inventory
 - C The organization's intellectual assets
 - D Human capital

- 6 Which of the following is not important to performance management?
 - A Setting goals
 - B Proper orientation training
 - C On-going coaching and feedback
 - D Monitoring work objectives

- 7 Compensation and benefits managers in almost all organizations face a major and growing concern regarding the cost of
 - A equalization of pay between men and women
 - B incentive pay for hourly employees

- C health-care benefits
D outsourcing to lower-wage countries
- 8 _____ is the concept that the pay for all jobs requiring comparable knowledge, skills, and abilities should be similar even if actual duties and market rates differ significantly.
- A Pay equity
B Equal pay for equal work
C Equality in compensation
D Gender-neutral compensation
- 9 Which is an employer's offering designed to improve and promote health fitness?
- A American with Disability Act
B Pre-employment physicals
C Wellness
D Group health insurance
- 10 _____ is the amount estimated to allow an individual to meet his/her basic needs of food, clothing and shelter.
- A The minimum wage
B fair wage
C An honest wage
D The living wage
- 11 401(k) plan auto-enrollment for new hires:
- A Is a requirement of most retirement plans
B Is not advisable from an employee relations standpoint; employees tend to feel deceived
C Is not legal
D Is a great strategy to boost participation and encourage financial responsibility among employees
- 12 As an HR manager, you notice a decline in employee morale and increased absenteeism in your department. During a casual conversation with a few employees, you learn that they are feeling overwhelmed due to increased workload and tight deadlines. What is your next course of action to address this situation?
- A Implement a mandatory overtime policy to meet deadlines.
B Conduct a department-wide meeting to discuss the issues openly.
C Assign additional tasks to high-performing employees to balance the workload.
D Schedule one-on-one meetings with employees to understand their specific concerns and explore solutions.
- 13 In a team meeting, you observe that two team members, Tom and Jenny, are not communicating effectively, and it is affecting the team's collaboration. The project deadline is approaching, and their lack of coordination is jeopardizing the project's success. What is your next course of action to address this situation?
- A Assign blame to either Tom or Jenny in the team meeting to resolve the issue publicly.

- B Ignore the situation, assuming it will resolve itself over time.
 - C Schedule a team-building workshop for the entire team.
 - D Hold a private meeting with Tom and Jenny to understand the root cause and facilitate communication between them.
- 14 What does Title II Genetic Information Nondiscrimination Act (GINA) prohibit?
- A Discrimination of employees or applicants based on gender identity
 - B Discrimination of employees or applicants based on genetic information
 - C Unauthorized sharing of protected health information
 - D Discrimination of applicants based on disability status
- 15 For a profit-sharing plan to be effective, management must:
- A Be willing to disclose accurate financial and profit information to employees
 - B Increase innovative solutions to technical problems
 - C Not have high expectations of performance impact in the first year of the program
 - D Stabilize profits so that the annual payout is consistent
- 16 In which domain is workforce planning and employment a focus?
- A The employee life cycle
 - B Organizational strategy
 - C Managing performance
 - D Human resources operations
- 17 Employees who value _____ are most likely to be attracted to jobs allowing them to telecommute.
- A opportunities for early retirement
 - B work variety
 - C a fast-track promotion path
 - D flexibility
- 18 Attrition to reduce an employee surplus is most useful when:
- A Hiring programs are not affected.
 - B Turnover rates in the organization are high.
 - C Employee morale in the organization is low.
 - D The workforce reduction is needed in the short- term.
- 19 Top executives of an organization truly view the top HR executive as contributing to the strategic success of the firm when they request the HR manager to:
- A Improve the implementation of performance appraisals for supervisors
 - B Select a vendor for outsourcing benefits administration
 - C Streamline the employee selection process
 - D Evaluate potential merger candidates for organizational compatibility
- 20 What does the term "Compa ratio" measure in the context of compensation management?
- A The company's financial performance compared to industry benchmarks.

- B The ratio of executive salaries to entry-level salaries within the organization.
 - C The ratio of total compensation to base salary for an employee.
 - D The ratio of bonuses to incentives offered by competitors in the market.
- 21 To limit claims of discrimination, the corporate disciplinary process should be:
- A Standardized
 - B Swift and decisive
 - C Based on OFCCP guidelines
 - D Rigid and unyielding
- 22 The reason that cooperation between operating managers and HR staff is necessary for HR efforts to succeed is that_____.
- A HR professionals see the “coarse-grained picture” of organizational strategy while operating managers see the “fine-grained picture” of daily production
 - B HR designs processes that the operating managers must help implement
 - C HR professionals must implement processes that have been designed by top management and which impact operating managers
 - D HR professionals must react swiftly to initiatives created by operating managers
- 23 All of the following are potential outcomes of a successful pay-for-performance plan except:
- A Aligning employee behavior with organizational business goals
 - B Improved safety records
 - C Greater predictability of employee pay
 - D Retention of high performers
- 24 An HR best practice that most directly ties individual behavior to organizational strategy is
- A talent development
 - B pay for performance
 - C stringent hiring standards
 - D flexible work arrangements
- 25 A severe storm has destroyed Dunder Mifflin’s Scranton plant. The CEO decides not to rebuild but to relocate to a southern state and must lay off all the employees at the Scranton plant. As per the WARN Act, the CEO must:
- A Not be required to provide notice or pay as this layoff is due to a natural disaster
 - B Give 60-days advance notice of the layoff
 - C Provide the employees with 60-days pay in lieu of notice
 - D Not relocate as this action could be considered double breasting under Taft Hartley
- 26 What is an advantage of hiring externally rather than from inside the organization?
- A It brings a fresh perspective and creativity to the organization
 - B It can be less expensive for recruiting efforts
 - C It causes less conflict among coworkers
 - D External candidates are likely to be more competent

