SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 3

400 Questions

Operational and applied HR knowledge at the SHRM-CP level

Aligned to the 2026 SHRM BASK • Law and guidance current as of October 2026

Summit Study Guides

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How to Use This Set

Answer each question on your own first, choosing the single BEST answer. The real exam allows 220 minutes for 134 questions, so aim for about 1.6 minutes per question. Then check your work against the separate answer key and read every explanation, including for the questions you got right, because the reasoning is what transfers to new questions on exam day.

SHRM-CP Practice Set 3

400 questions • Answer key and explanations in the separate Answer Key file

Choose the single BEST answer for each question. The real exam gives 220 minutes for 134 questions, so pace yourself at roughly 1.6 minutes per question.

1. A manufacturer will furlough 120 hourly employees for four weeks because of a parts shortage. Employees will keep their jobs and health coverage during the furlough. What should HR's written notice include?

A. An explanation of the parts shortage, an apology, and a promise that no further furloughs will be needed.

B. A copy of the layoff policy and severance schedule so employees know what would happen if the plant closed.

C. A general statement that the company is facing challenges, with full details to be shared in person when work resumes.

D. Furlough and return dates, pay status, how benefit premiums will be handled, and how to file for unemployment.

2. An HR business partner will present turnover data to plant operations leaders. Turnover among line workers has risen to 38%, and the leaders' top concern this year is overtime costs, which are 20% over budget. What is the BEST way to frame the presentation?

A. Summarize the costs of recruiting and training replacements for each line worker who leaves

B. Show how open positions from turnover are driving the overtime overrun and what reducing it could save

C. Lead with exit survey themes so leaders understand the reasons employees are giving for leaving

D. Present turnover rates by department and compare them with industry benchmarks for similar manufacturing plants

3. According to Cohen and Bradford's influence model, what should an HR manager do FIRST when trying to gain the cooperation of a peer over whom she has no formal authority?

A. Assume that the peer is a potential ally rather than an adversary.

B. Diagnose the pressures and goals that shape the peer's work world.

C. Propose a specific trade of favors that benefits them both equally.

D. Identify the currencies she can offer the peer in exchange for help.

4. A hiring manager tells HR she wants every new hire to show a U.S. passport for Form I-9 because she thinks it is the most reliable document. What should HR advise?

A. Require a passport, but accept a List B and List C combination if a new hire does not own one

B. Let each employee choose any acceptable document or combination from the I-9 lists

C. Allow the passport rule for new hires who say in Section 1 that they are U.S. citizens

D. Allow the passport rule as long as it is applied the same way to every new hire in the department

5. A union and an employer are dividing a fixed $2 million budget for wage increases, so every dollar one side gains the other side loses. Which type of negotiation does this represent?

A. Integrative bargaining
B. Intraorganizational bargaining
C. Interest-based bargaining
D. Distributive bargaining

6. An analysis shows that an AI assessment used to hire customer service staff has an adverse impact on women. What must the employer generally show to defend continued use of the assessment under Title VII?

A. That the assessment is job related for the position and consistent with business necessity.
B. That the vendor certified the assessment was tested for bias before it was sold to employers.
C. That the same assessment was given to every applicant under the same testing conditions.
D. That no one at the company intended the assessment to screen out female applicants.

7. A contractor wins a federal contract to take over food service at a military base. The previous contractor's cooks were covered by a collective bargaining agreement with higher wages and fringe benefits than the area wage determination. What must the new contractor pay the cooks it employs on the contract?

A. At least the area wage determination rates, since the predecessor's union contract does not bind it
B. At least the wages and fringe benefits in the predecessor's collective bargaining agreement
C. The predecessor's union wage rates, but fringe benefits only at the area wage determination level
D. At least the federal minimum wage, until it negotiates its own agreement with the union

8. A four-person recruiting team supports the whole company. The VP of sales and the VP of operations each insist that their open roles take priority, and both have told recruiters to put their requisitions first. The company has no formal process for ranking hiring priorities. What is the BEST step for the HR manager?

A. Split the recruiters evenly between the two VPs so that each department receives an equal share of capacity.
B. Fill requisitions in the order they were opened, since that is the most neutral way to handle the conflict.
C. Bring both VPs together, ideally with their shared executive, to set priorities based on business impact.
D. Let each recruiter decide which VP's roles to work first based on the relationships they have with each VP.

9. A professional services firm adds a client satisfaction index to its balanced scorecard. Under which perspective does this measure belong?

A. Internal business process
B. Learning and growth
C. Customer
D. Financial

10. HR increases the sample size of an employee survey from 200 to 800 while keeping the same confidence level. Assuming nothing else changes, what happens to the confidence interval around a result?

A. It becomes wider, since more responses bring more variation.
B. It stays the same, because the confidence level did not change.
C. It becomes narrower, which also removes any bias in the survey.
D. It becomes narrower, so the estimate becomes more precise.

11. What is the difference between pay compression and pay inversion?

A. Compression means junior staff earn more; inversion narrows the pay gap
B. Compression narrows the gap; inversion means less experienced staff earn more
C. Compression affects only hourly jobs; inversion affects only salaried and exempt jobs
D. Compression comes from merit budgets; inversion comes only from overtime

12. HR at a 3,000-employee company wants a representative picture of employee views on a proposed benefits change but can survey only 400 people. Which approach will produce the MOST representative data?

A. Survey a randomly selected sample drawn from the full employee roster
B. Survey the employees at headquarters, which is the largest single location
C. Ask each manager to pick several employees from their own team
D. Survey employees who visit the HR portal during the next two weeks

13. A company uses a three-pillar HR model made up of HR business partners, centers of excellence (COEs) and a shared services center. Which activity is a COE most likely to perform?

A. Coaching a division vice president through a reorganization plan
B. Answering employee questions about deductions on their pay stubs
C. Processing new-hire paperwork and benefits enrollment forms
D. Designing a company-wide sales incentive plan for all regions

14. A benefits team has worked together for two years. Members coordinate their own work, resolve disagreements constructively, and consistently meet targets with little oversight. According to Tuckman's model, which stage is the team in, and what leader approach fits it BEST?

A. Adjourning; the leader should start recognizing members and wrapping up.
B. Norming; the leader should keep facilitating agreement on team norms.
C. Performing; the leader should delegate and focus on removing obstacles.
D. Performing; the leader should give close direction to keep results high.

15. A talent acquisition manager reports both time-to-fill and time-to-hire for each opening. How do these two metrics differ?

A. Time-to-fill applies to internal moves, and time-to-hire applies to candidates from outside
B. Time-to-fill starts at requisition approval; time-to-hire starts when the candidate enters the pipeline
C. Time-to-fill starts when the candidate applies, and time-to-hire starts at requisition approval
D. Time-to-fill counts only business days, and time-to-hire counts calendar days for the very same opening

16. A hiring manager drafts a job posting that seeks "rock star coding ninjas" who are "digital natives" and fit a "work hard, play hard" culture. HR is reviewing the draft before it is posted. What is the BEST edit?

A. Keep the wording but add an equal opportunity statement at the end

B. Remove only "digital natives" and keep the rest of the wording exactly as is

C. Post it as written and track whether applicant diversity drops

D. Replace the slang with clear descriptions of required skills and duties

17. In an engagement survey with 1,200 responses, HR notices that 45 respondents chose the same rating for all 60 items and finished the survey in under one minute, while the median completion time was 12 minutes. How should HR handle these responses?

A. Apply a predefined quality rule, exclude them from item analysis, and note it in the report

B. Keep them in the analysis, since removing any responses would compromise survey anonymity

C. Replace their ratings with the average rating for each item so the sample size is preserved

D. Contact the respondents through the survey platform and ask them to retake the survey

18. While interviewing a witness about a complaint that a coworker falsified his timecard, HR hears the witness say that the same coworker has used drugs in the parking lot during his breaks. What is the BEST next step?

A. Stop the interview and question the coworker about drug use right away before he can learn of the report.

B. Tell the witness the comment is outside the scope of this interview and should go to the ethics hotline.

C. Record the details the witness offers, then handle the drug allegation as a separate matter under the right policy.

D. Add the drug allegation to the timecard investigation so that both issues are resolved together in a single final report.

19. An HR director adds two metrics to the department's balanced scorecard: average time-to-fill and payroll error rate. Which perspective do these metrics belong to?

A. Internal process

B. Financial

C. Customer

D. Learning and growth

20. Which job ad phrase is MOST likely to discourage older applicants and create age discrimination risk?

A. "Seeking an analyst skilled in data software"

B. "Seeking a digital native to join our team"

C. "Seeking a candidate with strong Excel skills"

D. "Seeking someone eager to learn new systems"

21. A job applicant with a motor impairment emails HR that she cannot finish the company's online application because several required fields cannot be reached with keyboard-only navigation. The posting closes in three days. What is the BEST response?

A. Ask her to provide medical documentation of the impairment before arranging any alternative

B. Extend the closing date for all applicants until the vendor can build, test and release a full accessibility patch

C. Offer an alternative way to apply now and have the site fixed to meet WCAG accessibility standards

D. Have a recruiter complete the online form on her behalf and keep the current site in place

22. An engagement survey at a nonunion hospital shows low trust in how shifts are scheduled. HR is planning the follow-up. What should HR do NEXT?

A. Reword the scheduling questions in the next survey so that the responses are less negative

B. Send the results to unit managers and let each decide privately whether to act on them

C. Share the results with employees, gather input on causes, and commit to specific actions

D. Rerun the survey in three months to confirm whether the low scores are a lasting trend

23. A company plans to transfer personal data on its employees in the Netherlands to its U.S.-based HR system. Its lawyers recommend signing standard contractual clauses (SCCs) with the data recipient. What is the PURPOSE of the SCCs?

A. To bind the recipient by contract to protect the data to a standard required by EU law

B. To get each Dutch employee's individual consent before any of the data is transferred

C. To let the company skip a data processing agreement with its HR system vendor

D. To register the transfer with the U.S. federal agency that oversees the privacy of employee records held by employers

24. HR is finalizing a three-year assignment in Seoul for the top candidate, a project director. His spouse has an established local career, and no one has discussed the move with her. The business wants to announce the selection next week. What should HR do FIRST?

A. Announce the selection and offer the spouse career support after arrival.

B. Pick the second-ranked candidate, who is single, to avoid family issues.

C. Rely on the candidate's assurance that his family supports the decision.

D. Meet with the candidate and spouse to assess her concerns and readiness.

25. A company is replacing its payroll system. Several long-tenured payroll clerks are resisting the change, telling their supervisor they will look incompetent learning a new system after years as the experts. What is the BEST response?

A. Assign the new system to newer staff while the clerks keep handling the legacy payroll tasks

B. Remind the clerks that the decision is final and that using the new system is a job duty

C. Delay the payroll system rollout until the clerks say they feel ready to make the change

D. Provide early hands-on training with practice time and involve the clerks as system testers

26. A turnover model includes tenure (measured in years) and base pay (measured in dollars). Why should the analyst compare standardized coefficients (beta weights) rather than raw coefficients to judge which predictor matters more?

A. They are always larger for predictors that are measured in dollars

B. They show causal effects, which raw coefficients are unable to show

C. They express each predictor on a common scale regardless of units

D. They remove the need to check whether the predictors are correlated

27. An HR department is building its own scorecard and needs a measure for the customer perspective. HR's main internal customers are the company's line managers. Which measure should HR choose?

A. Results of a manager survey on the quality of HR services

B. HR department spending compared with its approved annual budget

C. Ratio of HR staff to total company employees

D. Number of HR policies revised during the fiscal year

28. A consumer goods company wants workers at its overseas supplier factories to be able to raise concerns about pay and treatment without fear of reprisal. Many of these workers do not read English, and some distrust factory management. What is the BEST approach?

A. Offer a multilingual channel run by an independent third party that allows anonymous reports and tracks follow-up

B. Post the company's own corporate ethics hotline number, which is answered in English, on each factory's notice board

C. Ask each factory's HR office to add a suggestion box and send the company a summary of complaints every quarter

D. Have the company's auditors interview a sample of workers during each annual audit, with factory managers present

29. What is the primary purpose of a union authorization card signed by an employee?

A. It records the employee's secret ballot for the union in a representation election held by the NLRB.

B. It states the employee authorizes the union to represent him or her in collective bargaining.

C. It requests that the employer begin payroll deduction of union dues for the employee right away.

D. It enrolls the employee as a full union member who owes dues starting on the day of signing.

30. Midway through an HR manager's presentation on a new compensation structure, a vice president interrupts with a pointed question about cost that is covered on a later slide. What is the BEST response?

A. Give a long and detailed answer covering every cost assumption so that no doubt remains.

B. Jump ahead to the later cost slides and present the rest of the material from that point on.

C. Ask the vice president to hold all questions until the end so that the presentation stays on track and on time.

D. Answer the question directly and briefly, then return to the agenda, offering a follow-up if unsure.

31. Exit interviews at a nonunion call center show that employees resent supervisors announcing schedule changes with no explanation or notice. Turnover is rising, and HR has heard talk of organizing. What should HR do?

A. Send a companywide memo reminding employees that schedules are set by management decision

B. Tell supervisors to stop discussing schedules and route every change through HR instead

C. Train supervisors to explain changes, give notice, and invite employee input where possible

D. Change the scheduling policy so that schedules are set once each year and are never altered

32. Leaders ask whether a three-year-old wellness program is worth continuing. Participation has been high, and employees say they like the program. What is the BEST evidence for HR to present?

A. Trends in absenteeism and health plan costs compared with the baseline before launch

B. Participation rates and satisfaction ratings from the latest program survey

C. Testimonials from employees who reached their personal health goals during the past year

D. Benchmarks showing how many peer employers offer a similar wellness program

33. A 700-employee company is moving most roles to a hybrid schedule, and leaders worry about losing the strong culture built around in-person rituals and informal connection. What should HR recommend?

A. Require everyone to return to the office full time, since a strong culture cannot be sustained in remote settings.

B. Move all rituals online so remote and in-office employees always have an identical experience.

C. Rely on frequent all-company emails from the CEO to keep employees connected to the culture.

D. Redesign key rituals for hybrid, set purposeful in-person time, and equip managers to build connection.

34. An employee is on a final written warning for attendance. She then wears sneakers instead of required work shoes in an office setting, a first-time dress code issue. The manager wants to terminate her under the final warning. What should HR advise?

A. Approve termination but describe the reason as attendance so the decision appears more consistent

B. Check whether the final warning covers unrelated conduct and how similar cases were handled first

C. Approve the termination, since any violation after a final warning justifies immediate dismissal

D. Rescind the final warning, since a new type of violation means the discipline process must restart

35. In March, an operations director drafted a reduction-in-force list that included a financial analyst. In April, before the layoff was announced, the analyst filed a sexual harassment complaint against a peer. Leaders want to proceed with the layoff as planned. What should HR do?

A. Confirm and preserve dated records showing the list and criteria were set before the complaint

B. Proceed without further review, since the director drafted the list without knowledge of it

C. Delay only the analyst's layoff until the harassment investigation has been fully closed

D. Remove the analyst from the list, since any layoff after a complaint is presumed to be retaliatory

36. Why do compensation analysts regress market salary data for benchmark jobs on those jobs' job evaluation points?

A. To prove that the pay structure is free of any gender pay gaps

B. To measure how well each employee performs relative to job peers

C. To rank jobs by their evaluation points without any market data

D. To link internal job value to market pay when building ranges

37. After negotiation training, a sales rep successfully uses the techniques with types of clients the course never covered. Six months later, she still uses them consistently. Which terms describe these two outcomes, in order?

A. Near transfer, then skill decay

B. Generalization, then maintenance

C. Maintenance, then generalization

D. Negative transfer, then generalization

38. A claims processor with a disability received an ergonomic chair and a later start time as accommodations. Several coworkers complain to HR that she is getting "special treatment" and ask why they can't have the same perks. What is the BEST response from HR?

A. Ask the employee for written permission to tell the coworkers why she received the chair and the later start time.

B. Tell the coworkers the changes are ADA accommodations so they understand the legal requirement.

C. Explain that she has a medical condition that requires the changes but give no further details.

D. Say the company does not discuss any employee's arrangements and invite them to raise their own needs.

39. Why might HR need to screen new hires, contractors and vendors against U.S. sanctions lists maintained by the Office of Foreign Assets Control (OFAC)?

- **A.** E-Verify requires employers to compare each new hire's identity documents against OFAC's sanctions lists
- **B.** OFAC rules apply only to banks and money transmitters, so screening simply shows good faith if the company is ever investigated
- **C.** The Fair Credit Reporting Act requires sanctions screening as part of every employment background check
- **D.** U.S. persons generally may not deal with listed parties, and civil penalties can apply on a strict liability basis

40. A new HR manager finds that the company's handbook, last revised 15 years ago, says employees "will only be terminated for cause." The company wants to operate at will. What should the HR manager do?

- **A.** Remove the section from the online handbook quietly so that new hires never see the language.
- **B.** Treat the section as void, since a handbook can never create enforceable contract rights for employees.
- **C.** Work with counsel to revise the handbook, announce the change, and get signed acknowledgments.
- **D.** Leave the section in place and add an at-will clause elsewhere in the handbook for balance.