- 27 Egaar Properties, Inc. is making a bid for a federal government contract to build a bridge. In that bid, the construction company must allow for _____ wages for the employees.
- A Living
 - B Prevailing
 - C Minimum
 - D Median national industry
- 28 A new hire employee refuses to join the union and pay dues within the required timeframe of the labor agreement. The employer is forced to terminate the employee. In this case, the union security agreement is best known as:
- A Union shop
 - B Agency shop
 - C Closed shop
 - D Absolute shop
- 29 An employee comes to your office one day and nervously tells you he/she has knowledge of another employ who stole an item from a customer's home. He/she doesn't want to tell you who it is until you guarantee him/her anonymity. How would you handle this?
- A Promise that his/her name will remain anonymous and the employee in question will never know who complained
 - B Explain that you can never guarantee anonymity and that he/she is obligated to give the name of the accused now that you have knowledge of these events
 - C Tell him/her that you will do your best to ensure his/her name is kept confidential, but you can't make any guarantees
 - D Explain the importance of finding the person who stole the item and that you need his/her help
- 30 According to the overtime provisions of the FLSA, all of the following are true regarding non-exempt employees except:
- A They must have their incentive pay added to their base pay used for calculating overtime
 - B They do not qualify for overtime pay if they are traveling by bus to another work location during normal work hours
 - C They must receive overtime pay if they are driving a vehicle to a meeting during regular work hours
 - D They do not receive overtime pay for training that is not directly job related even if the training is outside of regular working hours
- 31 In a competency-based pay system employee are paid _____
- A according to their job performance, measured either by quality or quantity
 - B on the basis of their scores on annual competency tests
 - C on the skills and knowledge they have, whether they use these or not
 - D on whether they have added value to the organization in the last year
- 32 Which is the best term when planning & decision making of an organization are concentrated within a particular location/group?

- A Totalitarianism
 - B Governance
 - C Decentralization
 - D Centralization
- 33 In order to motivate workers to better task performance, common goal setting theories state that goals must be accompanied by:
- A Richer financial rewards
 - B Performance feedback
 - C The disciplinary process
 - D Employee engagement
- 34 Under the FLSA, which of the following would be classified as a non-exempt employee?
- A A sales representative who travels 3 days a week to meet prospective clients
 - B An electrician on staff at a casino
 - C The architect overseeing the construction of a new university library
 - D An artist creating murals for a high-end restaurant
- 35 Human resource management is defined as:
- A The design of the interface between the human capital of the firm and its technological and financial capital in order to efficiently and effectively reach organizational goals
 - B The designing of organizational systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals
 - C Supervising, monitoring, controlling, and disciplining employees in order to achieve organizational goals efficiently and effectively
 - D The efficient and effective use and coordination of human capital to ensure the profitability and long- term sustainability of the organization
- 36 Organizational development is best defined as:
- A Identifying, planning and executing necessary changes to the company
 - B An offshoot of human resource development
 - C A system for cultural transitioning after a merger or acquisition
 - D Methods for expanding the workforce
- 37 The explicit aspects of organizational culture include all of the following except:
- A training
 - B regulations
 - C policies
 - D sustainability
- 38 In mergers and acquisitions, the HR planning process begins with what process?
- A Analyzing the internal inventory of HR capabilities
 - B Addressing key HR processes
 - C Optimizing the workforce
 - D Conducting due diligence

- 39 Social media is currently used primarily in which context by the HR department?
- A Exit interviews
 - B Orientation
 - C Professional Development
 - D Employment branding
- 40 Which of the following has the goal to increase organizational performance by aligning goals and employee objectives throughout the organization?
- A Strategy planning
 - B Onboarding
 - C ADDIE Model
 - D MBO
- 41 The first federal law pertaining to labor relations was:
- A Norris-LaGuardia Act
 - B Railway Labor Act
 - C Taft-Hartley Act
 - D Wagner Act
- 42 One kind of bias that can occur during an interview is a halo bias. What is a halo bias?
- A An interviewer observes one positive trait in a candidate, and it positively influenced the perception of other traits
 - B Interviewers tend to rank candidates higher when they are similar to themselves
 - C An interview observes one negative trait in a candidate, and it negatively influences the perception of other traits
 - D Interviewer bases a hiring decision immediately upon their first impression of the candidate
- 43 What is the practice of storing, managing and processing data in remote, Internet-based servers commonly referred to?
- A Software as a Service (SaaS)
 - B Locally hosted computing
 - C Cloud computing
 - D E-commerce
- 44 Illegal acts by either employers or unions are called:
- A discrimination complaints
 - B violation and resolve charges
 - C unfair labor practices
 - D representation charges
- 45 As an HR manager, you are responsible for reviewing job applications and conducting interviews for a new position. How might confirmation bias influence your decision-making in this process?
- A By favoring information that confirms pre-existing beliefs about the ideal candidate.

- B By prioritizing objective assessments and ignoring personal impressions.
C By seeking diverse perspectives from multiple interviewers.
D By relying solely on the candidate's resume and ignoring the interview process.
- 46 A long-tenured and valued employee has recently been coming to work late, calling in sick on Mondays, and his/her overall appearance is messy and disheveled. He/she has also been behaving strangely and getting agitated more easily than usual. His/her supervisor has noticed these changes and is concerned about potential substance abuse issues. The next appropriate step would be to:
- A Offer the employee Family and Medical Leave Act (FMLA) protected leave to enroll and attend a rehab program.
B Explain that despite the substance abuse problem, he/she will be held to the same performance standards as any other employee
C Your company has a zero-tolerance policy, so his/her employment should be terminated immediately
D As an active drug addict, he/she is protected under the American Disabilities Act, so work with him/her to find a reasonable accommodation to help him/her get clean
- 47 What happens if an employee on leave submits a medical certification and human resources questions the validity of diagnosis and the professional's credentials?
- A HR may require a second opinion from another health-care provider
B HR should contact the medical professional for more information to maintain the employee's medical condition
C HR must make the best determination of its validity based on the information provided to maintain the employee's privacy
D HR may not contact the medical professional but should contact the employee for more information on the health condition
- 48 Which of the following steps is not considered part of the labor relations process?
- A Workers desire collective representation
B Union begins its organizing campaign
C Collective negotiations lead to a contract
D Injunctions are granted against unfair practices
- 49 A provision, where permitted, of a labor agreement that requires employees to join the union as a condition of employment is called:
- A A closed shop
B A union shop
C An agency shop
D Union checkoff
- 50 The strongest reason to join a union appears to be
- A Favoritism shown by supervisors in promotions, shift assignments, and transfers
B The need to fraternize with similar employees and assert personal leadership skills
C Dissatisfaction with wages, benefits, and working conditions

- D Personal preference for a union and social pressure to join
- 51 Which is a measure of internal processes in the balance scorecard framework?
- A Utilization of capital
 - B Profit and loss
 - C Employee capabilities
 - D Operational effectiveness
- 52 What is the most useful approach for attracting high-fit managerial or executive candidates when using e- recruiting?
- A The top salary and benefits package for each position
 - B A simple, universal interface that allows the candidate to see all listings at once without filters
 - C Information about the company culture, including a realistic job preview
 - D Statistical information about the proportion of candidates who are successful on the job
- 53 Which is an effective method for preventing salary compression?
- A Develop large recruiting pools
 - B Develop annual budgets and policies that limit annual salary increases
 - C Limit salary increases for employees at the top of salary ranges
 - D Encourage promotions from within the company
- 54 Companies that assign managers to foreign locations from headquarters follow what kind of international staffing policy?
- A Regiocentric
 - B Geocentric
 - C Polycentric
 - D Ethnocentric
- 55 Which of the following refers to the way organizations manage their relationships with employees as collective group rather than individually?
- A Team setting
 - B Pro management
 - C Union negotiations
 - D Labor relations
- 56 Strikes are largely prohibited in the public sector because
- A bargaining falls within the separate jurisdiction of each state
 - B the services provided by these employees are considered essential to the well-being of the public
 - C worker satisfaction is much higher
 - D federal law provides an effective grievance system
- 57 An HR manager is conducting a performance review for an employee named Chris. The manager has noticed that Chris consistently meets the required targets but tends to avoid taking on leadership responsibilities and collaborative projects. Despite having the skills, Chris

- seems reluctant to step into a leadership role. The manager is concerned about Chris's underutilized potential. What action should the HR manager take in this situation?
- A Recommend Chris for additional training to enhance leadership skills.
 - B Acknowledge Chris's preference for an individual contributor role and adjust expectations.
 - C Promote Chris to a leadership position to challenge and motivate him.
 - D Ignore the reluctance and assign Chris to lead a high-profile project to force leadership development.
- 58 Bargaining on all matters concerning rates of pay, wages, hours of employment, and other conditions of employment falls under:
- A Permissive issues
 - B Adversarial bargaining
 - C The bargaining zone
 - D Mandatory subjects
- 59 The primary form of industrial action taken by employers is:
- A The lockout
 - B The legal injunction
 - C The legal right to hire replacement workers
 - D A work slowdown
- 60 Grievance handling is more successful:
- A In unionized businesses
 - B In non-unionized businesses
 - C When supervisors are formally trained in the terms of the labor agreement and the development of counseling skills
 - D When union stewards are selected by management
- 61 When might a company prefer to use an alternative dispute resolution as a means to address employee relations issues?
- A When there is no union contract with a mutually agreed upon grievance procedure
 - B When the company has too few employees to be covered by employment discrimination laws
 - C When the company wishes to resolve issues in a less contentious way than is typical of addressing complaints through the legal system
 - D When the company has not established a budget line item for attorney fees
- 62 Which of the following is not one of the main reasons why employers are maintaining a nonunion status?
- A Expansion of the participative management style
 - B Competitive wages and benefits being offered in nonunion settings
 - C Profit sharing plans by employers
 - D Less effort on the part of unions to organize
- 63 In the U.S., the primary determining factor in whether employees unionize is
- A the management of the organization

- B federal government
 - C economic pressures
 - D actions by union organizers
- 64 The HR unit's responsibility with respect to unions is to
- A avoid unfair labor practices during organizing efforts
 - B monitor the climate for unionization and union relationships
 - C administer the labor agreement on a daily basis
 - D resolve grievances and problems between management and employees
- 65 The labor relations responsibilities of managers include
- A dealing with union organizing attempts at the company level
 - B helping negotiate the labor agreements
 - C monitoring the climate for unionization and union relationships
 - D administering the labor agreement on a daily basis
- 66 The HR director notices a trend of companies partnering with a not-for-profit organization. Which type of risk could the company avoid by aligning with the charity?
- A Financial
 - B Operational
 - C Strategic
 - D Legal
- 67 How might differing viewpoints, resulting from workplace diversity, impact group and organizational decision making?
- A By leading to faster decisions
 - B By increasing conflict, but leading to higher quality decisions
 - C By decreasing the likelihood of participants accepting the group's decisions
 - D By leading to participants being dissatisfied with the decision-making process
- 68 An employee of a unionized company who is elected to serve as the first-line representative of unionized workers is a (an):
- A Union organizer
 - B Member representative
 - C Union steward
 - D Business agent
- 69 Member elect representatives to interact with management and management may include managers and professionals as well as skilled/unskilled workers describes:
- A Labor union
 - B Heavy manufacturing sector
 - C Healthcare industry
 - D Communications industry
- 70 What is a characteristic of a low-context culture?

- A Words are few and there are long pauses
 - B Others are blamed for failure
 - C Time is flexible
 - D The end product is the most important
- 71 Unionized airline pilots are covered under the:
- A Wagner Act
 - B National Labor Code
 - C Airline Employment Act
 - D Railway Labor Act
- 72 What is the first step in the workforce planning process?
- A Analyze the available labor supply
 - B Identify the strategic staffing goals
 - C Forecast the organization's demands for labor
 - D Identify business strategy
- 73 The _____ Act, passed in 1947, answered the concerns of many that unions had become too strong, and attempted to balance the collective bargaining equation.
- A Norris-LaGuardia
 - B Landrum-Griffin
 - C Taft-Hartley
 - D Wagner
- 74 The purpose of right-to-work laws is to
- A encourage full employment in the economy
 - B make it illegal to force people to join a union to get or keep a job
 - C require that employers bargain in good faith with union representatives
 - D prohibit unions from organizing in a particular state
- 75 A firm that requires individuals to join a union before they can be hired is called a/an _____ shop.
- A restricted
 - B union
 - C agency
 - D closed
- 76 A/an _____ shop requires employees who refuse to join a union to pay amounts equal to union dues in return for the union's representation services
- A restricted
 - B union
 - C agency
 - D closed

-
- 77 What conflict management technique is the most appropriate when maintaining a good long-term relationship is very important?
- A Compromising
 - B Collaborating
 - C Avoiding
 - D Accommodating
- 78 What factor would be considered an HR organizational strength in a strengths, weaknesses, opportunities and threats analysis?
- A Market position
 - B Global expansion
 - C Technological advances
 - D Intellectual capital
- 79 Which employee recognition practice best fulfills an employee's need for self-actualization under Maslow's hierarchy of needs?
- A Career development opportunities
 - B Job-specific training
 - C Peer-to-peer recognition programs
 - D Compensation and benefits
- 80 Which principle of international labor is a global organization following by eliminating child labor in its worldwide factories?
- A Internal framework agreement
 - B Core labor standards
 - C Decent work agenda
 - D Forced labor convention