41. HR is reviewing evidence on whether a pay transparency policy reduces turnover. It has a peer-reviewed journal study, a case study published by a software vendor that sells pay transparency tools, and an opinion post on a popular HR trade blog that cites no data. How should HR rank these sources from MOST to LEAST credible?

- **A.** Trade blog post, then peer-reviewed study, then vendor case study
- **B.** Peer-reviewed study, then vendor case study, then trade blog post
- **C.** Vendor case study, then peer-reviewed study, then trade blog post
- **D.** Peer-reviewed study, then trade blog post, then vendor case study

42. A U.S. company's employees in its London office ask whether small facilitation payments to speed up routine government actions are permitted. How does the UK Bribery Act treat facilitation payments?

- **A.** They are prohibited only when the payment is made to a UK official rather than abroad.
- **B.** They are prohibited, because the Act has no exception for facilitation payments.
- **C.** They are permitted, because the Act exempts payments for routine government actions.
- **D.** They are permitted if the payment is below a set amount and recorded in the books.

43. An exempt financial analyst works on Monday. A power outage then closes the office Tuesday through Friday, and no remote work is possible. She was ready and able to work all week. How should payroll handle her pay?

A. Pay one-fifth of her salary for each day worked, since outage days are allowed deductions.

B. Pay only for Monday, since she performed no productive work at all during the remaining four days of the week.

C. Pay her full weekly salary, because the lack of work stemmed from the employer's operations.

D. Pay for the outage days only if she remained on call for remote tasks during the entire closure period.

44. An HR team is building a behaviorally anchored rating scale (BARS) for call center agents. Which sequence of development steps is correct?

A. Collect critical incidents from SMEs, sort them into dimensions, then scale them

B. Scale incidents with SMEs, collect more incidents, then group them by dimension

C. Group jobs into families, rank current agents, then attach behavioral anchors

D. Define rating levels, write trait labels for each level, then gather supporting examples

45. A new hire signed an agreement to repay a $5,000 sign-on bonus if she left within one year. She resigns after four months. Payroll wants to deduct the full amount from her final paycheck, which would leave her with less than minimum wage for her last week. What should HR do?

A. Waive the repayment entirely, since final pay can never be reduced by any amount owed

B. Deduct the full $5,000 from the final paycheck, since she signed the repayment agreement

C. Deduct only what wage law allows and pursue the remainder under the repayment agreement

D. Hold her final paycheck until she repays the bonus amount in full by personal check

46. A logistics manager denies every flexible work request from his analysts, saying productivity will drop. Other departments with similar work allow some flexibility, and two of his analysts have resigned citing inflexibility. What is the BEST approach for the HR business partner?

A. Draft a department policy that grants flexible schedules to all analysts who meet performance standards

B. Accept his decision, since managers have discretion over schedules, and focus on hiring replacements

C. Share retention and productivity data and propose a time-limited pilot with agreed performance measures

D. Ask his director to require him to approve the requests, since other departments already allow flexibility

47. An HR analyst plans to shadow the company's financial analysts for one day to gather information for an updated job description. Much of their work is analysis done at a computer, and some key tasks occur only at quarter-end. What should HR advise?

A. Proceed as planned, since observation is the most objective analysis method.

B. Have the department manager draft the description alone to save time.

C. Extend observation to a full week so it captures a more representative sample of work.

D. Add interviews or questionnaires, since much of the work is mental and cyclical.

48. An HR project manager is building the schedule for a project to rewrite 120 job descriptions. The work will be done by HR generalists and reviewed by department managers, and the sponsor wants a realistic completion date. What is the BEST source for the task duration estimates?

A. Apply the duration from a published industry benchmark for job description projects of a similar size and scope.

B. Ask the generalists and managers who will do the work to estimate, checking against past similar efforts.

C. Have the project manager estimate each task alone so the schedule reflects one consistent viewpoint.

D. Use the sponsor's target completion date and divide the remaining weeks evenly across all of the tasks.

49. A jury awards $450,000 in emotional distress damages and $300,000 in punitive damages against an employer with 2,300 employees in a Title VII case. After Title VII's damages cap, how much of this $750,000 can the plaintiff recover?

A. $750,000

B. $600,000

C. $300,000

D. $200,000

50. A warehouse employee was injured on the job, filed a workers' compensation claim, and has missed many days for treatment. His manager wants to terminate him under the attendance policy. The company has 300 employees. What should the HR manager do FIRST?

A. Ask the workers' compensation insurer whether the employee's absences are medically justified before deciding.

B. Approve the termination if the attendance policy is applied the same way to all employees who exceed the limit.

C. Determine whether the absences are protected by the FMLA, the ADA, or workers' compensation law before any decision.

D. Place the employee on unpaid leave until his workers' compensation claim closes, and then apply the attendance policy as written.

51. Which offboarding step should be timed to happen at the same time as an involuntary termination meeting?

A. Disabling the employee's system, email and building access.

B. Mailing the COBRA election notice to the employee's home.

C. Having the employee sign a severance release on the spot.

D. Conducting a full exit interview about reasons for leaving.

52. A consumer products company has announced a voluntary recall. Customer service and retail employees are getting many questions from customers, and some are guessing at answers. What should HR and communications do FIRST to prepare these employees?

A. Tell employees to decline all recall questions and give customers the corporate headquarters address.

B. Ask employees to share their own personal views on the recall so customers feel they are getting candid, honest answers.

C. Send employees the full engineering report so they can answer any technical question in detail.

D. Give them approved talking points, an FAQ, and a clear process for referring questions they can't answer.

53. After training, a processing team's errors dropped from 50 to 30 per month, and each error costs $400 to correct. Assuming the improvement holds and is fully due to the training, what is the annual monetary benefit?

A. $240,000

B. $144,000

C. $8,000

D. $96,000

54. A department head strongly opposes a reorganization that would move part of his budget and staff to another division, even though the change would improve service. According to Kotter and Schlesinger, what is the MOST likely reason for his resistance?

A. Parochial self-interest

B. Misunderstanding and lack of trust

C. Different assessments

D. Low tolerance for change

55. A culture survey based on the Denison model asks employees how well the company responds to customer feedback, learns from mistakes and adapts to changes in the market. Which trait are these questions measuring?

A. Adaptability

B. Employee involvement

C. Mission

D. Consistency

56. A payroll specialist in the finance department notices recurring timecard errors from one operations area and emails the operations director directly to resolve them, without going through her own manager or the director's subordinates. How is this communication BEST classified?

A. Upward communication

B. Lateral communication

C. Grapevine communication

D. Diagonal communication

57. A company reports operating cash flow of $5 million and capital expenditures of $1.8 million for the year. What is its free cash flow?

A. $5.0 million

B. $1.8 million

C. $6.8 million

D. $3.2 million

58. On a Monday morning, employees cannot log in to the HRIS, and a message on several screens demands payment in cryptocurrency to unlock the company's files. The HR director is the first manager to learn of it. What should she do FIRST?

A. Arrange payment of the ransom quickly so that payroll can still be processed on schedule.

B. Email all employees a description of the attack and ask them to report any odd activity.

C. Have IT restore the HRIS from last night's backup right away so that employees can resume their work.

D. Activate the incident response plan so IT can isolate affected systems and contain the attack.

59. A recruiter tells HR that he left his company laptop in a taxi last night. The laptop holds candidate files that include Social Security numbers, and IT confirms the drive was not encrypted. What should HR do FIRST?

A. Issue the recruiter a final written warning for violating the equipment use policy.

B. Wait two days to see whether the taxi company returns the laptop before taking any further action.

C. Notify IT and legal so they can try a remote wipe and assess breach notification duties.

D. Notify every candidate at once that their Social Security numbers have been exposed.

60. A trainer is writing objectives at the Apply level of Bloom's taxonomy (revised). Which verb fits this level?

A. Summarize

B. Define

C. Use

D. Critique

61. A company's policy states that a written warning stays active for 12 months. An employee who received a written warning for attendance commits a similar attendance violation 14 months later. How does the policy affect the new violation?

A. The prior warning remains active, so the new violation moves her directly to a final written warning.

B. The prior warning must be deleted from her file, so the company keeps no record at all of the earlier problem.

C. The prior warning has expired, so it is not used to move the new violation to the next disciplinary step.

D. The prior warning extends automatically for another 12 months because the new problem is similar.

62. A distribution center's overtime spending is running 25% over budget for the year to date. The general manager asks HR to help fix the problem. What should HR do FIRST?

A. Hire temporary workers to cover the extra hours for this quarter.

B. Freeze all overtime until the department's year-to-date spending is back on budget.

C. Analyze vacancy, absence and volume data to find what is driving overtime.

D. Ask finance to raise the overtime budget to match current spending.

63. A hiring manager emailed a rejected candidate her "personality score" from the company's AI interview tool, along with a note that she "wasn't a culture fit." The candidate has replied asking how the score was calculated. What should the recruiter do FIRST?

A. Reply with the vendor's scoring documentation so the candidate understands how the score works.

B. Alert HR leadership so the response and the manager's disclosure can be reviewed before replying.

C. Reply that the score was only one factor and that the hiring decision is final and not open to review.

D. Ask the hiring manager to send the candidate a follow-up apology that withdraws the earlier note.

64. A company spent $180,000 on learning and development last year. It has 600 employees, and 450 of them attended at least one program. Using the standard measure that allows comparison with organizations of different sizes, what was the training cost per employee?

A. $400

B. $171

C. $300

D. $225

65. A vice president asks HR whether he should tell a director that she has been named on the succession slate for his role. What is the BEST advice?

A. Wait until his role actually opens, then tell her she was on the slate when the search begins.

B. Tell her she is the named successor so she stays committed and doesn't look for jobs elsewhere.

C. Talk with her about her development and career interests, without promising her the specific role.

D. Say nothing about the slate at all, since sharing any succession information can create unrealistic expectations.

66. HR receives a subpoena from an attorney representing an employee's spouse in a divorce case. It asks for the employee's complete personnel file. The company is not a party to the case. What should HR do FIRST?

A. Mail the complete file to the attorney promptly, since subpoenas must be obeyed.

B. Disregard the subpoena, since the company itself is not a party to the divorce action at all.

C. Give the employee the file and let him decide what to give to the attorney.

D. Send it to legal counsel to confirm its validity and scope before releasing any records.

67. HR piloted a new scheduling process at three plants. Absenteeism fell sharply at two plants but rose slightly at the third, where a key supervisor left mid-pilot. HR is preparing its report to the steering team. What is the BEST way to present the results?

A. Hold the report until the third plant reruns the pilot so the results can be confirmed first.

B. Report only the two successful plants, because the third plant's leadership change spoiled its data.

C. Show results by plant, explain what may have differed at the third plant, and recommend next steps.

D. Report the combined result across all three plants so the steering team sees one overall figure.

68. An HVAC technician reports to the shop in the morning, drives to his first customer's house, finishes that job and then drives to a second customer's house. Is the drive between the two houses compensable?

A. Only if he drives a company vehicle instead of using his own personal car.

B. No, because driving in a car is treated as commuting no matter when it occurs.

C. Yes, because travel between job sites during the workday is part of his work.

D. Only if the drive between the two houses takes longer than 30 minutes to finish.

69. A workers' compensation premium audit finds that warehouse workers were classified under a clerical code, which carries a much lower rate. The insurer plans to bill additional premium. What should HR do?

A. Confirm the workers' actual duties, correct the codes, and plan for the added premium

B. Dispute the bill, since the classification codes were set by the insurer's own agent

C. Accept the bill but leave the codes as they are until the policy renews next year

D. Keep the clerical code and move warehouse staff onto the office payroll for next year

70. When approving a new flexible work arrangement, why do many organizations set a defined trial period?

A. To let the employee try several arrangements and keep the one they prefer

B. To test whether it meets business and employee needs before it becomes ongoing

C. To delay the start of the arrangement until the employee's next review cycle

D. To give the employer a legal right to deny any future flexible-work requests from the employee

71. Several department managers are refusing to use a new requisition-approval process, and the executive sponsor has said nothing publicly since launch. The project manager has already addressed the managers' practical concerns. What should the project manager ask the sponsor to do?

A. Send a company-wide email restating the process steps and the date the process took effect

B. Have HR process requisitions for those managers until they become more comfortable

C. Visibly reinforce the expectation with the managers and hold them accountable for adoption

D. Approve exceptions for the resisting managers until they are ready to use the new process

72. In William Bridges' transition model, what BEST characterizes the final phase, the new beginning?

A. People acknowledge what they are losing and grieve the end of the old ways

B. People feel uncertain while old and new patterns still exist side by side

C. People receive the formal announcement of the change and its official start date

D. People take on new identities and commit energy to the new way of working

73. A cross-functional team has just finished a troubled rollout of a new scheduling system that went live a month late. HR is asked to lead an after-action review so the next project goes better. Which focus BEST fits an after-action review?

A. Which team members were responsible for the delay so their performance can be addressed

B. How satisfied each team member was with the project leader's communication and support

C. What was planned, what happened, why it differed, and what to keep or change next time

D. What the rollout cost compared with its approved budget and what savings will follow

74. HR needs to buy 2,000 printed copies of a benefits enrollment guide. The size, paper, color and delivery date are fully specified, and vendors will be chosen mainly on price. Which procurement document is MOST appropriate?

A. A request for proposal (RFP)

B. A request for information (RFI)

C. A request for quotation (RFQ)

D. A statement of work (SOW)

75. A severance agreement for a 52-year-old employee is in plain language, refers to the ADEA by name, gives 21 days to consider and 7 days to revoke, and advises consulting an attorney. The only payment is the employee's accrued, unused vacation that the policy already requires the company to pay. Is the ADEA waiver valid?

A. No, because the waiver must be supported by consideration beyond what the employee is already owed.

B. Yes, because all of the required time periods and disclosures in the agreement have been met.

C. No, because the agreement must give the employee 45 days to consider rather than 21 days.

D. Yes, because accrued vacation counts as valuable consideration that the employee has earned and is paid at separation.

76. Under Erin Meyer's Culture Map, how is trust MOST commonly built with business partners in a relationship-based culture?

A. Through consistent delivery of quality work and meeting each agreed-upon deadline

B. Through formal introductions by senior executives at the start of the project

C. Through detailed written contracts that set out each party's duties, deadlines, and remedies

D. Through shared meals, personal conversation, and time spent together over a period

77. A health care employer is designing a workplace violence prevention program based on OSHA guidance. Which element does that guidance identify as a core program component?

A. Automatic termination of any employee who raises their voice

B. A worksite analysis to identify existing and potential hazards

C. Psychological screening of all job applicants before any offer of employment

D. Armed security officers posted at every facility entrance

78. HR is launching a safety-recognition program at one manufacturing plant. The candidates to sponsor it are the plant general manager, the corporate VP of HR, and a well-liked production supervisor. Who is the BEST sponsor?

A. The VP of HR and the supervisor jointly, to pair senior authority with frontline credibility

B. The plant general manager, who controls plant resources and is accountable for safety

C. The VP of HR, because the program is an HR initiative and needs HR's backing to succeed

D. The production supervisor, because frontline employees trust and relate to him the most

79. A labor rights group alleges that a U.S. multinational's subsidiary in Asia violated the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct by interfering with union organizing. Through what mechanism is such a complaint normally handled?

A. The UN Human Rights Council through a binding ruling against the company

B. A National Contact Point that offers mediation between the parties

C. The International Labour Organization's committee that fines employers

D. The International Court of Justice through a claim brought by the union

80. Managers at a unionized hospital meet with individual unit employees to negotiate new shift schedules without involving the union. Which unfair labor practice does this most directly represent?

A. Retaliation for NLRB participation that violates Section 8(a)(4)

B. Domination of a labor organization that violates Section 8(a)(2)

C. Union coercion of employees in exercising their rights that violates Section 8(b)(1)(A)

D. Direct dealing that violates the duty to bargain under Section 8(a)(5)

81. According to Burns and Stalker, which type of structure BEST fits a company that operates in a stable, predictable market and uses routine production technology?

A. Boundaryless structure

B. Organic structure

C. Adhocracy structure

D. Mechanistic structure

82. Senior field technicians refuse to document their repair methods, telling HR they fear becoming replaceable before an expected restructuring. What is the BEST response?

A. Hire a technical writer to observe and record their methods

B. Promise that no technicians will be affected by the restructuring

C. Require documentation as a condition of their continued employment

D. Address their concerns and reward knowledge sharing in their roles

83. Last year a company hired 60 employees. Of that group, 18 left within 12 months of their start date. What is the first-year turnover rate for this group of hires?

A. 30%
B. 70%
C. 23%
D. 43%

84. HR receives four proposals for recruitment process outsourcing. Three are within 8% of each other, but the fourth is 40% lower than the average of the others. What should HR do NEXT?

A. Share the low bid with the other three vendors and ask them to lower their prices to match.
B. Compare the low bid's scope and assumptions with the others and ask the vendor to explain its pricing.
C. Eliminate the low bid, since a price that far below the market average signals the vendor cannot deliver.
D. Select the low bid, since the savings are large and the vendor will be held to its contract.

85. A covered employer has workers ages 38, 40, 71 and 85. Which of them are protected by the Age Discrimination in Employment Act?