Answer Key | Practice Test 2

Question	Answer
1	D
2	A
3	C
4	C
5	D
6	B
7	C
8	A
9	C
10	D
11	D
12	D
13	D
14	B
15	A
16	D
17	D
18	B
19	D
20	C

Question	Answer
21	A
22	B
23	C
24	B
25	C
26	A
27	D
28	A
29	A
30	D
31	C
32	D
33	B
34	B
35	B
36	A
37	D
38	D
39	D
40	D

Question	Answer
41	B
42	A
43	B
44	C
45	A
46	A
47	A
48	D
49	B
50	C
51	C
52	C
53	D
54	D
55	D
56	B
57	B
58	D
59	A
60	C

Question	Answer
61	C
62	D
63	A
64	B
65	D
66	C
67	B
68	C
69	A
70	B
71	D
72	A
73	C
74	B
75	D
76	C
77	B
78	D
79	A
80	B



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- 1 The checkers and baggers at Al Meera Hypermarket have approached the loading dock workers to cooperate in a union organizing attempt. The NLRB will decide whether these three groups of employees constitute a bargaining unit based on:
 - A Mutuality of concerns
 - B Community of interest
 - C Commonality of conditions
 - D Similarity of employment

- 2 At which step in the development of an organization's corporate social responsibility (CSR) program is HR representation most critical?
 - A Establishing the mission, vision, and values
 - B Developing the CSR strategy
 - C Responding to reports of violations of corporate standards of conduct
 - D Conducting orientation and training

- 3 Which is the best example of noise during the communication process?
 - A Failing to carefully read an important message due to a high volume of emails
 - B Attempting to understand the technical jargon contained in a colleague's memo
 - C Communicating gaps in benefits knowledge to an associate
 - D Using video conference instead of a conference call when meeting a client

- 4 Which environmental factor is the most consistent throughout a global organization?
 - A Economical
 - B Political
 - C Technological
 - D Social

- 5 The process of _____ uses a neutral third party to make a decision when there is an impasse in collective bargaining.
 - A arbitration
 - B conciliation
 - C mediation
 - D fact-finding

- 6 Union members refuse to work in order to put pressure on an employer during a
 - A slowdown
 - B lockout
 - C strike
 - D boycott

- 7 The unionized employees and the management of Star Travels have had a history of hostile relations. The union contract has a no-strike clause that applies during the life of a labor contract. One day, 33 employees throw down their tools in disgust at a supervisor's comment that they will all be working weekends for the next three months. The workers walk out. These employees have engaged in a (an):

- A Wildcat strike
 - B Unfair labor practice strike
 - C Legal protest
 - D Work slow-down
- 8 Which is an example of an intangible reward provided as part of a total rewards compensation philosophy?
- A Employee training
 - B Paid time off
 - C Workplace autonomy
 - D Equity award
- 9 Which is the best example of a lag indicator of business performance?
- A Profit
 - B Employee engagement
 - C Customer engagement
 - D Attrition ratio
- 10 Which is the initial step in the development of a diversity training program?
- A Select appropriate training method
 - B Analyze diversity training marketplace offerings
 - C Analyze competitors' diversity training
 - D Develop diversity training goals
- 11 The NLRB will not set up bargaining units based on:
- A Wages
 - B Training
 - C Job duties
 - D Age of employees
- 12 A new father, who has not exhausted his Family and Medical Leave Act (FMLA) leave for the year, has requested the next 12 Fridays off to care for his new baby. He cites "baby bonding time" under the FMLA law and fees that this intermittent leave qualifies His supervisor had expressed the challenge this will present his department as they usually have a time-sensitive report to submit each Friday. What is the best course of action for the company?
- A Decline the employee's request as this would clearly present a hardship on this department
 - B Approve the employee's request as he still has FMLA leave available
 - C Speak with the supervisor to see if other employees in the department would be able to work overtime on Fridays to cover the absence of this employee. If so, allow the request
 - D Require that the employee uses vacation time or paid time off as this would not quality for FMLA
- 13 After a lengthy investigation concludes, a sexual harassment complaint is determined to be unfounded. What is the most appropriate course of action?
- A Disciplinary action for the complainant- there were no grounds for the complaint

- B Disciplinary action would be considered retaliation if the complainant were to be disciplined for making a complaint
 - C Initiate a gentle conversation with the complainant and subject together to describe the results of the investigation
 - D Disciplinary action should be taken only if the reason was malicious
- 14 Which statement does not describe unlawful harassment?
- A Unwelcome conduct that is based upon the victim's protected status
 - B Any type of bully or unwelcome conduct from a supervisor
 - C Enduring offensive conduct becomes a condition of employment
 - D Behavior that is severe and pervasive enough that a reasonable person would find it hostile or abusive
- 15 Pickets may prevent trucks and railcars from entering a struck business because
- A the union has a legal right to obstruct the business of the employer they are striking against
 - B picketing during a strike carries a legal obligation on the part of the employer to cease operations, including delivery of goods and materials
 - C Operators of trucks and railcars must get permission from the picketing union to enter the premises
 - D unions often refuse to cross another union's picket line
- 16 In order for an employee's grievance to be considered formally
- A it must be in direct violation of the labor agreement
 - B it must have resulted in loss of pay or economic benefit to the employee
 - C it must be filed with the National Labor Relations Board
 - D it must be expressed orally or in writing
- 17 You are a supervisor who manages a small team of three professionals. One in particular is a high performer with a great attitude. Unfortunately, he/she made a huge error on his/her most recent client report, which ended up costing the organization a significant amount of money. It is an error that you need to address, but you don't want to dampen his/her spirits as he/she tends to be sensitive to developmental feedback. How should you proceed?
- A Send an email with the details of the mistake to be less confrontational
 - B Explain the mistake and the impact it had on the company. Warn him/her that if it happens again, he/she might be disciplined
 - C Document the event in the details of his/her next performance review
 - D Remain neutral and state the facts of the mistake in the report. Ask for feedback on how he/she can avoid these mistakes in the future
- 18 Under Fair Labor Standards Act (FLSA) guidelines, what are employees entitled to?
- A One 30-minute lunch and two 15-minute breaks for every eight hours worked
 - B No required lunch or rest periods
 - C One hour lunch and two 10-minute breaks for every eight hours worked
 - D One 30-minute lunch break for every four hours worked

- 19 The Screen Actors Guild, where all the members work as actors in movies, TV, and videos is a _____ whose members do one type of work, often using specialized skills and training.
- A craft union
 - B apprenticeship guild
 - C industrial union
 - D membership guild
- 20 Amid the general trend of union decline, union membership is growing among unions in the _____ industry.
- A aviation
 - B chemical
 - C communications
 - D health-care
- 21 The Wagner Act, the Taft-Hartley Act, and the Landrum-Griffin Act are collectively known as the:
- A Constitution of Labor
 - B Labor/Management Acts
 - C National Labor Code
 - D Employee Relations Acts
- 22 The union organizing campaign at Harvest Ocean, Inc. has been intense. Neither the union nor the company feels that the election is a sure victory for it. Every vote cast by the 400 employees in the bargaining unit is critical. At the end of the election, only 300 employees have voted For the UNION to win, it needs to have votes.
- A 200
 - B 201
 - C 250
 - D 151
- 23 Graeme's supervisor has asked to speak with him privately about an "important matter." Graeme is a unionized employee. He suspects that his supervisor plans to give him a written warning about being tardy in returning from lunch. According to Graeme's Weingarten rights:
- A His supervisor may not discipline a unionized employee unless the formal grievance procedure has begun
 - B The supervisor must request permission from the union steward to question Graeme
 - C He may file a grievance against management if the interview results in discipline
 - D Graema has the right to insist that a union representative be present
- 24 What is a "top-heavy" 401(k) plan?
- A A plan with an average deferral by highly compensated employees at 2% greater than non-highly compensated employees
 - B A plan with more than 60% participation by executives
 - C A plan with greater than 40% of its total value in the accounts of "key" employees

- D A plan with greater than 60% of its total value in the accounts of “key” employees
- 25 Green Valley, a national chain of grocery stores, was locked in a long and bitter economic strike with the union representing its employees. During the strike, Green Valley replaced the striking workers. Now that the strike is over, many of the strikers want their old jobs back. Green Valley.....
- A must rehire these former employees in states where there are right-to-work laws
- B may replace these former employees
- C cannot legally rehire these former employee
- D must rehire these former employees in all states in which Fresh Foods operates
- 26 Focus groups are an effective means of gather employee feedback. In what circumstances are they best suited?
- A Unstructured brainstorming sessions
- B Fewer than five participants
- C Employees in the same division or department
- D Specific subjects of discussion
- 27 After a hard-fought union organizing campaign, which Universal Elements lost, the first contract negotiations have begun. Universal Elements hopes to wear down the union in negotiations and have a contract that is favorable to management. As part of this strategy, Universal Elements is requiring that the management contract negotiators must return for top management approval of each and every issue that arises during negotiations. Universal Elements is
- A not negotiating in good faith
- B engaged in typical collective bargaining behavior
- C showing willingness to cooperate in the give-and- take of negotiation
- D being a skillful negotiator
- 28 It would be an unfair labor practice to _____ during the unionization process.
- A forbid distribution of union literature during work hours in work areas
- B promise employees pay increases if they vote against the union
- C tell employees the disadvantages of having a union
- D discipline an employee who violated company policy.
- 29 Human resources have been tasked with creating a comprehensive and consistent training program in an organization that has never had a structured program in the past. Previously, training was administered and tracked differently across departments according to their specific needs and requirements. What should be human resource’s first task in creating the program?
- A Researching learning management systems—obtaining quotes, checking references, and so on
- B Becoming familiar with the legal requirements and best practices of training programs in the industry

- C Creating an organization-wide training calendar with scheduled training assignments and due dates
 - D Taking inventory of each department's training needs and current processes
- 30 Human resources have been tasked with creating a comprehensive and consistent training program in an organization that has never had a structured program in the past. Previously, training was administered and tracked differently across departments according to their specific needs and requirements. What criteria is the least important to consider when deciding on training delivery methods and course durations for the new program?
- A Legal obligations to remain compliant
 - B Workplace logistics and preferred learning styles of employees—that is, are there field-based employees who may not have easy access to a learning management system, or perhaps employees aren't able to step away from their desks for long durations
 - C Current training delivery methods and course durations
 - D The content of the training being delivered
- 31 When preparing to make an offer to a candidate, recruiters must consider several factors before deciding how much to offer within the applicable pay scale. What factors should NOT be considered?
- A The candidate's expectations
 - B The candidate's current compensation
 - C Internal equity- how much the other incumbents are being paid for the same job
 - D The candidate's potential commute
- 32 A bargaining unit consists of:
- A Employees being recruited by the union
 - B Employees to be covered by the agreement
 - C Hourly employees
 - D Employees below the management level
- 33 A supervisor, Jake, gives you a call and says, "I have an issue. Another supervisor, Kyle, made a joke about one of my employees that made her feel uncomfortable." Jake goes on to describe the insensitive joke about a "black gay person" that Kyle told the African American employee, Brenda. Jake finishes with, "So what do I do?" Kyle is a well-liked supervisor who has never crossed the line before. According to Jake, Brenda and Kyle are friends, and she doesn't want him to "get into trouble," but she thought she should at least mention it. Which is the best next step for HR?
- A Document the interaction between Kyle and Brenda based on the facts presented by Jake. Save it in case another questionable scenario with Steve ever comes up
 - B Speak with Brenda directly, and document the conversation. Ask her how she wants you to proceed
 - C Thank Jake for bringing this to your attention, and ask that he let you know if it ever happens again. Take no further action because this was an isolated incident with Kyle
 - D Have an informal but stern conversation with Kyle. Explain that his joke was inappropriate and should never happen again