A. All four of the workers listed
B. The workers ages 71 and 85 only
C. The workers ages 40, 71 and 85
D. The workers ages 40 and 71 only

86. In which phase of the appreciative inquiry 4-D cycle do participants write provocative propositions that describe the ideal organization in present-tense, affirmative terms?

A. Destiny
B. Discovery
C. Design
D. Dream

87. Which feature is characteristic of an employee stock purchase plan qualified under Internal Revenue Code Section 423?

A. Employees may buy shares at a discount of up to 15% of market value
B. Employees may buy shares at a discount of up to 50% of the market value
C. Employees may receive shares as an annual grant with no purchase required
D. Only officers and highly compensated employees may participate in the plan

88. Before a first video call with a supplier team in Seoul, an HR business partner writes down her assumptions about how decisions will be made, then checks during the call whether those assumptions are holding and adjusts. Which cultural intelligence (CQ) capability is she showing MOST clearly?

A. CQ strategy
B. CQ knowledge
C. CQ action
D. CQ drive

89. A retention program reduced voluntary turnover by 12 employees. To convert this to money, the analyst uses the organization's cost-per-turnover figure that finance has already accepted and uses in other reports. Which data conversion technique is this?

A. Using historical costs
B. Using expert input
C. Using participant estimates
D. Using standard values

90. Last year, 340 of a company's 1,700 employees logged volunteer hours through the company's program. What was the employee volunteer participation rate?

A. 20%
B. 80%
C. 25%
D. 5%

91. A new employee referral program cost $100,000 to build and run in its first year. HR estimates the program produced $150,000 in benefits through lower agency fees and faster hiring. What is the program's ROI?

A. 50%
B. 33%
C. 150%
D. 67%

92. An employee transfers from finance to the operations department. She gets no onboarding because she is not a new hire, and after a month she is struggling with unfamiliar processes and has not met key partners. What should HR recommend?

A. Assume her company knowledge will carry her through and coach her informally on the job
B. Send her back through the full new-hire orientation for the company
C. Return her to finance since the transfer does not appear to be working
D. Give transfers role-specific onboarding focused on the new job and network

93. A resort's HR manager is introducing a new mobile onboarding app for seasonal staff, most of whom stay about three months and start in large waves before the summer season. What is the BEST rollout approach?

A. Ask each department manager to train seasonal staff on the app whenever they have spare time.
B. Build short in-app guides and on-site help into the first day so each new wave can learn quickly.
C. Run detailed classroom training a month before the season so all staff are fully prepared at start.
D. Launch the app midseason so returning staff can test it before most new seasonal hires arrive.

94. A supervisor distributes a survey meant to set work schedules for the whole department, but gives it only to employees who work weekends. What should HR do?

- **A.** Point out that the sample leaves out weekday staff, and send the survey to all department employees.
- **B.** Use the results, but ask weekend workers how they think the weekday staff would answer each of the questions.
- **C.** Weight the weekend responses so that they match the department's total headcount in the results.
- **D.** Use the results as they are, since weekend workers usually have the most scheduling conflicts.

95. Compared with traditional job analysis, what does competency modeling primarily emphasize?

- **A.** Broad behaviors linked to strategy that apply across many jobs
- **B.** Physical demands and working conditions of individual jobs
- **C.** Detailed task lists for a single position at one point in time
- **D.** Relative pay worth of jobs based on compensable factors

96. A company wants to know whether its annual ethics training is changing employee behavior. Which measure would BEST show this?

- **A.** The percentage of employees who complete the training course by the deadline set each year
- **B.** Changes in observed misconduct and willingness to report, measured by pre- and post-training surveys
- **C.** Average satisfaction scores that employees give the training course on the end-of-session evaluation
- **D.** The total number of training hours delivered across the company during the fiscal year

97. A union and employer want to reduce the cost and delay of arbitrating routine discipline cases. Which feature is typical of an expedited arbitration procedure?

- **A.** Review of each award by the NLRB before the award becomes final and binding
- **B.** Full pre-hearing discovery, including sworn depositions of all witnesses called by both sides
- **C.** A panel of three arbitrators, with one chosen by each party and a neutral chair
- **D.** No transcripts or post-hearing briefs, with a short award issued soon after the hearing

98. Over the past quarter, several strong candidates declined offers, saying the pay was fine but they saw no clear reason to choose the company over other employers. What should HR do?

- **A.** Shorten the interview process so candidates receive their job offers more quickly.
- **B.** Raise starting salaries above the market median for all of the company's open positions.
- **C.** Increase the sign-on bonus offered to candidates in the hardest-to-fill roles.
- **D.** Define the employer value proposition and communicate it consistently in recruiting.

99. A recruiting team wants its applicant tracking system to automatically reject anyone with an employment gap of more than 12 months. What is the PRIMARY risk of this knockout rule?

A. It may slow the system down by forcing a review of every work history

B. It may require the employer to file the rule with the EEOC beforehand

C. It can screen out caregivers and disabled applicants at higher rates

D. It may let too many unqualified applicants move on to the next stage

100. A six-month pilot of a new onboarding program at one distribution center was followed by a 15% drop in turnover. The regional manager wants to roll it out to all 20 sites immediately. What caution should the HR manager raise FIRST?

A. Note that the program's cost per site will rise when it is rolled out widely

B. Point out that six months is too short for the program to show any effect

C. Check whether other factors at the pilot site could explain the turnover drop

D. Warn that employees at other sites may resist a program that was designed for a different site

101. A COO announces a new enterprise resource planning system with a detailed launch plan and training schedule. Months later, adoption has stalled because most employees see no reason to change how they work. According to Kotter's model, which mistake most likely occurred?

A. Failing to anchor the new approaches in the organization's culture

B. Failing to plan for and create visible short-term wins along the way

C. Declaring victory before the change was fully embedded in practice

D. Failing to establish a sense of urgency before launching the change

102. An HR manager redesigns the company's payroll processing workflow to reduce errors and lower processing costs. Under Dave Ulrich's original model of HR roles, which role does this work represent?

A. Strategic business partner

B. Administrative expert

C. Change agent

D. Employee champion

103. A purchasing clerk is subpoenaed in a contract lawsuit against her employer. Her manager tells her to testify that a shipment arrived on time, which she knows is false. She refuses, testifies truthfully and is fired the next week. Which exception to at-will employment MOST directly applies?

A. The public policy exception, because she refused to commit perjury

B. The implied contract exception, because of her years of service

C. The good faith exception, because the firing followed her testimony

D. The promissory estoppel exception, because she relied on her job

104. An HR team is rolling out leadership training delivered by one lead facilitator. To prepare for the possibility that the facilitator becomes unavailable, the team trains a second facilitator to deliver the same sessions. Which risk response strategy does this represent?

A. Avoid
B. Mitigate
C. Accept
D. Transfer

105. An exempt employee leaves three hours early for a personal appointment. The company has a paid time off (PTO) plan. Which approach complies with the FLSA salary basis rule?

A. Deduct three hours of pay and leave her PTO balance unchanged for later use
B. Charge the three hours to her PTO balance and pay her full salary for the week
C. Charge the hours to PTO and, if the balance is short, deduct the rest from pay
D. Deduct a half-day of pay, since partial-day absences are rounded up for exempt staff

106. Research on international assignments most often cites which factor as a leading reason expatriates return early or underperform?

A. Lack of technical skill required for the role
B. Excessive travel between the home and host countries
C. Compensation that falls below local market rates
D. Difficulty of the spouse or family in adjusting

107. An operations manager whose position is being eliminated rejects the company's initial severance offer of eight weeks' pay, calling it insulting. HR has limited authority to increase the cash amount. What is the BEST next step for HR?

A. Explain that the offer is final and remind him that severance is voluntary and not legally required.
B. Raise the offer to the maximum amount HR is authorized to approve so the agreement can be signed quickly.
C. Explore what matters most to him, such as timing, a neutral reference or benefits continuation, and address those.
D. Refer the matter to outside counsel and stop all communication with him until counsel has reviewed the full agreement.

108. In crisis communication, what is a dark site?

A. A backup data center that keeps company systems running after a power outage
B. A social media account that the company stops using during a crisis response
C. A prebuilt web page kept offline that can be published quickly in a crisis
D. An intranet page restricted to senior leaders during an internal investigation

109. An HR analyst preparing a tenure analysis for leadership notices that some records show negative tenure and others list hire dates later this year. The presentation is scheduled for tomorrow. What should the analyst do FIRST?

A. Replace the impossible values with the average tenure so that the overall results stay intact
B. Delete the records with impossible values and present the results from the remaining data
C. Present the results as planned and add a footnote noting that some records contain errors
D. Investigate and correct the source records, then rerun the analysis before presenting it

110. Midway through a mediation between two supervisors, the HR mediator notices that one party is unwilling to discuss her real concerns in front of the other. The mediator pauses the joint session and meets privately with each supervisor in turn. What is this private meeting called?

A. An impasse
B. A caucus
C. A debrief
D. A deposition

111. A benefits specialist knows she will need a payroll manager's support on several major issues during next year's system conversion. Today they disagree about a minor formatting change to a shared report. Which Thomas-Kilmann mode BEST serves her long-term interests here?

A. Accommodating, to build goodwill for the larger issues ahead
B. Avoiding, to keep the minor disagreement off the record
C. Compromising, to split the formatting change evenly between them
D. Competing, to show early on that she will hold her position

112. An HR analyst wants a metric showing how much value each FTE adds after removing costs other than pay and benefits. Which formula describes human capital value added?

A. Revenue minus operating expenses other than pay and benefits, divided by FTEs
B. Revenue minus total operating expenses, including pay, divided by the number of FTEs
C. Net income divided by the total pay and benefits cost for the year
D. Total pay and benefits cost divided by total operating expenses

113. A company's anti-harassment policy defines prohibited conduct, bans retaliation and says: "Employees who experience harassment must report it to their direct supervisor." What essential element is missing?

A. A deadline after which complaints of harassment will not be investigated.
B. A list of the specific penalties that will apply to each kind of harassment offense.
C. A requirement that every complaint be submitted in writing and signed.
D. An alternative channel so employees can bypass a supervisor who is involved.

114. A unionized plant must lay off 20 employees. The labor agreement requires reverse-seniority layoffs but allows an exception when a junior employee has skills no senior employee can perform. Management wants to keep five junior technicians. What should HR advise?

A. Follow strict seniority for everyone, ignoring the skills exception, to avoid grievances
B. Keep only those meeting the skills exception; raise others with the union
C. Keep all five, since staffing decisions fall under management rights
D. Keep all five and let the union file grievances if it disagrees

115. An HR manager is preparing a business case for a new employee scheduling system. The system will change how operations supervisors build shifts and how employees request time off. Whom should the HR manager involve FIRST?

A. The vendor's sales team, which can explain the full range of system features

B. The finance team, which will need to approve the cost of the new system

C. The IT department, which will install the system and support it after launch

D. Operations leaders and supervisors who will use the system to build shifts

116. A manufacturer had an average headcount of 1,600 last year. Separations included 24 terminations for cause, 16 layoffs and 88 resignations. What was the involuntary turnover rate?

A. 2.5%

B. 5.5%

C. 8.0%

D. 1.5%

117. A plant supervisor plans to gather opinions on a proposed new shift schedule by surveying employees who happen to be in the cafeteria at lunch on one Tuesday. The plant runs three shifts. What should HR recommend?

A. Run the cafeteria survey on several days of the week to capture more employees' views.

B. Weight the cafeteria responses by department so the results match plant headcount.

C. Survey a random sample, or all employees, drawn from every shift on the plant roster.

D. Keep the cafeteria survey but ask each respondent to also report on coworkers' views.

118. An HR business partner is coaching a manager about a conflict with a peer. Which question will BEST help the manager explore the situation?

A. "Wouldn't it help to involve your director in the discussion?"

B. "What do you think is most important to your peer in this situation?"

C. "Have you tried talking with your peer about the problem directly and openly?"

D. "Do you think your peer is trying to undermine your project?"

119. A warehouse worker hurt his hand because he ignored posted safety procedures and reached into a moving machine. How does his own carelessness generally affect his workers' compensation claim?

A. It generally does not bar benefits, because workers' compensation is a no-fault system

B. It cuts benefits by his share of fault, as decided under comparative negligence rules

C. It bars benefits unless the employer was also negligent in causing or allowing the injury

D. It bars benefits, because injuries caused by an employee's own negligence are excluded

120. A consultant is mapping a manufacturer's value chain using Porter's model. Which of the following is a support activity rather than a primary activity?

A. Outbound logistics and product distribution

B. After-sale customer service

C. Marketing and sales

D. Procurement of materials and services

121. A manager wants to correct a recently relocated engineer, who comes from a high-context, face-saving culture, about errors in a design submission. The manager plans to raise the errors during the weekly team meeting. What is the BEST advice?

A. Ask a peer from the same culture to pass the feedback along informally

B. Give the feedback in private and frame it around shared goals for the project

C. Give the feedback in the meeting so the whole team can learn from the same errors

D. Give the feedback only in writing so the engineer can respond later on

122. Striking employees ask HR whether their employer-sponsored health coverage will continue during the strike. The collective bargaining agreement has expired, and the plan ends coverage for employees not actively at work after the end of the month. What should HR tell them?

A. Coverage ends under the plan's terms, and they may elect COBRA continuation at their own cost

B. Coverage continues without change until the NLRB determines whether the strike is lawful

C. Coverage must continue at the employer's full expense because the strike is protected concerted activity

D. Coverage ends immediately, and no continuation coverage is available to striking employees

123. Which element BEST belongs in an individual telework agreement between an employer and a remote employee?

A. Who supplies and maintains equipment, required security practices and expected hours of availability

B. A waiver of the employee's right to overtime pay for any work performed outside scheduled hours

C. A promise that the arrangement will continue for as long as the employee remains in the role

D. A statement that remote employees are excluded from the company's standard annual performance review process

124. A national retailer analyzes 12,000 applications and finds that one group's selection rate is 85% of the highest group's rate. A statistical test shows the difference is significant. How should HR interpret these results?

A. The 80% rule of thumb is not conclusive, and a significant gap in a large sample can still indicate adverse impact

B. No adverse impact exists, because the ratio is above 80%, so the statistical test result can safely be set aside in this case

C. Large samples make significance tests unreliable, so the 85% ratio should be treated as the final answer

D. The test result alone proves unlawful discrimination, so the company must change its selection process

125. Marketing wants to print 'eco-friendly' on a product's packaging as part of the company's sustainability push. When asked, the team admits it has no data supporting the claim. What should HR, as a member of the sustainability committee, recommend?

A. Use the label but add a small note on the package that the product is not certified by any agency

B. Hold the label until the claim is backed by evidence and stated as a specific benefit

C. Use the label, since 'eco-friendly' is a general term that needs no specific proof

D. Use the label for one year while the team gathers data to support the claim later

126. On a marketing team, several longtime employees prefer phone calls while newer, younger staff prefer instant messages, and both groups complain that the other is hard to reach. How should HR coach the manager?

A. Facilitate team agreement on which channels to use for which needs

B. Let each employee choose a preferred channel and list it in their profile

C. Require all employees to use instant messaging as the standard

D. Explain generational traits so each group understands the other

127. While reviewing an engagement survey data file from the vendor, an HR analyst notices that the Finance department shows 64 respondents even though Finance has only 52 employees. What should the analyst do?

A. Remove 12 responses at random so the respondent count matches Finance's actual headcount.

B. Hold Finance's results and ask the vendor to check for duplicate entries or coding errors.

C. Report the results as they are, since a few extra responses will barely change the averages.

D. Merge Finance into its division so the mismatch does not appear in any department reports.

128. A staffing firm's CEO wants its AI screening tool to automatically reject every applicant who has any criminal conviction, for all jobs. What is HR's main concern under Title VII?

A. Criminal history is a protected characteristic under Title VII, so screening based on it is prohibited.

B. Title VII prohibits employers from asking applicants about any of their past criminal convictions at any stage of hiring.

C. A blanket bar may have a disparate impact by race or national origin and is hard to justify as job related.

D. Automated rejections violate Title VII unless a recruiter personally reviews every rejected applicant.

129. A hospital wants to hire bilingual patient advocates. Which interview question is permissible?

A. What language did you grow up speaking at home?

B. How did you learn to speak Spanish so well?

C. What is your native language or mother tongue, if not English?

D. Which languages can you speak or write fluently?

130. An analyst has the salaries of ten staff members, all between $48,000 and $60,000. An executive's $900,000 salary is then added to the data set. Which measure of central tendency will change the most?

A. The median, because the number of values has changed

B. The mean, because it is calculated from every value

C. The mode, because a new salary value has been added

D. The median, because the outlier is far above the others

131. A company plans to build a distribution center at the edge of a residential area. At a city council meeting, neighbors object to the expected truck traffic on their streets. The company's site manager asks HR, which leads community relations, how to respond. What is the BEST approach?

A. Issue a press release on the new jobs and tax revenue the center will bring to the city.

B. Meet with residents to hear concerns and explore options such as truck routes and hours.

C. Offer the neighborhood association a donation toward a new park to win its support.

D. Proceed as planned, since the existing zoning permits already allow a warehouse at the site.

132. Members of a sales team know that one colleague regularly misses his commitments, but none of them raise it with him. They wait for the manager to address it. In Lencioni's model, which dysfunction does this describe?