- 34 A number of legal tactics may be used by management representatives to try to defeat a unionization effort. These include:
- A Threatening to close down or move the company if a union is voted in
 - B Asking employees how they plan to vote or if they have signed authorization cards
 - C Showing employees articles about unions and relating negative experiences others have had elsewhere
 - D Urging employees to persuade others to vote against the union
- 35 In the context of Fair Labor Standards Act (FLSA) which statement is true regarding the concept of workers being “engaged to wait” versus “waiting to be engaged”?
- A An employee who is “engaged to wait” is relieved of duty, so he/she does not need to be paid unless he/she is called to work
 - B An employee who is “engaged to wait” is generally on call and can use his/her time freely as long as they’re able to make it to the workplace in the event they are called
 - C An employee who is “engaged to wait” is effectively on duty and must be paid for that time
 - D An employee who is “waiting to be engaged” is usually required to remain at the workplace or nearby in case they are needed
- 36 Right-to-Work laws allow states to
- A establish emergency strike provisions when a strike threatens public welfare
 - B maintain a list of arbitrators to assist in contract settlement
 - C pay less than the federal minimum wage
 - D forbid compulsory union membership.
- 37 Which of the following is prohibited by the NLRA?
- A Arbitrary injunctions
 - B Collective bargaining
 - C Employer domination of unions
 - D Yellow dog contracts
- 38 Which of the following statements about the Taft-Hartley Act is true?
- A It allowed employers to file ULP charges against unions
 - B It established the NLRB
 - C It prohibited paycheck deduction of union dues
 - D It allowed employers to establish company- sponsored labor unions
- 39 Return to Work (RTW) programs are an effective tool to help transition employees back to full duty. When are they used?
- A An employee experiences an injury, whether on the job or off duty
 - B An employee experiences an on-the-job injury
 - C Family and Medical Leave Act (FMLA) protected leave is denied for the employee
 - D An employee’s physician will not give a medical release

- 40 Stark Corp is experiencing a rapid increase in new projects and, in turn, revenue. Because of this influx of new work, the hiring pace has quickened as well. The employee headcount is projected to grow from 5000 employees to 6000 over the course of the year. Unfortunately, turnover seems to be increasing at the same rate, and it seems to be mostly newer employees leaving the organization. What would be the most impactful action human resources could take to identify the cause of this increase in turnover?
- A Conduct exit interviews with each employee who leaves the organization. Identify trends in the reasons mentioned
 - B Speak with the managers of each exiting employee. Ask if they have any insight on why the individuals are choosing to leave the organization
 - C Analyze the recruitment strategy and interview notes when the employee was hired. Because they're often new employees who leave quickly, it's likely that the wrong hiring decision was made
 - D Send out an employee satisfaction survey to all employees. Identify areas of discontent among current employees
- 41 Stark Corp is experiencing a rapid increase in new projects and, in turn, revenue. Because of this influx of new work, the hiring pace has quickened as well. The employee headcount is projected to grow from 5000 employees to 6000 over the course of the year. Unfortunately, turnover seems to be increasing at the same rate, and it seems to be mostly newer employees leaving the organization. The exit interview comments have shown that employees feel overwhelmed and burnt out—this is causing employees to quit within their 90-day probationary period. What would be a possible solution human resources could take to reduce turnover?
- A Introduce every Friday as a work-from-home day to improve work-life balance
 - B Improve new hire orientation and training, ensuring that new hires are able to get up to speed quickly
 - C Implement realistic job previews during the interview process to give candidates a better idea of what will be expected of them
 - D Speak with managers and supervisors, relay this information, and request that they lighten the workload for all employees
- 42 How would you describe the most effective approach to diversity recruitment?
- A work assignments and the filling of vacant positions.
 - B Alter workplace practices to appeal to multiple generations of employees-leverage technology where appropriate, and train older workers on this technology
 - C Train hiring managers and other interviewers on appropriate, and inappropriate, questions to ask during an interview
 - D Expand advertising sources to include diversity-focused professional organizations and websites
- 43 According to Maslow's Hierarch of Needs, what follows the need for feeling valued and respected as the highest step in the pyramid?
- A Physiological
 - B Love and belonging

- C Safety and security
 - D Self-actualization
- 44 Double-breasting is defined as:
- A An employer who has separate operations, both of which are union
 - B An employer who has a union operation and a network of nonunion allies
 - C An employer who has both union and nonunion operations
 - D Employers who have an agreement to provide labor to each other during strikes
- 45 What guideline does the 4/5 rule refer to?
- A Potential disparity in recruitment and selection of protected classes
 - B Affordability for health-care insurance under the Patient Protection and Affordable Care Act
 - C Eligibility for labor union membership
 - D An employee's ability to perform the essential functions of his/her job
- 46 A CEO of a mid-sized technology company has gained a reputation for berating others in meetings, firing employees who make minor mistakes, and micromanaging his/her senior leadership team. How would you describe the likely culture of the company and its employees?
- A Competitive among employees with a cutthroat mentality
 - B Fear based with minimal contribution from employees
 - C Tight-knit-employees commiserate about their experiences with the CEO
 - D High-performing-employees wanting to prove to the CEO wrong by doing their best work
- 47 A CEO of a mid-sized technology company has gained a reputation for berating others in meetings, firing employees who make minor mistakes, and micromanaging his/her senior leadership team. As a human resources (HR) leader in this organization reporting to the CEO, how would you propose fixing this leadership challenge?
- A Clearly communicate with your own HR staff and other employees in the organization that you're aware of the issues and are working to resolve it. Offer an open door to anyone who needs to talk about their challenges
 - B Hire a third-party consultant to conduct a leadership assessment with the entire executive team, including the CEO
 - C Launch an internal investigation into inappropriate behaviors by the CEO. Interview multiple employees across the organization about their unpleasant interactions
 - D Begin looking for another job. The CEO runs the company how he/she wishes and will likely not be receptive to feedback or any attempts to correct behavior. It's best to begin looking for a better work environment elsewhere
- 48 Which of the following processes results in a decision that is binding to both parties?
- A Facilitation mediation
 - B Fact-finding mediation
 - C Arbitration
 - D Alternative dispute resolution

- 49 Which of the following is considered a lawful practice?
- A Featherbedding
 - B Slowdowns
 - C Wildcat strikes
 - D Sympathy strikes
- 50 _____ is the practice in which unions use paid organizers to apply for jobs at a targeted employer for the purpose of trying to organize other workers.
- A Planting
 - B Intruding
 - C Subversion
 - D Salting
- 51 Dependent enrollment with COBRA continuation coverage:
- A Is required if the primary beneficiary is enrolled
 - B Is allowed even if the primary beneficiary is not enrolled
 - C Is only permitted if the primary beneficiary is enrolled
 - D Is generally not permitted in any insurance
- 52 Which step is not part of the evidence-based decision-making process?
- A Identify and frame the situation
 - B Consider the opinions of applicable subject matter experts
 - C Ask for factual feedback from stakeholders
 - D Gather evidence from internal and external sources
- 53 Which one of the following is considered a legal tactic which management may use to attempt to defeat a unionization effort?
- A Showing employees articles about unions and relating negative experiences which others have had elsewhere
 - B Asking employees how they plan to vote
 - C Threatening to close down a plant or move the company if a union is voted in
 - D Urging employees to persuade others to vote against a union
- 54 How would you describe employee engagement?
- A An employee who is ambitious and works hard but is always looking outside the organization for new opportunities
 - B Engagement that is generally higher within the first 30 days after hire but that usually fades
 - C An employee who is satisfied with his/her job
 - D An employee with commitment to the organization and motivation to perform well
- 55 GXA is an insurance company with 700 employees based out of the home office in Maine. They have 250 employees working remotely from their homes all over the country. The GXA office is always buzzing with activity and events— company meetings, Friday social hour, summer BBQ, and holiday parties for employees and their families. The remote employees have been complaining because they feel disconnected from the home office. Unfortunately,

- the budget doesn't allow for frequent visits for the remote employees to visit the home office. What would be a creative solution to help the remote employees feel more included while keeping costs low?
- A Post photos of the events on the company intranet so remote employees can see them
 - B Invite the remote employees to attend the holiday party and summer BBQ; however, they would be responsible for covering the cost of their own transportation and lodging
 - C Set up a dial-in/web cam for the company meetings and social events so that remote employees can hear and see the activity
 - D Organize periodic social meet-ups for remote employees who live near one another
- 56 GXA is an insurance company with 700 employees based out of the home office in Maine. They have 250 employees working remotely from their homes all over the country. The GXA office is always buzzing with activity and events— company meetings, Friday social hour, summer BBQ, and holiday parties for employees and their families. The remote employees have been complaining because they feel disconnected from the home office. Unfortunately, the budget doesn't allow for frequent visits for the remote employees to visit the home office. What is the biggest disadvantage of having a remote workforce?
- A The possibility for employees to misrepresent their work time
 - B Lack of communication between coworkers and employees and managers
 - C Home-based employees likely to encounter too many distractions and not being as efficient
 - D Possible safety and risk concerns for employees to hurt themselves away from the office
- 57 GXA is an insurance company with 700 employees based out of the home office in Maine. They have 250 employees working remotely from their homes all over the country. The GXA office is always buzzing with activity and events— company meetings, Friday social hour, summer BBQ, and holiday parties for employees and their families. The remote employees have been complaining because they feel disconnected from the home office. Unfortunately, the budget doesn't allow for frequent visits for the remote employees to visit the home office. What could be the biggest advantage of having a remote workforce from a human resources perspective?
- A Lower overhead costs-less office space and equipment required
 - B No commute for remote employees, resulting in fewer emissions for the environment
 - C Better overall work-life balance for remote employees, resulting in higher morale and more successful recruitment efforts
 - D No need for child care for remote employees
- 58 What questions should interviewers avoid asking candidates during an interview?
- A Are you able to work for our company without immigration sponsorship?
 - B It sounds like you have an accent. Where are you from?
 - C Do you live close to our office?
 - D Are you able to perform the work duties without accommodation?
- 59 _____ is a process that uses a neutral third party to make a decision.
- A Arbitration

- B Mediation
 - C Negotiation
 - D Collective bargaining
- 60 A unionized employee generally has a right to union representation if he/she is being questioned by management and if discipline may result. These are called:
- A Representation
 - B Weingarten rights.
 - C Neffler rights.
 - D Wagner rights.
- 61 At the TelNet call center, a male accent instructor comments about a female employee saying she has “kissable lips”, he then approaches her and grabs her cheeks forcing her to pout her lips. She pushes him away and tells him to stop. The following day he teases her about the incident. The employee reports both incidents to the Toby Henderson the HRBP for the TelNet call center. The first thing Toby should do is:
- A Give the female employee a few days off to compose herself
 - B Begin an investigation
 - C Transfer the female employee to another TelNet call center.
 - D Suspend the male employee without pay
- 62 An accent instructor has been 10 to 15 minutes late each day. When Toby Henderson the HRBP brings up the issue with the employee she learns that the employee’s spouse has dementia and the employee cannot leave home until the caregiver arrives. What is the BEST option that will meet the needs of the employee and the company?
- A Toby should recommend the employee be terminated due to poor attendance
 - B Management should allow the employee to shorten the workday by 15 minutes
 - C Management should deduct the employee’s pay by 15 minutes per day
 - D Adjust the employee’s schedule to allow for later arrival and departure
- 63 The Qserve Tech Company has recently purchased a customer relationship management system (CRM) that will allow the customer service team to enter orders, generate shipping tickets, and view information entered by the account managers. The CRM will increase the speed of the ordering process, but it is a complex system with many different modules which can make mastering the system difficult. Qserve Tech is providing week-long training sessions for the customer service team and plans to evaluate its effectiveness one month after the training is complete. What learning curve do you expect to see from the customer service team?
- A S-Shaped
 - B Plateau
 - C Increasing returns
 - D Decreasing returns
- 64 The Qserve Tech Company has recently purchased a customer relationship management system (CRM) that will allow the customer service team to enter orders, generate shipping

- tickets, and view information entered by the account managers. The CRM will increase the speed of the ordering process, but it is a complex system with many different modules which can make mastering the system difficult. Qserve Tech is providing week-long training sessions for the customer service team and plans to evaluate its effectiveness one month after the training is complete. Which of the following will BEST determine the effectiveness of the training?
- A Completing a survey upon completion of the training
 - B Testing the customer service team on the features of the CRM
 - C Tracking the number of orders processed per day before and after the training
 - D Make note of the attitude of the participants towards the new CRM
- 65 The Qserve Tech Company has recently purchased a customer relationship management system (CRM) that will allow the customer service team to enter orders, generate shipping tickets, and view information entered by the account managers. The CRM will increase the speed of the ordering process, but it is a complex system with many different modules which can make mastering the system difficult. Qserve Tech is providing week-long training sessions for the customer service team and plans to evaluate its effectiveness one month after the training is complete. What stage of the ADDIE model is Trifold in when it is determining the effectiveness of the training?
- A Needs analysis
 - B Evaluate
 - C Develop
 - D Design
- 66 The Qserve Tech Company has recently purchased a customer relationship management system (CRM) that will allow the customer service team to enter orders, generate shipping tickets, and view information entered by the account managers. The CRM will increase the speed of the ordering process, but it is a complex system with many different modules which can make mastering the system difficult. Qserve Tech is providing week-long training sessions for the customer service team and plans to evaluate its effectiveness one month after the training is complete. According to the Kirkpatrick model, what is the BEST level of training evaluation that Qserve Te can measure?
- A Reaction
 - B Learning
 - C Behavior
 - D Results
- 67 Dwight Schrote, a salesman, is terminated due to the recent loss of several large company contracts. Dwight has consistently had positive performance reviews, but the company must immediately move forward with a reduction in force. Dwight participated in the company's health insurance and 401(k) benefits. What is the BEST course of action to minimize the risk that Dwight will file a lawsuit?
- A Provide Dwight a severance agreement and have him sign a release
 - B Provide Dwight with outplacement services
 - C Provide Dwight with EAP services