A. Avoidance of accountability

B. Fear of conflict

C. Inattention to team results

D. Lack of commitment to decisions

133. An employer adopts fair-chance (ban-the-box) hiring practices. What do these practices generally require?

A. Refuse to consider any criminal history for any open position

B. Run background checks on applicants only after they complete a first-round interview

C. Delay asking about criminal history until later in the hiring process

D. Ask about criminal history only after the new hire's first day

134. A supervisor reports two problems. One employee keeps missing data-entry accuracy targets despite clear effort, and another repeatedly ignores the rule requiring hard hats on the production floor. Which approach BEST fits each situation?

A. Progressive discipline for both, since each employee is failing to meet a documented workplace standard

B. Progressive discipline for the accuracy gap and a performance improvement plan for the hard-hat violations

C. A performance improvement plan for the accuracy gap and progressive discipline for the hard-hat violations

D. A performance improvement plan for both, since each employee needs a structured path toward improvement

135. A manager sets very high performance standards, constantly pushes for faster results and steps in to do the work himself when the team falls short. According to Goleman, what is the MOST likely result if he uses this style over the long term?

A. Team members gain new skills from watching the manager model high standards

B. The team becomes more self-directed as members learn to meet the standards

C. Team members feel overwhelmed, morale and initiative decline, and burnout grows

D. Performance rises steadily over time as the team adjusts to the manager's high pace

136. A company uses four data classification levels: public, internal, confidential and restricted. Which level BEST fits employees' Social Security numbers and medical records?

A. Confidential

B. Internal

C. Restricted

D. Public

137. An HR professional normally uses a non-directive, question-based coaching style with managers. In which situation is a directive approach MOST appropriate?

A. A manager asks for help building stronger relationships with peer managers.

B. A manager is unsure whether to pursue a promotion into a regional role.

C. A manager wants to improve how he runs his weekly team meetings this quarter.

D. A manager plans to fire an employee the day after she requests FMLA leave.

138. A 24-hour manufacturing plant runs three rotating shifts and is introducing a new digital work order system. HR is designing a change champion network. What is the BEST approach?

A. Recruit the plant's most tech-savvy employees as champions, regardless of their shift or area

B. Recruit day-shift supervisors as champions, since they work the same hours as the project team and know the system well

C. Recruit respected peers from every shift and area, and give them training and time to support coworkers

D. Recruit one champion for the whole plant, who can then hold a monthly meeting for all shifts

139. HR sent an announcement to 1,200 employees, and tracking shows that 780 of them opened it. What is the open rate?

A. 65%

B. 35%

C. 54%

D. 78%

140. A five-person interview panel meets to discuss each finalist before anyone records ratings. HR notices that the vice president on the panel always speaks first and the final ratings almost always match her view. What is the BEST change for HR to make?

A. Average the panel's ratings after the discussion so no single member decides the outcome.

B. Require each panelist to submit scores on their own before the group discussion starts.

C. Remove the vice president from the panel and have her approve the final decision instead.

D. Ask the vice president to speak last so that others can share their views without pressure.

141. An HR project manager is estimating how long it will take to roll out a new performance management system. The team estimates 4 weeks if everything goes well, 6 weeks as most likely and 14 weeks if major problems occur. Using the PERT three-point (beta) estimate, what is the expected duration?

A. 9 weeks
B. 7 weeks
C. 6 weeks
D. 8 weeks

142. Under the False Claims Act, who is a relator, and what share of the recovery may a relator generally receive when the government intervenes in the case?

A. The private person who files the suit; 15 to 25 percent of the recovery
B. The government attorney who litigates; a fee set by the court at its close
C. The private person who files the suit; 10 to 30 percent of the recovery
D. The private person who files the suit; a flat award capped at $100,000

143. An employee who is enrolled in the company's group health plan gets married on July 10. Open enrollment is in November. On July 25 she asks HR whether she can add her new husband to the plan now. What should HR tell her?

A. Yes; she may add him only if he lost other group coverage within the past 60 days.
B. Yes; marriage triggers special enrollment, so she can add him if she asks within 30 days of the marriage.
C. Yes; she may add him at any time during the rest of this plan year, since marriage creates a year-long enrollment right.
D. No; she must wait for open enrollment in November because marriage is not a qualifying life event.

144. A supervisor at a unionized warehouse wants to place a bargaining-unit employee on a PIP for low productivity. What should HR check FIRST?

A. Nothing extra, since performance plans are not a mandatory subject of bargaining
B. Whether the union steward approves the specific goals in the performance plan
C. The CBA's procedures and just-cause terms and the employee's representation rights
D. Whether the NLRB must be notified before any formal performance plan is issued to the employee

145. A manager asks HR what to write down after a third clash between two team members. What should HR advise?

A. Summarize the clashes at year-end in each person's review
B. Note impressions of each person's attitude, motives and overall demeanor
C. Keep notes only on the employee who seems to be the instigator
D. Record the dates, what each person said and did, and any witnesses

146. The CEO of a 2,000-employee public company resigns unexpectedly, and the board names an interim CEO. A press release will go out at 4 p.m. today. What is the BEST plan for telling employees?

A. Post a short notice on the intranet only, since board matters are not suited to a town hall.

B. Brief managers several days ahead and let each one tell the team in whatever way works best.

C. Let employees learn from the press release, then send an internal email with details the next day.

D. Inform employees just before or with the release through a leader message, then hold a live Q&A.

147. Two department heads have clashed for months. A neutral consultant meets with each of them, then brings them together for a structured session in which each states the issues, they explore the conflict openly, and they agree on ways to manage it. Which intervention is this?

A. Third-party peacemaking

B. Beckhard confrontation meeting

C. Process consultation

D. Intergroup mirroring

148. HR wants to reword an engagement survey item that has been tracked for five years, because the old wording sounds outdated. What should HR consider about the change?

A. Small wording changes rarely affect how employees answer, so the trend can simply continue.

B. Reword it and adjust past years' scores by the expected effect of the new wording on results.

C. Reword the item only in the regions where employees said the old wording was confusing.

D. Changing the wording can break the trend, so keep it or treat the new item as a new baseline.

149. What is the MAIN advantage of a third-party ethics hotline compared with requiring employees to report concerns to their managers?

A. It ensures every report is screened by outside lawyers before HR sees it.

B. It lets employees report anonymously, reducing fear of retaliation.

C. It removes the employer's duty to investigate the reported concerns.

D. It replaces the need for managers to escalate complaints they receive.

150. An HR generalist uses a generative AI tool to draft a memo announcing a new hybrid-work policy. Why does giving the tool clear, context-rich instructions improve the draft?

A. The output reflects the audience, purpose, tone and key facts that the prompt specifies.

B. Specific prompts make the tool rely on the company's internal files rather than outside data.

C. Detailed prompts remove the need for a human to review the draft before it is distributed.

D. Longer prompts allow the tool to check the draft against current employment law automatically.

151. Why can it be hard for an internal HR consultant to help a manager when the same HR professional also enforces policy and investigates complaints in that manager's area?

A. Policy enforcement duties legally bar HR from also giving advice to the same manager.

B. The manager may hold back candid information, fearing it will be used against them later.

C. Internal consultants lack the technical expertise that external consultants usually provide.

D. Internal consultants cannot charge fees, so managers tend to place less value on advice.

152. What is an in-basket exercise, and what does it primarily assess or develop?

A. A group discussion with no assigned leader, used to assess emergent leadership and teamwork

B. A written test of management knowledge, used to measure understanding of company policies

C. A role-play with a trained actor, used to assess how a candidate handles a difficult employee

D. A timed simulation of a manager's incoming items that tests prioritizing and decision making

153. An employee returning from surgery provided a doctor's note limiting her to lifting 20 pounds. HR told her manager about the lifting limit but not the diagnosis. She is upset that her manager was told anything. How should HR respond?

A. Apologize and assure her that HR will not share any future work restrictions with anyone without her written consent.

B. Acknowledge her concern and explain that only the restriction was shared so her work can be assigned safely.

C. Ask her manager to disregard the information and plan her assignments as if no restriction existed.

D. Explain that once she gave HR the doctor's note, the company could share its contents with any manager.

154. A finalist for a director role is hesitating to relocate because her spouse would need to find a new job in the area. She asks for a higher salary to offset the risk. What is the BEST approach for HR?

A. Offer spousal job search support, such as career coaching and networking help, as part of the package.

B. Explain that the company cannot address family issues and present the original relocation offer.

C. Raise the salary offer until it fully covers the spouse's current income for the first full year in the new location.

D. Offer a larger lump-sum relocation payment and let the candidate decide how to spend the money.

155. An employee with a compa-ratio of 0.88 asks HR why she is still below the midpoint of her range after three years of solid performance. Her range has moved up twice to follow the market. What is the BEST response?

A. Explain how merit pay and range increases affected her position, and review her pay progression.

B. Explain that the midpoint is reserved for employees with more than five years in the job.

C. Explain that her position is normal and her pay will reach the midpoint automatically as she adds more years of service in the job.

D. Promise an adjustment to the midpoint at the next review so she reaches market-rate pay.

156. Last year, a company spent $150,000 on recruiting. The first-year compensation of all the people it hired totals $3,000,000. What is the recruiting cost ratio?

A. 50.0%

B. 20.0%

C. 5.0%

D. 0.5%

157. A U.S.-based company hires a citizen of India to manage its sales office in Dubai, United Arab Emirates. How is this employee classified?

A. Third-country national

B. Parent-country national

C. Host-country national

D. Inpatriate

158. During a tense meeting, an employee uses sarcasm to downplay his real concerns and then stops responding altogether. In the Crucial Conversations model, what type of behavior is this?

A. Silence, through labeling and avoiding

B. Silence, through masking and withdrawing

C. Violence, through attacking and masking

D. Violence, through controlling and labeling

159. In a mature industry, many firms of similar size offer nearly identical products and keep cutting prices to win market share. Which of Porter's five forces does this MOST directly reflect?

A. Threat of new entrants to the market

B. Threat of substitutes

C. Rivalry among existing competitors

D. Bargaining power of buyers

160. On a Saturday, an employee sends her manager a LinkedIn direct message saying a coworker has been making threats and sexual comments to her. The manager wonders whether this counts as a report because it did not come through official channels. What should HR advise?

A. Treat it as notice to the company and forward it to HR right away for a response.

B. Treat it as informal, since policy says complaints must be made through official channels.

C. Ask the employee to resubmit the report on the company hotline before taking any action.

D. Reply on LinkedIn to ask for details, then decide whether the concern should go to HR.

161. A restaurant chain with 40 locations in six states wants to redesign onboarding for new servers. The HR manager has three weeks and a small budget to learn what new hires struggle with most across all locations. Which data-collection approach is BEST?

A. Visit each location to observe new servers during shifts and interview the managers in person

B. Review exit interview notes from the past year to see why new servers chose to leave early

C. Send a short online survey to recent hires and managers at all locations, then hold a few follow-up calls

D. Run in-person focus groups at the five highest-volume locations, then apply the findings across the whole chain

162. An employee exercises 1,000 stock options with a grant (exercise) price of $20 per share when the market price is $35 per share. What is the pre-tax spread realized at exercise?

A. $15,000

B. $20,000

C. $35,000

D. $55,000

163. Under an Improshare plan, a work group earned 2,000 standard hours for the units it produced in a period but worked only 1,800 actual hours. Employees receive 50% of the hours saved. What is the bonus as a percentage of pay for actual hours worked?

A. About 11.1%

B. About 10.0%

C. About 5.0%

D. About 5.6%

164. In June, a product analyst's main annual goal disappeared when leadership canceled the project it supported. Her review is in December. What should her manager do?

A. Wait until the December review to decide how to account for the canceled goal

B. Remove the goal and rate her only on the minor goals that remain on her plan

C. Keep the original goal on record and rate her on the work done before June

D. Meet with her now to set and document revised goals for the rest of the year

165. A female analyst tells HR that a male analyst on her team, hired the same year, earns 12% more for what she believes is the same work. What should HR do FIRST?

A. Raise her pay to match his right away, so the company avoids any Equal Pay Act liability.

B. Remind her that pay is confidential and ask her how she learned about her coworker's salary.

C. Explain that pay differences are lawful when they result from individual salary negotiations at the time of hire.

D. Compare their actual duties, skills and pay factors, and assure her she is protected from retaliation.

166. HR is reviewing draft items for an engagement survey that uses a five-point agree/disagree scale. Which item is flawed because it is double-barreled?

A. My manager gives me clear goals and regular feedback.

B. I understand how my daily work supports my team's goals.

C. I would recommend this company as a place to work.

D. I have the tools I need to do my job well.

167. Which statement BEST describes mutual (two-way) mentoring?

A. A junior employee teaches a senior employee about new technology

B. Both partners serve as mentor and mentee, sharing what each knows

C. A senior employee guides a junior employee's career over time

D. A mentor is assigned by HR to coach a new hire through onboarding

168. A manager plans to send corrective feedback by instant message to a fully remote employee who visits the office only twice a year. The issue is a pattern of late status reports. What should HR recommend?

A. Send the feedback by email rather than chat so the message is more formal and documented

B. Send the instant message as planned but add friendly wording so the tone is not misread

C. Hold a private video call to discuss it, then send a short written summary afterward

D. Wait until the employee's next office visit so the conversation can happen face-to-face

169. A distribution center logged 300 overtime hours last month. All of the hours were worked by nonexempt employees with a base rate of $24 per hour and were paid at time and a half. What was the cost of the overtime premium alone, not counting straight-time pay for those hours?

A. $3,600

B. $10,800

C. $7,200

D. $14,400

170. Two weeks before a planned announcement, a regional HR manager learns that an employee has posted on social media that the company's downtown office will close. The closure is approved, and local reporters have started calling. What should HR do NEXT?

A. Ask the employee to delete the post and issue a written warning before any other message goes out.

B. Decline to comment publicly or internally until the original announcement date to keep the plan intact.

C. Give a short statement to the reporters first, then brief employees once media coverage settles down.

D. Work with leaders to move up the announcement so employees hear the facts from the company.

171. Before approving an AI attrition model, HR documents where each input field came from, which systems it passed through, and how it was cleaned or transformed. What is this documentation called?

A. Data lineage
B. Data anonymization
C. Model drift monitoring
D. Data minimization

172. An eligible employee uses FMLA military caregiver leave to care for her son, a servicemember with a serious injury. What is the maximum combined FMLA leave she may take in that single 12-month period?

A. 26 workweeks, plus 12 more workweeks for other reasons
B. 12 workweeks, the same limit as other FMLA leave types
C. 26 workweeks, including all other types of FMLA leave
D. 24 workweeks, including all other types of FMLA leave

173. An employee asks to work from Portugal for three months while staying in her current U.S. role. The company has no operations outside the United States. What should HR do FIRST?

A. Deny it, since U.S. employers cannot legally employ staff working from abroad
B. Assess the tax, immigration and legal exposure before approving or denying it
C. Approve it, since a stay under six months creates no foreign legal obligations
D. Approve it if she agrees to be paid as an independent contractor for the period

174. Last year, a company filled 150 positions. Current employees filled 45 of them through promotions or transfers, and external hires filled the rest. What is the internal mobility (internal fill) rate?

A. 30.0%
B. 70.0%
C. 42.9%
D. 23.1%

175. An employee normally works 8 a.m. to 5 p.m., Monday through Friday. For an out-of-town assignment, he flies as a passenger on Sunday from 1 p.m. to 5 p.m. and stays overnight. How much of the Sunday flight time is hours worked?

A. All 4 hours, because the flight falls within his normal working hours.
B. None of it, because Sunday is not one of his scheduled workdays during the week.
C. Only the part of the flight that exceeds his normal commute between home and work.
D. None of it, because time spent as an airline passenger is never treated as work.

176. A U.S. company has acquired subsidiaries in Germany, Brazil and Japan and wants a single global turnover figure. Each subsidiary currently calculates turnover in its own way. What is the BEST approach?

A. Report each country separately and never produce a global figure.
B. Adjust each country's figure by its national average turnover rate.
C. Standardize metric definitions across countries before combining the data.
D. Combine each country's reported figure and footnote the local differences.

177. An employee at a small office asks for a quiet place to pray for about ten minutes twice during the workday. There is no spare room. What is the BEST response?

A. Deny the request because the company cannot build a dedicated room

B. Allow prayer at the desk on the condition that coworkers are told why

C. Arrange a private space at set times, such as a booked meeting room

D. Tell the employee to pray in a car or outside since no room is available

178. For purposes of election objections, when does the critical period during which objectionable conduct may set aside an NLRB election generally run?

A. From the hearing until the tally of ballots is complete

B. From the filing of the petition until the election is held

C. From the first authorization card signing until the election is held

D. From the petition until the Board certifies the results

179. A call center received 300 applications and hired 15 people. What is the selection ratio, and what does a ratio this low generally mean?

A. 0.05, meaning the employer can be selective, so a valid test adds more value to hiring

B. 0.05, meaning the employer is short on applicants and must hire almost everyone who applies

C. 0.20, meaning the employer is short on applicants and must hire almost everyone who applies

D. 20, meaning the employer can be selective, so a valid test adds more value to hiring

180. A sales manager defends padding expense reports by saying, "Everyone in this industry does it, so it's just how business works." Which rationalization does this statement reflect?