- D Provide Dwight with a referral letter and a party to celebrate his past accomplishments with the company
- 68 Dwight Schrute, a salesman, is terminated due to the recent loss of several large company contracts. Dwight has consistently had positive performance reviews, but the company must immediately move forward with a reduction in force. Dwight participated in the company's health insurance and 401(k) benefits. If Dwight elects COBRA coverage, how long will he be eligible to participate?
- A 18 months
 - B 24 months
 - C 36 months
 - D 48 months
- 69 Dwight Schrute, a salesman, is terminated due to the recent loss of several large company contracts. Dwight has consistently had positive performance reviews, but the company must immediately move forward with a reduction in force. Dwight participated in the company's health insurance and 401(k) benefits. How long is the company required to keep Dwight's I9 form after his termination?
- A 1 year from termination date
 - B 1 year from termination date or three years from hire date, whichever is longer
 - C 1 year from termination date or two years from hire date, whichever is longer
 - D Place the I9 in Dwight's HR folder and follow company's retention policy
- 70 Due to an urgent need to cut costs, Playo, Inc., has decided to eliminate its quarterly off-site training conference for managers at all four of its locations with video conferencing. This reduces travel costs significantly and allows the company to lay off two training staff. This is an example of:
- A Outsourcing an organizational function
 - B Aligning HR activities with organizational productivity efforts
 - C Re-designing work
 - D Organizational restructuring
- 71 In order to lessen the conflict between the administrative and the developmental roles of performance appraisal, the recommended practice is to:
- A Have the employee's manager deliver the administrative feedback, including pay information, and have HR staff to address the developmental issues in a separate interview
 - B Combine both types of feedback into the same appraisal interview, but deal with pay issues first as that is the employee's primary concern
 - C Separate the administrative feedback and the developmental feedback into different interviews
 - D Communicate all feedback to the employee in writing two weeks before the appraisal interview so there will be no surprises during the interview
- 72 Jim Halpert, the sales director for Dunder Mifflin Inc., has developed a program for teaching salesmen how to do effective presentations to prospective clients. Each salesman will be

- required to develop a presentation about a particular product line so that at the end of the course, the salesman has a ready-to-deliver presentation. This training program should be effective for the engineers for all of the following reasons except:
- A The training is problem-centered
 - B They will expect better reactions from prospective clients
 - C The skills will be “overlearned” once the course is completed
 - D The experience is work-related
- 73 When HR is viewed negatively in an organization, the complaints are typically expressed as:
- A HR managers being excessively focused on their gatekeeping roles
 - B HR managers viewing themselves as organizational change agents
 - C High-level HR managers being overly focused on results rather than activities
 - D The HR function being too heavily involved in forming organizational competitive strategy
- 74 Success is found when HR management provides the organization with a sufficient supply of qualified individuals to fill the jobs in the organization’s _____.
- A employee and labor relations
 - B talent management
 - C staffing
 - D equal employment opportunity
- 75 The vice president of marketing at Glow Beauty Products has left to create her own company. She is taking with her some key managers in the areas of product development, finance and sales. Glow Beauty Products’ continued smooth functioning after these departures will largely depend on:
- A Whether there are high potential employees who have been plateaued and who are ready to move into these openings
 - B A flexible organizational culture
 - C The effectiveness and efficiency of Glow’s management training program
 - D A complete and up-to-date succession plan
- 76 What is not a cost of training that typically should be taken into account when calculating the costs and benefits of a training program?
- A Hotel and food expenses for trainees if training is off-site
 - B Opportunity cost of trainees being away from work
 - C The trainer’s salary and time
 - D Reduction in morale of employees who were not selected for training
- 77 Taking a “green” approach with HR policies can result in all of the following, except:
- A Reduced operational costs
 - B A positive effect on attracting, retaining and motivating employees
 - C A reduction in the need for safety and health professionals in the organization
 - D A more strategic emphasis in the organization
- 78 Development is distinguished from training, in that

- A development provides people with specific, identifiable knowledge and skills for use on their present jobs
 - B training is usually provided internally whereas development takes place in external learning environments
 - C development is broader in scope, focusing on individuals gaining new capabilities useful for both present and future jobs
 - D EEO laws and regulations apply primarily to training not development
- 79 The extent to which employees feel linked to organizational success and how the organization performs positively is termed
- A employee engagement
 - B employee organizational commitment
 - C employee morale
 - D employee performance motivation
- 80 Of the following performance appraisal systems, the ones most likely to be the subject of a discrimination lawsuit is/are:
- A Systems based on critical incidents
 - B The forced distribution system
 - C Systems using numerical measures of performance
 - D Systems using behaviorally-anchored rating scales

Answer Key | Practice Test 3

Question	Answer
1	B
2	B
3	B
4	D
5	A
6	C
7	A
8	C
9	A
10	A
11	D
12	A
13	D
14	B
15	D
16	D
17	D
18	B
19	A
20	D

Question	Answer
21	C
22	D
23	C
24	D
25	B
26	D
27	A
28	B
29	D
30	B
31	B
32	B
33	B
34	C
35	C
36	D
37	C
38	A
39	A
40	A

Question	Answer
41	C
42	D
43	D
44	C
45	A
46	B
47	B
48	C
49	D
50	D
51	B
52	B
53	A
54	D
55	D
56	B
57	C
58	B
59	A
60	B

Question	Answer
61	B
62	D
63	C
64	C
65	B
66	D
67	A
68	A
69	B
70	C
71	C
72	C
73	A
74	C
75	D
76	D
77	C
78	C
79	A
80	B



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