A. Treating the conduct as acceptable because it is widespread and seen as normal

B. Claiming loyalty to the team outweighs the duty to follow company rules

C. Claiming no one is really harmed because the company can easily absorb it

D. Claiming the conduct is earned credit for past good deeds and many unpaid extra hours

181. A leadership team's meetings are polite and brief. Members rarely challenge one another, but they voice objections privately in hallway conversations afterward. According to Lencioni, which dysfunction does this artificial harmony indicate?

A. Inattention to results

B. Lack of commitment

C. Fear of conflict

D. Avoidance of accountability

182. An HR project team has 8 members. Using the standard formula for communication channels, how many channels exist on the team?

A. 28

B. 36

C. 64

D. 56

183. HR has received 200 open-ended comments from an engagement survey and wants a small cross-functional team to organize them into meaningful themes for leadership. Which tool should HR use?

A. Decision matrix
B. Affinity diagram
C. Force field analysis
D. Fishbone diagram

184. Which mediation approach aims mainly to change how the parties relate to each other, through empowerment and mutual recognition, rather than to reach a specific settlement?

A. Evaluative mediation
B. Transformative mediation
C. Facilitative mediation
D. Directive settlement mediation

185. Three internal employees applied for a team lead role, and an external candidate was selected. What is the BEST way to communicate the decision to the internal applicants?

A. Send each a standard rejection email through the applicant tracking system after the announcement.
B. Tell each one privately before the announcement and offer development feedback.
C. Let them learn of the decision from the companywide hiring announcement.
D. Explain the decision to all three together in a brief team meeting.

186. A 400-employee company pays its benefits broker through commissions built into its health and dental premiums. The broker has offered to switch to a flat annual fee instead. What is the BEST analysis for the HR manager to perform?

A. Compare the commission percentages in the current contract with the average commission rates other brokers in the region charge
B. Get disclosure of all broker pay, including bonuses, and compare the total with the flat fee for the same services
C. Ask the carriers to remove the commissions from the premiums and use the premium savings to calculate the flat fee's value
D. Choose the flat fee, because fee-based arrangements cost less than commission-based arrangements for employers of this size

187. The corporate ethics hotline receives a Spanish-language call from a production worker alleging that the plant HR manager has been altering time records to shave hours from hourly employees' pay. Most plant employees speak Spanish as their first language. Normally, plant HR handles hotline cases from that site. What should corporate HR do?

A. Assign the case to an investigator outside the plant's reporting line who can interview employees in Spanish.
B. Send the case to the plant HR manager with instructions to review the time records and report the results.
C. Ask the plant general manager to hold a meeting with employees to ask whether anyone has been underpaid.
D. Hire an interpreter to translate the hotline report and then follow the usual plant-level case routing for review.

188. Under New York City Local Law 144, what must an employer using an automated employment decision tool make publicly available on its website?

A. The names of the independent auditors and each of their professional certification numbers

B. A summary of the most recent bias audit's results and the tool's distribution date

C. The tool's source code and the training data the vendor used to develop the scoring model

D. The complete bias audit report, including the scores of each candidate who was assessed

189. Which of the following retirement plans is exempt from ERISA's requirements?

A. A 403(b) plan with employer contributions at a private nonprofit hospital

B. A multiemployer pension plan maintained under a union agreement

C. A 401(k) plan sponsored by a privately owned manufacturing company

D. A pension plan sponsored by a state government for its employees

190. An HR team wants a systematic way to understand the employee experience. Which BEST describes a voice-of-the-employee (VoE) program?

A. Setting up an anonymous hotline for employees to report ethics violations

B. Collecting feedback through many channels, analyzing it, and acting on it

C. Holding exit interviews to learn why employees choose to leave the company

D. Running an annual engagement survey and publishing the overall score to staff

191. A software firm needs a senior analyst quickly. A former employee who had strong reviews and left on good terms two years ago to join a competitor has applied for the job. The hiring manager wonders whether rehiring someone who left is a mistake. What is the BEST advice from HR?

A. Treat her as a strong candidate who may ramp up faster, and assess her through the normal process.

B. Decline the application, since rehiring people who left signals that leaving carries no cost.

C. Rehire her without any interviews, because her past reviews already show she can do the job very well.

D. Offer her only a contract role at first, so the firm can test whether she will stay this time.

192. An employee's young son has a serious disability. The employee asks for a permanently reduced schedule so she can handle his care, and separately a manager has suggested passing her over for promotion because she "will be distracted." How does the ADA apply?

A. It does not apply to either issue, because the employee herself does not have a disability.

B. It requires the schedule change only if the son's care needs meet the FMLA definition of serious.

C. It requires the schedule change as an accommodation and bars basing the promotion decision on her son.

D. It bars the promotion decision based on her son's disability but does not require the schedule change.

193. A growing company is drafting its first code of conduct and wants it to be separate from the employee handbook. Which topic is MOST typically included in a code of conduct?

A. Step-by-step rules for requesting paid time off and how vacation accrual is calculated

B. Procedures for scheduling shifts, swapping shifts and getting overtime approved

C. Eligibility rules for enrolling in the medical, dental, and retirement benefit plans

D. Guidance on conflicts of interest, gifts and entertainment, and how to raise concerns

194. An office manager has written a typing test and wants to use it to screen applicants for clerical positions. What should HR confirm FIRST?

A. That typing is a key part of the job and the test reflects the speed and accuracy needed.

B. That the test is timed the same way and given under the same conditions to every applicant.

C. That current clerical staff have taken the test so their average can be used as the cutoff.

D. That applicants sign a form acknowledging the test before they are allowed to take it.

195. How do courts generally treat the time between an employee's protected activity and a later adverse action when assessing causation in a retaliation claim?

A. Very close timing can support an inference of causation, while long gaps weaken it

B. Timing is irrelevant unless the employee also has direct evidence of retaliatory motive

C. Close timing alone proves retaliation, so the employer cannot rebut it with other reasons

D. Any adverse action within one year of protected activity is presumed retaliatory

196. A company plans to begin monitoring employees' use of company email and internet. Which information is MOST important to give employees before monitoring begins?

A. The names of the specific employees whose activity managers have asked to have reviewed most closely

B. A statement that employees should have no expectation of privacy anywhere in the workplace at any time, for any reason

C. What will be monitored, why, how the data will be used and who can see it, and how long it will be kept

D. The technical details of the monitoring software, including the vendor and its system configuration

197. A manager asks HR how to approach a 20-year employee who has no realistic promotion prospects and has become noticeably disengaged, although his work still meets standards. What should HR coach the manager to do?

A. Address his disengagement first by placing him on a formal performance improvement plan.

B. Explain that his role is unlikely to change and keep the discussion focused on attendance.

C. Encourage him to apply for open promotions even where he still lacks several of the required skills.

D. Ask about his interests, recognize his expertise, and explore mentoring or new project roles.

198. An expatriate's home-country housing norm is $24,000 a year. Comparable housing in the host city costs $54,000 a year. Under a typical balance-sheet policy, what annual housing allowance should the company provide?

A. $54,000
B. $30,000
C. $78,000
D. $24,000

199. A quarterly report shows that one supervisor's team has an annualized turnover rate of 45%, compared with a company average of 12%. The operations director asks HR what to do. What should HR do FIRST?

A. Enroll the supervisor in the next leadership development program as a precaution
B. Recommend that the supervisor be moved out of the role while HR looks into the cause of the exits
C. Review the team's separation records, exit data and team size to understand the pattern
D. Tell the supervisor's manager to set a team turnover target of 12% for next year

200. After a merger, HR finds that titles mean different things at the two companies: a "senior analyst" at one firm does work similar to a "manager" at the other. What is HR's BEST method to map roles?

A. Adopt the acquired company's titles for all employees to reassure the acquired workforce.
B. Match roles by title and adjust pay to the higher of the two companies' current salary ranges for each title.
C. Compare roles by job content and leveling criteria, not titles, then align them to one structure.
D. Let each manager slot their own employees into the acquirer's levels based on judgment.

201. An HR manager is forming a steering committee of senior leaders from HR, IT and finance for a new HRIS implementation. What should the committee mainly do?

A. Configure the system and test each module before it is released to employees
B. Manage the project's day-to-day schedule and assign specific tasks to individual project team members
C. Provide oversight, approve major decisions and resolve issues the project team cannot
D. Write the user training materials and deliver training sessions at each site

202. A team of 30 employees scored 71% favorable on engagement last year and 69% this year. Response rates were similar, and nothing else in the team changed. What is the MOST appropriate interpretation?

A. The change shows a real decline that calls for a new team action plan now
B. The change is likely within normal variation and not meaningful by itself
C. The change shows that last year's team action plan did not work as hoped
D. The change is meaningful because the survey's response rate stayed stable

203. A buyer acquires a company's assets rather than its stock. The seller's workforce is not unionized and has no individual employment contracts. Which statement about the seller's employees is MOST accurate?

A. The buyer generally decides whom to hire and on what terms, within anti-discrimination law.

B. The buyer must offer jobs to every employee but may change their pay and benefits.

C. The employees keep their seniority and benefits with the buyer by operation of law.

D. All employees transfer automatically to the buyer at their current pay and benefits levels.

204. During a meeting about her raise, an employee at a privately held company asks HR for the company's annual profit figures to judge whether the raise is fair. The company does not publish its financial results. What is the BEST response?

A. Tell the employee that discussing pay and company finances is confidential and should not be shared with coworkers

B. Provide the profit figures, since employees have a legal right to information used to make decisions about their pay

C. Decline to discuss the raise further until the employee withdraws the request for confidential company information

D. Explain how raises are set, such as market data and pay ranges, and share financial data approved for staff

205. A trainer teaching new bank analysts to calculate three types of loan ratios mixes the ratio types together in practice sets instead of finishing all problems of one type before moving to the next. What is this technique, and why does it help?

A. Chunking, which helps learners hold more steps in working memory at the same time

B. Blocking, which helps learners master one method fully before switching over to the next one

C. Interleaving, which helps learners distinguish problem types and choose the right method

D. Scaffolding, which helps learners by gradually removing support as skill increases

206. A manager has decided to demote a team lead who has not met leadership expectations despite six months of coaching. To avoid an uncomfortable conversation, he wants to send the decision by email and copy HR. What should HR advise?

A. Deliver the news in a private meeting, then follow up in writing with the details

B. Send the email, since a written record protects the company if the demotion is challenged

C. Have HR deliver the news so that the manager's working relationship stays intact

D. Announce the change at a team meeting so everyone hears the same message at once

207. An HR facilitator is leading an appreciative inquiry workshop for a hospital unit. The sponsoring director has told her to stop anyone who mentions a problem. Midway through, several nurses start describing frustrations with staffing levels. What should the facilitator do?

A. Acknowledge the concerns and ask the nurses to describe what they wish staffing looked like instead.

B. Pause the workshop and hold a separate problem-solving session to address the staffing complaints.

C. Record the complaints on a parking-lot chart and tell the nurses they will be reviewed after the session.

D. Remind the nurses of the ground rules and redirect the group to the next scheduled discussion topic.

208. A company earned net income of $750,000 and has total assets of $10 million. What is its return on assets (ROA)?

A. 7.5%

B. 75%

C. 13.3%

D. 0.75%

209. An employee submits an FMLA medical certification signed by a physician who is the employee's sister-in-law. HR has reason to doubt the certification's validity. What is the BEST next step?

A. Require the employee to pay for a second opinion before leave is approved

B. Ask the employee's supervisor to call the physician to verify the diagnosis

C. Deny the leave, since a relative cannot certify a family member's condition

D. Require a second opinion from a provider the employer selects and pays for

210. An audit shows that one store manager overrides the AI scheduling tool's shift assignments about 30 times a month, and nearly every override gives preferred shifts to the same four employees. Other managers rarely override the tool. What should HR do?

A. Remove every manager's ability to override the AI tool so that all store schedules stay fully consistent.

B. Review the overrides with the manager, hear his reasons, and set documented, job-related criteria.

C. Tell the four employees that they will no longer receive preferred shifts from this point forward.

D. Accept the overrides as legitimate, since managers know their own staff better than any tool does.

211. A high-performing engineer resigns because her spouse has accepted a job overseas, and her role cannot be done remotely. How should HR classify this turnover?

A. Regrettable and unavoidable

B. Nonregrettable and unavoidable

C. Nonregrettable and avoidable

D. Regrettable and avoidable

212. An expatriate managing a plant in Nigeria receives a low annual rating from a home-office manager who has never visited the site. The expatriate notes that frequent power outages cut output, which the rater did not consider. What should HR recommend?

A. Remove the expatriate from the annual review cycle until the international assignment comes to an end

B. Add input from host-country raters and adjust the goals to reflect local operating conditions

C. Keep the rating, since the home-office manager owns the plant's production targets

D. Replace the rating with one from the local plant team, who see the work every day

213. An HR analyst maps working relationships on an 8-person project team and finds 14 direct, two-way ties among members. What is the team's network density?

A. 0.50

B. 0.67

C. 0.22

D. 0.25

214. A company with 1,200 employees nationwide plans to lay off 55 full-time employees within a 30-day period at a single site that has 400 full-time employees. No other layoffs are planned. Under the federal WARN Act, is a mass layoff notice required?

A. No, because fewer than 100 employees are losing their jobs at the site.

B. Yes, because at least 50 employees will lose their jobs within 30 days.

C. No, because 55 is fewer than one-third of the site's 400 employees.

D. Yes, because the company has more than 100 employees in total.

215. A company plans to replace its paper-based ordering process. According to Lewin's three-stage model, which activity belongs in the unfreezing stage?

A. Updating performance goals to reflect the new electronic ordering steps

B. Recognizing teams that have fully adopted the new process

C. Training employees to use the new electronic ordering system

D. Sharing data showing how order errors are costing key customers

216. A high-potential manager resigns shortly after a peer is promoted into a role she wanted. In her exit interview, she says no one ever discussed her career path. What is the BEST lesson for HR to apply?

A. Promote high potentials ahead of their peers whenever possible so they don't feel passed over for key roles.

B. Ensure managers hold regular career conversations with high potentials and share realistic paths.

C. Keep promotion decisions confidential until announced so candidates don't form expectations.

D. Offer retention bonuses to high potentials whenever a peer is promoted into a key role.

217. Employees are now using a new expense system correctly, but leaders worry they will slip back into emailing spreadsheets once attention fades. Which action BEST addresses the Reinforcement element of ADKAR?

A. Having managers discuss what employees gain from using the system
B. Offering refresher training on the system's more advanced features
C. Recognizing teams that use the system and auditing for workarounds
D. Explaining the business reasons the old process was being retired

218. A company's onboarding program explains how decisions really get made, what the unwritten rules of meetings are, and how the stated values show up in daily work. Which of Bauer's four Cs does this content MOST directly address?

A. Connection
B. Compliance
C. Culture
D. Clarification

219. HR is designing an evaluation of a new coaching program and wants to increase the chance of detecting a real improvement if one exists. Which change would do this?

A. Increase the number of employees in each group
B. Lower the significance level from .05 to .01
C. Switch from a one-tailed to a two-tailed test
D. Analyze the results separately for each department and job level

220. A U.S. company is opening a customer support center in the Philippines. A local adviser says the budget must include 13th-month pay. What is 13th-month pay in the Philippines?

A. An extra month of paid leave granted after 13 months of service
B. An optional year-end bonus that employers pay only when annual profits allow it
C. A severance payment equal to one month's salary per year of service
D. A required payment of one-twelfth of the basic salary earned in the year

221. A company bought 300 licenses for a new collaboration tool. Three months after launch, 210 licensed users log in at least weekly. Using weekly logins as the measure of adoption, what is the adoption rate?

A. 143%
B. 70%
C. 30%
D. 43%

222. A manager asks HR to approve a 4% base pay increase for a high-performing employee whose salary is already 6% above the range maximum. Company policy caps base pay at the range maximum. What is the BEST response?

A. Recommend a lump-sum merit payment that rewards performance without raising base pay.
B. Deny any merit reward this cycle, since pay above the maximum rules out any award.
C. Reclassify the job into a higher grade so that the increase falls within its new range.
D. Approve the increase as an exception, since strong performance justifies the extra base pay.

223. A company has one recruiter whose salary and benefits total $90,000 a year. She spends 60% of her time on recruiting. Other recruiting costs for the year were $12,000, and the company made 30 hires. What is the cost-per-hire?

A. $400
B. $3,400
C. $2,200
D. $1,800

224. An engagement survey produced about 1,500 written comments. Leaders want a summary they can use to set priorities. Which method is BEST?

A. Code the comments into themes and report how often each theme appears
B. Count the most common words and present them as a word cloud summary
C. Read a random sample of 50 comments and summarize their general tone
D. Report only the most negative comments to show leaders the main risks

225. An HR team is preparing for a possible audit of the AI tool it uses to screen applicants. Which set of records would BEST show how the tool was configured and used?

A. A list of every recruiter who has logged into the tool, along with their training completion dates
B. The vendor's marketing materials, its signed contract with the company, and the invoices paid for each license renewal
C. Version and settings change logs, validation and bias test results, and records of human review decisions
D. The job postings that the tool screened against and the total number of applicants for each posting

226. A manufacturer must give WARN Act notice before closing a plant that employs 150 nonunion workers. Which set of information must the written notice to each affected employee contain?

A. The expected separation date, the total number of affected workers, any recall rights and a union contact
B. The expected separation date, whether the action is permanent, any bumping rights and a contact person
C. The severance amount, the date benefits end, the outplacement services offered and a contact person
D. The business reason for the closing, the selection criteria, the separation date and a release form

227. A director completes reviews back to back. Immediately after rating the department's top performer, she rates the next employee, whose results were solidly average, as "below expectations." Which rating error does this describe?

A. Contrast effect
B. Horns effect
C. Recency error
D. Strictness error

228. An HR analyst tracks the representation of a demographic group at each job level, from individual contributor to executive. What does this pipeline analysis PRIMARILY reveal?

A. Whether members of the group are paid equitably compared with others at the same job level.

B. How long it takes to fill open positions at each level of the organization's job structure.

C. The organization's overall diversity, expressed as a single summary figure for the entire workforce.

D. The levels where the group's share drops, which shows where to examine promotion and retention.

229. A machinist allegedly raised a wrench and told a coworker he would "take care of him" after their shift. The machinist denies it, and HR has just begun investigating. What is the BEST interim action?

A. Keep the machinist working on his usual shift but ask his supervisor to watch him closely each day.

B. Move the coworker to a different shift so that the two employees no longer work at the same time.

C. Place the machinist on paid administrative leave pending the investigation and remove his site access.

D. Place the machinist on unpaid suspension until the investigation reaches a final conclusion about the alleged threat.

230. A new supervisor in a unionized plant asks HR how a typical contractual grievance procedure works. Which sequence BEST reflects common practice?

A. Arbitration, followed by discussion with the supervisor, then a written grievance to a department manager and HR

B. Discussion with the supervisor, written grievance to a department manager, review by senior management, then arbitration

C. Discussion with HR, filing of an unfair labor practice charge, mediation by FMCS, then a written grievance step

D. Written grievance to the plant manager, discussion with the immediate supervisor, arbitration, then review by senior management

231. In UAW v. Johnson Controls, a battery maker barred all women capable of bearing children from jobs involving lead exposure. Why did the Supreme Court reject the policy as a BFOQ?

A. It was disparate impact that the company failed to justify as a business necessity

B. It failed only because the company offered no pay to transferred women

C. It was facial sex discrimination, and fetal safety didn't affect job ability

D. It relied on medical evidence that was too weak to support a valid BFOQ

232. After exhausting 12 weeks of FMLA leave, an employee asks for additional leave "until further notice." His doctor cannot give any estimate of a return date. How should HR analyze the request?

A. Indefinite leave is generally not required, but HR should explore other options

B. Indefinite leave must be granted, since leave is a recognized accommodation

C. He can be terminated at once, since his FMLA entitlement is now exhausted

D. HR must extend leave another 12 weeks before deciding whether to separate him from employment

233. During implementation week, a payroll software vendor offers to cater lunch for the payroll team. The team is also completing a performance evaluation that will decide whether the vendor's contract is renewed next month. Company policy permits modest vendor meals only when no business decision involving the vendor is pending. What should HR advise?

A. Accept the lunch, because it is modest and serves a legitimate implementation purpose.

B. Accept the lunch only if the vendor's staff attend so that it counts as a business meal.

C. Thank the vendor but decline, because the team is evaluating whether to renew its contract.

D. Accept the lunch, but have each team member report it on the company's annual disclosure form.

234. An office coordinator asks HR for help on behalf of a regional director whose team is missing its targets. The coordinator will schedule meetings, but the director owns the budget and the team's results. In consulting terms, how should the HR partner view these two people?

A. The coordinator is the primary client, since she made the request and will be the liaison.

B. The coordinator is the contact client; the director is the primary client.

C. The director is only the sponsor; the coordinator is the client who receives the results.

D. Both are equal clients, so HR should contract with each one separately on the same terms.

235. A retail chain's policy requires employees to start unpaid leave in the seventh month of pregnancy, regardless of their ability to work. What is true under the Pregnancy Discrimination Act?

A. The policy is unlawful only if the employer has 50 or more employees within 75 miles of the store.

B. The policy is lawful, if the employer guarantees the employee's job when she returns to work.

C. The policy is lawful, if the leave is applied the same way to every pregnant employee in the chain.

D. The policy is unlawful, because a pregnant employee who can do her job may not be forced to leave.

236. A company's wellness program gives a premium discount to employees whose cholesterol is below a set target at an annual screening. An employee tells HR that a medical condition makes the target unattainable for her and asks how she can earn the discount. What should HR do?

A. Exempt her from future screenings but explain that the discount applies only to employees who participate.

B. Explain that the reward depends on the screening result, so she can earn it only by meeting the same cholesterol target.

C. Offer a reduced reward to her, since employees who cannot meet the target cannot receive the full discount.

D. Offer a reasonable alternative standard, such as following her doctor's treatment plan, to earn the same reward.

237. For a company with no other nonoperating items, which amounts are subtracted from operating income to arrive at net income?

A. Cost of goods sold and SG&A expenses

B. Dividends and share repurchases

C. Depreciation and amortization expense

D. Interest expense and income taxes

238. An employee asks HR to let her see her personnel file. Company policy allows employees to review their own files, and there is no state law requiring a different process. Her file includes performance reviews, a written warning and notes from a closed harassment investigation in which she was a witness. What is the BEST way to handle the request?

A. Arrange a supervised review, withhold the investigation notes, and document the request

B. Email her a complete copy of the file, including the investigation notes, the same day

C. Deny the request, because employees have no federal right to see their personnel files

D. Remove the written warning before the review so the meeting does not become confrontational

239. Three months into a formal mentoring program, a mentee tells the program manager that meetings with her mentor are frequently canceled and unproductive, and she would like to end the pairing. What is the BEST response?

A. Ask her to stay in the pairing until the program year ends to honor her commitment

B. Tell the mentor about the complaint and ask the mentor to improve the meetings

C. Use the program's no-fault exit to close the pairing and offer her a new match

D. Have the mentor's manager mention the canceled meetings in the mentor's review

240. Before presenting a proposal for a new paid-leave policy, an HR manager lists the objections executives are likely to raise and prepares a response to each. What is the main benefit of this preparation?

A. It lets HR raise every possible objection first so that executives have nothing new to add.

B. It ensures that the executives will approve the proposal as presented without asking for any further changes.

C. It shows the proposal has been thought through and lets HR address concerns calmly and with evidence.

D. It allows HR to avoid taking questions so the presentation stays within its scheduled time slot.

241. During an HR-led mediation between two warehouse leads, one lead sits with arms crossed and answers every question with "fine" or "no." The other lead is growing frustrated. What is the BEST technique for the mediator to use?

A. Let the talkative lead present the full account and then ask the quiet lead to simply confirm or deny each point raised.

B. End the session and issue a written decision based on the facts gathered so far, since one party will not engage.

C. Call a private caucus with the quiet lead and ask open-ended questions about what would make the process feel safe and useful.

D. Tell the quiet lead that refusing to participate will be noted in the personnel file and may lead to discipline for noncooperation.

242. After revising its anti-harassment policy, a company with 900 employees needs proof that each one received it. Most employees have company email and HRIS access, but about 100 warehouse workers do not. What is the BEST method?

A. Present the policy at a town hall and have managers note which employees attended the session.

B. Use an electronic HRIS acknowledgment, plus signed paper forms for workers without access.

C. Post the policy on the intranet and record the posting date in the policy file as proof of receipt.

D. Email the policy to all employees with read receipts, and treat any unopened message as received.

243. A nonsupervisory project coordinator wants to refer her brother for a technician opening in her department and collect the company's referral bonus. The job would not report to her, and the nepotism policy bars relatives only from the same reporting chain. What should HR advise?

A. Accept the referral and include her on the interview panel, since she knows his skills firsthand.

B. Accept the referral, keep her out of the selection, and apply the bonus program's rules on relatives.

C. Accept the referral but tell her that employees may never earn referral bonuses for referring any relative.

D. Decline the referral, since relatives may not work in the same department under any circumstances.

244. Of 340 employees invited to an engagement survey at one location, 85 responded. What is the response rate, and how should HR interpret the location's results?

A. 75%; the rate is high enough to treat the results as representative of the location.

B. 25%; the 85 responses exceed 30, so the results represent the location's views.

C. 25%; the results may not represent the location's views, so treat them with caution.

D. 4%; the response is too small to report, so the location's results should be discarded.

245. An HR business partner who handles employee relations cases for a department is asked to also serve as internal coach to that department's director. What is the KEY risk of this arrangement?

A. She may learn things in coaching she must act on in ER work, which undermines confidentiality and trust.

B. Internal coaching tends to cost more over time than hiring an external coach on contract.

C. The director may see coaching as a sign of poor performance because it comes from HR staff.

D. She may lack the formal coaching credentials an external coach would typically bring to work with a senior leader.

246. For an entry-level job, 10 of 250 applicants from Group A were hired and 24 of 400 applicants from Group B were hired. Applying the 80% rule of thumb for adverse impact, what is the result?

A. The rates differ by only 2 percentage points, which is too small to fall below the 80% flag.

B. Group B's rate is 150% of Group A's rate, which exceeds 80%, so no adverse impact is flagged.

C. Group A's hires are 42% of Group B's hires (10 of 24), which falls well below the 80% flag.

D. Group A's rate is 4% vs. 6% for Group B, a ratio of 67%, which falls below the 80% flag.

247. A regional sales director wants HR to raise the employee referral bonus from $1,000 to $10,000 because one referred hire last year became the top performer in the region. The company makes about 200 hires a year. What is the BEST response from HR?

A. Pay the larger bonus only for referred hires who reach top-performer status in their first year

B. Survey employees about whether a larger bonus would make them more likely to refer candidates

C. Approve a smaller increase to $5,000 as a compromise that still rewards strong referrals

D. Review referral data across many hires to compare quality and retention against other sources

248. The union proposes a flat 75-cent-per-hour raise, and the employer proposes a 3% raise. HR is modeling the effect on two employees: one earning $20.00 per hour and one earning $30.00 per hour. Which conclusion is accurate?

A. The $20.00 employee gains more under the flat raise, and the $30.00 employee gains more under the 3% raise.

B. The $20.00 employee gains more under the 3% raise, and the $30.00 employee gains more under the flat raise.

C. Both employees gain more under the 3% raise, because a percentage increase grows the base for future increases.

D. Both employees gain more under the flat raise, because 75 cents exceeds 3% of either employee's current rate.

249. An employer's medical plan cost rose from $820 per employee per month last year to $886 this year. What is the annual cost trend?

A. 0.8%
B. 8.0%
C. 7.4%
D. 6.6%

250. HR is preparing to share engagement survey results with managers by team. Several teams had only two or three respondents, and the survey promised that answers would stay confidential. What is the BEST approach?

A. Report every team's results but remove names, employee IDs and demographic fields first.
B. Share small teams' results only with each team's own direct manager.
C. Withhold results for any group below a minimum size, such as five respondents.
D. Ask members of small teams for consent before releasing their results.

251. A long-tenured engineer files an EEOC charge alleging that her starting pay, set six years ago, was lower than male peers' because of her sex. She still receives paychecks that reflect that starting rate. The legal team asks HR whether a Title VII charge based on a decision that old can be timely. What is the BEST answer?

A. No, because the charge had to be filed within 180 or 300 days of the original pay-setting decision six years ago.
B. Yes, because each affected paycheck restarts the filing period, and back pay can reach all six years of the lower starting pay rate.
C. No, because Title VII pay claims must be filed within three years of the original decision, even if the violation was willful.
D. Yes, because each affected paycheck restarts the filing period, though back pay is limited to two years before the charge.

252. At the end of a facilitated session on a new shift-bid process, everyone nodded when the facilitator asked whether the group agreed. The next day, several participants complained privately that they never supported the plan. What should the facilitator do in future sessions?

A. Have the most senior participant confirm the group's final decision
B. Require the group to vote by secret ballot on every decision
C. Ask each person to show support with a fist-to-five check
D. Ask whether anyone objects and treat silence as agreement

253. A rejected applicant emails HR asking whether a computer, not a person, decided her application. The company uses an AI tool to rank applicants, and recruiters review the top-ranked group before choosing who to interview. What is the BEST response?

A. Reply that the vendor's ranking method is proprietary, so the company cannot discuss how it was used.
B. Reopen her application for a full manual review so that she can be confident the result was fair.
C. Assure her that a person made the final decision on every application, so the AI had no real effect.
D. Explain in plain terms how the AI ranking was used and what role recruiters played in the decision.

254. Which statement BEST describes the difference between a merit increase and a cost-of-living adjustment (COLA)?

A. A merit increase varies with individual performance, while a COLA is tied to price changes

B. A merit increase applies only to exempt staff, while a COLA applies only to hourly staff

C. A merit increase is required by federal law, while a COLA is offered at the employer's choice

D. A merit increase is paid as a lump sum, while a COLA is always added to base salary

255. Two weeks after a senior account manager complains to HR about gender discrimination, her director stops inviting her to client strategy meetings she has attended for three years and that affect her commissions. He says he wanted "a fresh perspective." How should HR assess the change?

A. As likely materially adverse, since it could dissuade a reasonable worker from complaining

B. As a petty slight, since meeting invitations are a matter of management's discretion

C. As not adverse, since her title, base pay and job duties have stayed exactly the same

D. As adverse only if the exclusion continues for more than ninety days after the date of her complaint

256. For a culture study, interviewers are told to collect responses from 20 employees in each department and may choose whichever employees are available until each count is reached. Which sampling method is this?

A. Stratified random sampling

B. Systematic sampling

C. Quota sampling

D. Cluster sampling

257. A manager realizes that the same three employees always take meeting notes, plan team events and onboard new hires, while others receive the high-visibility client projects. All three volunteered for these tasks in the past. What is the BEST fix?

A. Thank the three employees publicly at team meetings so their extra work is recognized.

B. Keep asking for volunteers each time, since people should be free to choose which of these tasks they take.

C. Set up a rotation for these tasks and deliberately spread stretch assignments across the team.

D. Request budget to hire an administrative assistant to take over all of these tasks.

258. A training program costs $60,000 and is expected to produce $5,000 in monetary benefits each month. What is the payback period?

A. 60 months

B. 12 months

C. 1 month

D. 8.3 months

259. Leadership at a regional retailer announces a strategy to build a major e-commerce business over the next two years. The CEO asks HR how it can support the effort. What should HR do FIRST?

A. Revise the incentive plan to reward online sales across every department

B. Launch digital skills training for all store employees across the company

C. Begin recruiting experienced e-commerce managers from competitors as soon as possible

D. Identify the roles and skills the strategy needs and compare them with current staff

260. A manufacturer pays employees in a plant a group bonus each quarter equal to a share of the savings from reduced labor and material costs compared with a historical baseline. What type of plan is this?

A. Spot awards

B. Profit sharing

C. Gainsharing

D. Piece-rate pay

261. A supervisor gives an analyst a "needs improvement" annual rating. The analyst met or exceeded every goal for eleven months but made a costly data error three weeks before the review. Which rating error does this MOST likely reflect?

A. Central tendency error

B. Recency error

C. Horn effect

D. Strictness error

262. An HR team's needs assessment has identified a dozen possible training needs, but the budget will cover only a few programs this year. Which set of criteria is MOST appropriate for ranking the needs?

A. Employee interest, ease of delivery, and the availability of an off-the-shelf course

B. Cost per participant, length of each course, and how well trainees rated similar programs

C. Order in which managers made the requests and the seniority of each requesting manager

D. Business impact, urgency or legal requirement, and the number of employees affected

263. Why should exit interviews usually be conducted by HR or a neutral third party rather than by the departing employee's manager?

A. Managers tend to make counteroffers that conflict with company pay policy

B. The manager may be part of the reason for leaving, which limits candor

C. Federal privacy law prohibits managers from seeing exit interview data

D. HR needs exit data before the manager does in order to set final pay

264. A plant employee suffers chemical burns on the job and is admitted to the hospital overnight for treatment. Under OSHA's reporting rules, what must the employer do?

A. Report the hospitalization to OSHA only if the employee stays in the hospital for three or more days

B. Only record the injury on the OSHA 300 log within 7 calendar days

C. Report the in-patient hospitalization to OSHA within 8 hours of learning of it

D. Report the in-patient hospitalization to OSHA within 24 hours of learning of it

265. An HR leader's professional network consists almost entirely of people with the same background, industry, and views as her own. What is the main risk of this pattern, known as homophily?

A. Slower communication because the contacts rarely interact directly with each other

B. Redundant information and blind spots from a lack of differing perspectives

C. Greater conflict because members compete for the same opportunities

D. Weaker trust among contacts who share few experiences with one another

266. HR learns that the company's AI resume screener automatically lowers the ranking of any applicant with an employment gap longer than six months. Hiring managers never asked for this criterion. What should HR do?

A. Turn off the AI screener for all openings until the vendor certifies in writing that it is free of all forms of bias.

B. Review whether the gap criterion is job-related, test it for adverse impact, and remove it if unjustified.

C. Ask applicants to explain any gap in a cover letter so that the tool can take the reasons into account.

D. Keep the criterion, since an employment gap is a neutral fact that is not a protected characteristic.

267. A plant manager is upset that the monthly report shows an unfavorable labor variance of $38,000. The HR manager learns that a key production line broke down for six days and that crews worked overtime afterward to meet customer orders. How should the HR manager BEST explain the variance to the plant manager?

A. Propose raising next month's labor budget by $38,000 so the report shows no variance

B. Explain that labor variances are set by finance and that HR cannot address them

C. Recommend that the plant cap overtime hours next month to bring labor costs back in line

D. Show how much of the variance came from breakdown-related overtime and what it protected

268. An HR manager is helping leadership lay out the steps of its strategic planning process. Which sequence reflects the standard order?

A. Review mission and vision, scan the environment, formulate strategy, implement, evaluate

B. Review mission and vision, formulate strategy, scan the environment, implement, evaluate

C. Review mission and vision, scan the environment, implement, formulate strategy, evaluate

D. Formulate strategy, review mission and vision, scan the environment, implement, evaluate

269. An HR service center will begin using AI to route employee cases. Using Lewin's change model, which action best represents the unfreeze stage?

A. Recognize agents who use the AI routing tool well so the new behaviors stick after the launch.

B. Share data on current backlogs and delays to show staff why the existing process needs to change.

C. Update job aids and performance goals so the AI routing process becomes the new standard practice.

D. Switch on AI routing for all case types and coach agents on the new workflow as issues come up.

270. A new cross-functional team has met five times. Members are friendly and agreeable, but no one raises concerns about the plan and key decisions keep getting postponed. The team leader asks HR for advice. What is the BEST recommendation?

A. Bring in a member known for strong opinions to push the others into debating ideas.
B. Make the stalled decisions herself so the project can stay on its planned schedule.
C. Clarify goals and roles and invite members to state concerns about the plan openly.
D. Give the team more time, since teams usually work through this stage on their own.

271. The owner of a 40-person company opens every mandatory staff meeting with a prayer. An employee who is an atheist tells HR he is uncomfortable and does not want to take part. What is the BEST response?

A. Excuse him only if he joins a religious group that objects to prayer
B. Ask him to step out each time and explain why to the owner afterward
C. Excuse him from the prayer without any penalty or loss of standing
D. Explain that the prayer is a company tradition and he may stay silent

272. A sales manager tells HR he has begun a consensual dating relationship with one of his direct reports. Company policy permits relationships between employees but prohibits anyone from supervising a romantic partner. What should HR do NEXT?

A. Terminate the manager, since a relationship with a subordinate creates legal liability
B. Change the reporting line so that someone else supervises and evaluates the employee
C. Ask the employee privately whether she feels pressured and keep a note of her answer
D. Have both sign a consensual relationship agreement and keep the current reporting line

273. An employer with a group health plan uses a third-party COBRA administrator. An employee is terminated for poor performance. Which timeline correctly describes the COBRA notice obligations?

A. Employer notifies the administrator within 14 days; election notice within 30 days.
B. Employer notifies the administrator within 30 days; election notice within 60 days.
C. Employer notifies the administrator within 30 days; election notice within 14 days.
D. Employer notifies the administrator within 60 days; election notice within 14 days.

274. An AI scheduling tool produces an estimated $200,000 in annual benefits and costs $160,000 per year to license and support. What is the tool's annual ROI?

A. 20%
B. 25%
C. 125%
D. 80%

275. During an interview, a candidate mentions that she belongs to the Air Force Reserve. The hiring manager later picks another applicant, saying he is worried about the time she would miss for drills. How does this decision stand under USERRA?

A. It is lawful, because USERRA protects only people already employed when they enter service.

B. It is unlawful, because her military obligation was a motivating factor in the hiring decision.

C. It is unlawful only if the employer has 15 or more employees on its payroll.

D. It is lawful, because the manager would have weighed any applicant's expected absences the same way.

276. An HR project team builds a stakeholder engagement assessment matrix for a new performance management system. The plant operations director is currently rated Neutral, but the team has rated the desired level for her as Supportive. What does this gap tell the team?

A. She should be reclassified as resistant, because anyone below the desired level opposes the change.

B. No action is needed, because a neutral stakeholder poses no risk to the success of the project.

C. She should be moved to a leading role, because the matrix aims to raise every stakeholder to the top.

D. Targeted engagement is needed to move her from acceptance toward actively favoring the change.

277. A company's fiscal year runs from January 1 to December 31. A 4% merit increase on a $5 million payroll takes effect July 1. Assuming no other changes, what will the increase cost in the current fiscal year?

A. $200,000

B. $100,000

C. $50,000

D. $150,000

278. A for-profit software company wants to run an unpaid summer internship program. Under the current federal approach, what determines whether the interns must be paid as employees?

A. Whether the internship lasts fewer than the 12 weeks of a typical summer term

B. Whether the intern or the employer is the primary beneficiary of the arrangement

C. Whether the interns all sign written agreements acknowledging they will not be paid for their work

D. Whether the interns receive academic credit from their college or university

279. Peter Block advises consultants to state both their offers and their wants when contracting with a client. Which item is an example of a consultant's want?

A. A promise to keep individual interview comments confidential

B. An interview guide and sampling plan for collecting the data

C. A summary of findings and recommendations by an agreed date

D. Access to key staff and regular time with the sponsor

280. A small employer has three employees who earn $5,000, $7,000 and $30,000 in a year. The employer pays its state unemployment taxes on time and is not in a credit reduction state, so its effective FUTA rate is 0.6% on the first $7,000 of each employee's wages. What is its total FUTA tax for the year?

A. $252
B. $114
C. $126
D. $42

281. An HR audit finds that many employees use free generative AI tools on their own to draft documents and analyze data, without approval from IT or HR. What is this practice commonly called?

A. Model drift
B. Algorithmic bias
C. Shadow AI
D. Edge computing

282. An executive receives an award of shares that will vest only if the company's total shareholder return ranks in the top half of its peer group over a three-year period. What type of award is this?

A. Incentive stock options
B. Performance shares
C. Phantom stock units
D. Time-based restricted stock

283. Which companies are subject to the books-and-records and internal-controls provisions of the Foreign Corrupt Practices Act (FCPA)?

A. Any U.S. company that has employees working in foreign countries
B. Only U.S. companies whose revenue from abroad exceeds 10 percent
C. Any company that has made a payment to a foreign government official
D. Issuers with securities registered with or reporting to the SEC

284. An HR analyst reports a single annual turnover rate of 18% that combines resignations and terminations, and leadership plans retention bonuses to bring it down. Why can combining the two types of separations mislead this decision?

A. Resignations are reported later than terminations, so the combined rate mixes data from two different time periods
B. Terminations reflect employer choices, so the combined rate may overstate the departures that retention efforts could prevent
C. Resignations exclude retirements, so the combined rate counts employees who left for reasons outside the employer's control
D. Terminations are usually concentrated among long-tenured staff, so the combined rate understates the true cost of each departure

285. An HR generalist told a friend in the finance department about an employee's pending termination, and the information spread. The HR manager has disciplined the generalist, but other HR team members now hesitate to share sensitive matters in team meetings. What should the HR manager do to restore trust within the HR team?

A. Hold a team discussion that restates confidentiality standards, invites concerns, and agrees on how sensitive cases are shared

B. Avoid raising the incident again with the team, since revisiting it would prolong the discomfort and slow the recovery

C. Tell the team the details of the discipline given to the generalist so they can see the breach was taken seriously

D. Limit access to sensitive case information to the HR manager only until the team's trust in one another has been fully restored

286. The COO calls an OD consultant about morale problems at one plant and arranges the first meeting. The plant manager and her leadership team own the problem, will decide what changes to make, and will fund the work from the plant budget. In Schein's terms, how is the plant leadership team BEST described?

A. The ultimate client

B. The intermediate client

C. The contact client

D. The primary client

287. An employee was hired in March 2022 and was terminated in June 2026. Until when must the employer keep this employee's Form I-9?

A. June 2029

B. March 2026

C. March 2025

D. June 2027

288. Which moonlighting restriction is MOST defensible for an employer to include in its policy?

A. Barring any outside work unless the employee earns less than a set annual salary level.

B. Barring any outside work for all employees, regardless of type or hours.

C. Barring outside work only by employees who manage other employees.

D. Barring outside work that competes, conflicts or uses company time or resources.

289. HR is hiring a consultant to redesign its job architecture. Which pricing arrangement shifts the most risk of cost overruns to the consultant?

A. Cost plus a set percentage markup fee

B. A fixed fee for the defined deliverables

C. A monthly retainer billed against hours

D. Time and materials billed at hourly rates

290. An AI chatbot costs $60,000 a year and resolves 24,000 employee inquiries. When HR staff handle inquiries, the cost is $7.50 per inquiry. What is the chatbot's cost per resolved inquiry, and how does it compare?

A. $25.00, which is $17.50 more per inquiry than staff handling

B. $2.50, which is $5.00 less per inquiry than staff handling

C. $0.40, which is $7.10 less per inquiry than staff handling

D. $5.00, which is $2.50 less per inquiry than staff handling

291. A hospital uses temporary clerical workers supplied by a staffing agency. Who typically handles the temps' payroll, tax withholding and unemployment insurance contributions?

A. The hospital, as the worksite employer

B. The hospital and agency, splitting each item equally

C. The temps themselves, as self-employed workers

D. The staffing agency, as employer of record

292. An employee enrolled in a high-deductible health plan wants to contribute to a health savings account and also set aside pretax money through a flexible spending account. Which FSA can she use without losing HSA eligibility?

A. A health FSA that offers a carryover instead of a grace period

B. A general-purpose health FSA funded entirely by the employer

C. A limited-purpose FSA that reimburses only dental and vision expenses

D. A general-purpose health FSA with a small annual election amount of $500

293. After an engagement survey that promised confidential responses, a vice president asks the survey vendor for raw data with employee IDs so he can identify "problem employees." The vendor contacts HR. What is the BEST response?

A. Decline the request and offer group-level results that keep the promised confidentiality

B. Release the data only to the vice president and require him to keep it confidential

C. Refer the request to the CEO and let the CEO decide whether to release the data

D. Release the data with names removed but with job titles, departments and locations left in

294. A week after a customer support representative requests a modified schedule as an ADA accommodation, her manager asks HR to approve a performance improvement plan for her. He says her metrics have been weak for months. What should HR do FIRST?

A. Approve the plan, since the manager's view of performance is unrelated to the request

B. Check whether the concerns were documented before the request and handled consistently

C. Deny the plan, since discipline soon after an accommodation request is presumed unlawful

D. Approve the plan but have the manager state in writing that the request played no part

295. Leadership wants HR to trend turnover monthly. Turnover spikes every August when summer interns and seasonal staff leave, which makes the monthly line jump sharply. What is the BEST approach?

A. Compare each month's turnover only with the month just before it.

B. Remove the summer months from the trend line to reduce the noise.

C. Report rolling 12-month turnover to smooth out the seasonal swings.

D. Report raw monthly turnover and annotate each of the seasonal spikes.

296. After an investigation substantiates a harassment complaint, the employer must take corrective action "reasonably calculated to end the harassment." Which description BEST reflects this standard?

A. Discipline proportionate to the conduct, with follow-up to confirm the harassment has stopped

B. A written warning in every case, so that the response is the same for all employees involved

C. Discipline matching what the complainant requests, since she can judge what will be effective

D. Termination of the harasser in every substantiated case, regardless of the conduct's severity

297. Under accrual accounting, when is an expense recognized?

A. When the invoice is paid, regardless of when the services were used

B. At fiscal year-end, when all accounts are reconciled

C. When the vendor invoice is received and approved for payment by accounts payable

D. When the goods or services are used, regardless of when cash is paid

298. Why should AI-generated productivity metrics, such as tasks closed or time active in applications, be only one input in an employee's performance appraisal?

A. Managers prefer narrative feedback, so metrics should be limited to keep appraisals short.

B. Federal law prohibits using electronic monitoring data as part of any employee's formal performance appraisal.

C. Employees can easily alter the data, so the metrics are too unreliable to be used at all.

D. They capture activity but can miss quality, collaboration and context that affect actual performance.

299. A union has filed a petition for an election at a company's warehouse, and the vote is scheduled for next month. The operations director wants to announce an extra paid holiday this year, which had not been planned or discussed before the petition. What should HR advise?

A. Announce it only to employees outside the proposed unit so the vote is not affected

B. Announce it, because granting a benefit is lawful as long as no express promise is tied to how employees vote

C. Announce it, but describe it as a reward for strong performance rather than the election

D. Hold off, because a new benefit timed during a pending election is likely an unlawful inducement

300. An HR manager learns that an HR specialist was seen in a coffee shop reviewing open employee files on her laptop, with the screen visible to nearby customers. What is the BEST response?

A. Send a general reminder about data privacy to the whole HR team at the next meeting.

B. Speak with her promptly, reinforce remote data-handling rules, and assess any exposure.

C. Revoke her laptop access until she completes the company's annual privacy training.

D. Ban all remote work for the entire HR team until a new data protection policy is written.

301. Half of a corporate recruiting team has embraced a new candidate-sourcing tool, while the other half refuses to use it and says it adds steps without better results. Tension is growing between the two groups. What should the HR manager do FIRST?

A. Meet with the reluctant recruiters to understand their concerns and review results data with the team.

B. Require everyone to use the tool from now on, since half of the team has already adopted it well and sees value in it.

C. Ask the recruiters who like the tool to coach the others until everyone on the team uses it.

D. Let each recruiter decide whether to use the tool, since both groups have valid preferences.

302. Night-shift employees at a distribution center have not won the monthly recognition award in two years. Nominations are made only during the day-shift managers' weekly meeting. What is the BEST fix?

A. Open nominations through a channel that supervisors and staff on every shift can use

B. Create a separate night-shift award that carries a smaller prize than the main award

C. Ask day-shift managers to observe the night shift once a month before nominating

D. Reserve every third monthly award for a night-shift employee regardless of merit

303. Only 15% of departing employees at a retailer complete the voluntary online exit survey. An HR analyst plans to tell leadership that "lack of flexibility" is the main reason people leave, based on these responses. What is the BEST action?

A. Flag the response rate as a limitation, and add other channels to raise participation

B. Present the findings as representative, since any exit data is better than none

C. Make the survey mandatory, with each departing employee's manager collecting it at the final meeting

D. Stop using exit surveys and rely on managers' accounts of why people left

304. An HR manager keeps redoing reports prepared by a senior HR specialist with eight years of experience. The specialist has started turning in work with little effort, saying it will be changed anyway. What is the BEST approach for the HR manager?

A. Take over the reports personally, since redoing them already takes as much time as writing them

B. Keep reviewing and editing the reports, since the manager is ultimately accountable for the quality of HR output

C. Assign the reports to a junior specialist who is more open to the manager's preferred approach

D. Agree on desired outcomes and standards up front, then let the specialist own the work with set check-ins

305. What is the BEST practice for an investigator's interview notes?

A. Record the investigator's impressions of each witness's honesty in the margins

B. Record only a summary of each interview after the interview has fully ended

C. Record the facts, then destroy the notes once the final investigation report has been written and filed

D. Record facts and direct quotes, and keep out the investigator's opinions or guesses

306. Under path-goal theory, which leader behavior is MOST appropriate for employees doing stressful, repetitive work such as high-volume claims processing?

A. Directive behavior
B. Supportive behavior
C. Achievement-oriented behavior
D. Participative behavior

307. A hiring manager at a 120-employee company has chosen a candidate for an analyst role and tells HR he plans to shred his interview notes on the other five candidates to clear his files. No complaints have been filed. What should HR advise?

A. Shred the notes now, since the decision is final and no complaint has been filed.
B. Keep only the notes on the selected candidate, since the others never became employees.
C. Keep the notes with the hiring records for at least one year, as federal rules require.
D. Keep the notes for 30 days, the period applicants have to raise a hiring complaint.

308. A company is switching health plan carriers on January 1, and some doctors and hospitals will be out of network under the new plan. Claims data shows about 40 employees and dependents are in active treatment, such as chemotherapy or pregnancy. What is the BEST way to reach these employees?

A. Send a companywide email that lists the conditions most likely to be affected by the carrier change.
B. Include a general note about the network changes in the open enrollment packet sent to all employees.
C. Have the plan administrator contact them privately before enrollment about transition-of-care options and one-on-one help.
D. Wait until January and respond individually to employees who call HR about a denied or reduced claim for their ongoing treatment.

309. A long-established, high-performing engineering team is adding a new member for the first time in three years. What is the BEST practice for integrating her into the team?

A. Let her observe for the first few months so that the team's established routines are not disrupted by her arrival.
B. Ask her to adapt to the team on her own, since high-performing teams do not need extra support.
C. Hold a team-building retreat to restart the team at the forming stage now that she has joined.
D. Assign a peer buddy, share the team's norms and charter, and give her early chances to contribute.

310. An expatriate asks to receive her housing allowance as cash and live with relatives in the host city instead of in company-provided housing. The policy does not address this situation. What should HR do?

A. Approve it and pay the allowance as tax-free cash, since it replaces company housing
B. Review the tax, security and policy impact with relevant parties before deciding
C. Deny it, since anything the policy does not address cannot be offered as an option
D. Approve it, since the employee is free to decide where she lives in the host city

311. A plant collected badge-swipe data to control access to hazardous areas. Operations now proposes feeding that data into an AI tool that scores each employee's productivity. Which ethical data principle is most directly at stake?

A. Storage limitation, since badge data should be deleted as soon as each shift has been completed.

B. Data minimization, since badge systems collect more fields than any safety program actually needs.

C. Purpose limitation, since the data was gathered for safety and is now being reused for a new aim.

D. Accuracy, since badge-swipe data is too unreliable to support decisions about individual workers.

312. A court finds a willful Equal Pay Act violation. The female employee was paid $3 per hour less than her male comparator for 2,080 hours per year over the full three-year recovery period. What is her back pay award, before any liquidated damages?

A. $18,720

B. $12,480

C. $6,240

D. $37,440

313. A 401(k) plan matches 50% of employee deferrals up to the first 6% of pay. An employee earning $70,000 defers 8% of pay. What is the annual employer match?

A. $5,600

B. $2,100

C. $2,800

D. $4,200

314. After acquiring a smaller firm, the acquirer replaces the target's systems, policies, and leadership practices with its own, and the target is fully assimilated. In Marks and Mirvis's framework, this end state is:

A. Preservation

B. Transformation

C. Reverse merger

D. Absorption

315. An employee sprains her ankle playing in a pickup basketball game on the company's outdoor court during her unpaid lunch break. Participation is voluntary, and the company does not sponsor or require the games. The supervisor asks whether this is a workers' compensation claim. What is the BEST response?

A. It may not be, because the injury must arise out of and in the course of employment

B. It is a claim, because any injury that occurs on company premises is covered

C. It is not a claim, because injuries during an unpaid break are always excluded

D. It is a claim, because the company owns the court and is responsible for its upkeep

316. Which of the following is NOT a primary purpose of an employee handbook?

A. To communicate the organization's policies and expectations to staff.

B. To inform employees of their rights and benefits under company policy.

C. To support consistent application of policies across all departments.

D. To guarantee employees continued employment unless they break a rule.

317. A federal contractor covered by VEVRAA must list job openings with the appropriate employment service delivery system. Which opening is exempt from this mandatory listing requirement?

A. A full-time professional role that the contractor also plans to post on its website

B. A first-line supervisor role in a facility located outside the contractor's home state

C. A position that will be filled only from among the contractor's current employees

D. A seasonal warehouse role expected to last about four weeks during the busy season

318. A coach using the GROW model asks a manager, "What exactly will you do by Friday, and what might get in the way?" Which GROW stage does this question belong to?

A. Reality, which examines the current situation

B. Goal, which defines the outcome the person wants

C. Options, which explores the possible courses of action

D. Will, which commits the person to specific actions

319. After a market study, a company raises a job's range midpoint by 4% from $75,000. An employee in the job earns $72,000 and receives no increase. What is the employee's new compa-ratio, rounded to two decimal places?

A. 0.96

B. 1.04

C. 1.08

D. 0.92

320. During a public health emergency, HR must move 500 office employees to remote work within one week. Which set of priorities should HR focus on FIRST?

A. Survey employees on their remote work preferences, then build a phased plan from the results.

B. Keep critical functions running, provide equipment and secure access, and set clear expectations.

C. Revise the remote work policy, update job descriptions, and redesign the performance review form.

D. Buy a new collaboration platform and train all employees on it before anyone moves to remote work.

321. A call center began using a work-sample assessment for customer service hires a year ago. HR now has assessment scores and one-year performance ratings for the 120 representatives hired since then. The VP of operations asks whether the assessment is worth keeping. What is the BEST way for HR to answer?

A. Correlate the hires' assessment scores with their one-year performance ratings.

B. Compare this year's hires' average ratings with those of hires before the test.

C. Ask the vendor for its published validation results for the assessment.

D. Survey hiring managers on whether they feel the assessment helps them choose.

322. A manager wants to fire a warehouse employee who could not complete an inventory reconciliation report that is needed about once a year. The task is not in the job description and falls only under its 'other duties as assigned' line. The employee was never trained on it. What should HR advise?

A. Treat the lapse as a training need and provide instruction before any discipline.

B. Support termination, since the clause makes every assigned task an essential duty.

C. Remove the clause from all job descriptions so this kind of dispute cannot recur.

D. Support a final written warning, since the clause places the task within the job.

323. Next week the COO will announce, at an all-employee town hall, a new PTO policy that combines separate sick and vacation banks into one. As the HR lead supporting the COO, what is the MOST useful preparation to provide?

A. A plan for HR staff to answer all questions so the COO can focus on the announcement

B. Key messages, likely tough questions with suggested answers, and time to rehearse

C. A suggestion to email the policy first and skip the live Q&A at the town hall

D. A complete copy of the new policy for the COO to read aloud at the meeting

324. An interviewer gives a polished, articulate candidate top marks for technical skill, although the interview included no technical questions. Which rating error is this?

A. Contrast effect

B. Halo effect

C. Leniency error

D. Recency error

325. While scheduling her interview, a candidate told the hiring manager she has epilepsy and may need a short break. At the start of the panel interview, the manager mentions the diagnosis to the other three interviewers. What should HR do?

A. Tell the panel the disclosure must not be repeated or play any part in evaluation, and coach the manager.

B. Excuse the hiring manager from the panel and let the other interviewers make the hiring decision.

C. Postpone the interview until legal decides whether the candidate can still be fairly considered.

D. Ask the candidate for medical documentation so the panel can judge whether her condition poses a safety risk.

326. A culture assessment shows that employees feel empowered to make decisions, work well in teams, and see the company investing in their skills. In the Denison organizational culture model, these results describe which trait?

A. Consistency
B. Adaptability
C. Involvement
D. Mission

327. Using the Situational Leadership model, which style fits an employee who has gained some competence on a new task but whose commitment has dropped after early setbacks?

A. Delegating
B. Coaching
C. Directing
D. Supporting

328. A production supervisor tells his crew they will get a pizza party if no one reports an injury this quarter. HR learns that two minor cuts went unreported. What should HR recommend?

A. Replace the reward with one tied to safe behaviors, such as hazard reports and training completed
B. Keep the reward, but require every employee to sign a quarterly statement that they reported all injuries
C. Keep the reward, but count only injuries that are recordable on the OSHA 300 log
D. End the reward, and discipline the employees who failed to report the two minor cuts

329. Last year a company extended 125 job offers, and 25 candidates declined. What was the offer decline rate?

A. 20%
B. 80%
C. 25%
D. 16.7%

330. Can a single incident, standing alone, create a hostile work environment under Title VII?

A. Yes, if it is extremely serious, such as a physical sexual assault
B. No, since harassment must recur over a period of time to qualify
C. No, unless the employee also suffered a tangible job action from it
D. Yes, but only when the person responsible is the victim's supervisor

331. During a first-round phone screen, a candidate for a marketing specialist role asks what the job pays. No range was posted, but compensation has approved a range for the role and company policy lets recruiters share it when asked. What should the recruiter do?

A. Ask for the candidate's current salary first so the recruiter can quote a range that fits her expectations.

B. Quote only the top of the range so the candidate stays interested through the rest of the hiring process.

C. Share the approved range and explain the factors that will determine where an offer falls within it.

D. Explain that pay is discussed only at the offer stage and ask the candidate to hold the question until then.

332. The IT director proposes buying an AI tool that scores each remote employee's productivity from keystroke counts and mouse movement, and wants the scores sent to managers weekly. The CHRO asks HR for a recommendation. What should HR recommend?

A. Question whether activity data reflects real productivity and assess privacy and fairness risks before any pilot.

B. Approve the tool, because employees have no expectation of privacy on equipment the company owns.

C. Reject the tool and announce a company-wide policy that the company will not monitor remote employees' work in any way at all.

D. Approve the tool on the condition that managers use the scores only for coaching and not for discipline.

333. HR is planning layoff notification meetings for 30 employees. Which practice is BEST for the meetings?

A. Let each manager explain the decision in his or her own words and answer any questions about how people were selected.

B. Keep each meeting brief and private, state the decision clearly, and give written details on pay and benefits.

C. Hold one group meeting for all 30 employees so everyone hears the same message at the same time.

D. Open with a long explanation of the business reasons so employees understand before hearing the news.

334. A general contractor learns that a union is about to picket one of its subcontractors at a building site. The contractor wants to keep the other subcontractors working and sets up a separate gate for them. What should HR advise to make this reserved-gate system effective?

A. Clearly mark each gate and make sure the targeted sub and its suppliers never use the neutral gate.

B. Post a notice at the main entrance stating the contractor is neutral, and keep a single entrance for all.

C. Let the targeted sub use either gate as needed, as long as most of its deliveries use its assigned gate.

D. Ask the union to sign a written promise that it will picket only at the gate set aside for the target sub.

335. A manufacturer is launching an engagement survey. Most plant employees do not have company email or regular computer access, while office staff do. How should HR administer the survey?

A. Email the survey to everyone and ask supervisors to remind plant staff to check email at home.

B. Use paper surveys for all employees so every group completes the survey the same way.

C. Offer several modes, such as mobile links, kiosks or paper, along with time during shifts.

D. Survey office staff online, then have supervisors summarize plant employees' views verbally.

336. When preparing next year's salary budget, the finance team applies a 5% vacancy factor to the cost of all budgeted positions. What is the purpose of the vacancy factor?

A. To reduce the merit pool so the total budget stays within the target

B. To set aside funds for hiring additional positions not yet in the approved budget

C. To reflect the savings from positions that will be unfilled for part of the year

D. To build a reserve that covers overtime costs when positions sit vacant

337. A hiring manager's draft posting for a marketing role seeks 'young, energetic digital natives.' The company has 200 employees. How should HR revise the posting?

A. Keep the wording but add an EEO statement noting the company welcomes all ages.

B. Change 'young' to 'recent graduates,' since that phrase describes education only.

C. Keep the posting as written, since the ADEA protects only workers aged 50 or older.

D. Replace the phrase with the actual skills needed, such as social media analytics.

338. A company policy limits personal items on desks in the open office to a few small items so the space stays tidy. An employee asks to display a small religious symbol. Other employees display small family photos. What should HR advise?

A. Deny it because religious items could offend coworkers of other faiths

B. Allow it but ask the employee to remove it whenever clients visit the office

C. Allow it within the same size and number limits that apply to other items

D. Refer the request to legal and ban all items until a new policy is set

339. Recruiters at a large company have begun reading AI-generated summaries of applications instead of the full resumes. What is the main risk of this practice?

A. The company must disclose each summary to applicants under federal recordkeeping requirements.

B. Recruiters will spend more time per applicant, since summaries must be compared with the job posting.

C. Summaries remove all personal details, which prevents recruiters from verifying each applicant's identity and work history.

D. The summaries may omit or skew information, and recruiters may adopt the tool's framing without checking.

340. An accessibility trainer asks managers which statement reflects the social model of disability. Which is correct?

A. People with disabilities should adapt to existing workplaces and routines to the extent they possibly can.

B. Disability is mainly a medical condition that experts should diagnose and treat.

C. Disability is a personal limitation that the individual is responsible for managing.

D. People are disabled mainly by barriers in their environment, such as inaccessible spaces.

341. A distributor eliminates its separate sales, billing and shipping departments and creates order-to-cash teams, each owning the full process from the customer's order to payment collection. Which structure is the company adopting?

A. Functional structure with liaison roles

B. Matrix structure with dedicated project managers

C. Customer-based divisional structure

D. Horizontal (process-based) team structure

342. An HR manager is designing an employee survey and must describe how responses will be protected. What is the difference between an anonymous survey and a confidential survey?

A. Anonymous responses cannot be linked to anyone; confidential responses can be linked but are protected

B. Anonymous responses omit demographic data; confidential responses include demographics but not names

C. Anonymous responses are seen only by HR staff; confidential responses are seen only by a third-party survey vendor

D. Anonymous responses are deleted after the survey; confidential responses are kept for later analysis

343. A recruiter and a finalist disagree on starting pay. The recruiter suggests they both look at current market salary survey data for the role and the local area and use it to settle the offer. Which principled negotiation principle is the recruiter applying?

A. Separating the people from the problem

B. Focusing on interests, not positions

C. Inventing options for mutual gain

D. Insisting on objective criteria

344. Two unionized employees were involved in the same fistfight in the break room. One was discharged and the other received a three-day suspension. The union grieves the discharge, arguing disparate treatment. What should HR do FIRST?

A. Increase the other employee's penalty to discharge, so both are treated the same and the disparity argument fails.

B. Uphold the discharge, because fighting is serious misconduct and each penalty is within the supervisor's discretion.

C. Reduce the discharge to a three-day suspension, because employees in the same incident must receive equal penalties.

D. Determine whether legitimate differences, such as who started it or prior records, justify the different penalties.

345. A finalist for a marketing manager role opens by asking for a salary about 25% above the market rate shown in the company's salary survey data. The recruiter wants to keep the candidate engaged. What is the BEST response?

A. Withdraw the offer, since an opening demand that high shows the candidate is not a realistic fit.

B. Counter immediately with an offer 25% below market so that the two sides can meet in the middle.

C. Acknowledge the ask, explain the role's market-based pricing, and ask what is driving her figure.

D. Accept the figure to avoid losing the candidate, then adjust future raises to offset the premium.

346. The CEO favors an internal candidate to succeed a retiring business unit vice president, but the unit's leadership team strongly opposes the choice. What should HR do before the decision is made?

A. Let the unit's leadership team vote on who the successor will be

B. Support the CEO's choice, since the CEO has the final decision

C. Recommend an external search to avoid internal conflict over the role

D. Assess the candidate against the success profile and the concerns

347. A wellness program had fully loaded costs of $120,000 and produced monetized benefits of $90,000. What is the program's ROI, and what does it mean?

A. 75%; the program recovered most of its original cost

B. 25%; the program earned a modest return

C. -25%; the program returned less than it cost

D. -33%; the program lost a third of its value

348. The marketing department asks HR for a list of all employees' home addresses so it can mail each employee a holiday gift box featuring the company's new product line. What is the BEST response?

A. Decline to share the list and offer to have HR mail the gifts or let employees opt in to providing an address.

B. Share the list, because the addresses will be used internally and the gift box is a benefit to all of the employees.

C. Share the list but ask marketing to delete it once the holiday mailing has been completed.

D. Share the list only for employees who have not previously asked HR to keep their addresses private.

349. Why is storytelling an effective method for transferring tacit knowledge in organizations?

A. Stories can be stored in databases more easily than written procedures can

B. Stories avoid the need for subject experts to take part in knowledge transfer

C. Stories carry context, judgment and cause and effect that are hard to write as rules

D. Stories turn complex knowledge into simple standard steps that every employee can follow the same way

350. A manager's team will be split between two departments in a reorganization announced this morning. She asks HR how to run her team meeting this afternoon. What is the BEST guidance?

A. Present the change with enthusiasm and focus on its benefits so the team stays positive and doesn't dwell on concerns.

B. Wait to meet until all details are final so she doesn't have to give answers that may change later.

C. Explain what is known and why, say what is still undecided and when they'll know, and invite questions.

D. Tell the team she disagrees with the change too, so they see she is on their side through it.

351. An operations director complains to his HR business partner that requisitions take too long to approve and that HR is slowing down hiring. Data show that requisitions in his unit average 15 days to approval, compared with 5 days elsewhere. What is the BEST response?

A. Share the data showing that the delays are in his unit and ask his managers to submit requests sooner

B. Explain that the approval steps are set by company policy and that HR has no authority to shorten them

C. Propose a joint review of the requisition steps for his unit to find where the delays occur and fix them

D. Ask the recruiting team to fast-track his unit's requisitions until his managers' complaints about hiring delays have stopped

352. HR is helping a new ERG draft its charter. Which set of elements BEST belongs in the charter?

A. Mission, member roster with demographic data, and each member's manager approval

B. Mission, governance structure, annual goals, budget process, and leadership terms

C. Event calendar, vendor contacts, catering preferences, and room booking procedures

D. Mission, list of eligible identities, and rules for removing inactive members

353. An HR project manager at a company with a traditional functional structure finds she must negotiate with department heads for every hour of team members' time. Why is a project manager's authority typically limited in this structure?

A. The project manager reports to a steering committee that sets the project's priorities

B. Team members report equally to the project manager and their functional managers

C. Team members report to functional managers, who control their priorities and resources

D. Project work is assigned to a separate department that has its own dedicated staff

354. A plant pays nonexempt production workers a monthly bonus of $1 for every unit produced above a set target. One worker earned the bonus in a month in which she also worked overtime. How should the bonus be treated under the FLSA?

A. Exclude it from her regular rate, since it is paid apart from hourly wages

B. Include it in her regular rate, which increases the overtime premium owed

C. Exclude it from her regular rate, since bonuses are discretionary by default

D. Include it only if the bonus exceeds her straight-time pay for the week

355. A unionized warehouse employee asks HR to step in because his union steward has not returned his calls for two weeks about a pending grievance. The grievance is still within the contract's timelines. What is the BEST response?

A. Call the steward's supervisor and ask that the steward be disciplined for failing to respond to the employee.

B. Suggest he contact the union's business agent or officers, and continue following the grievance timelines in the contract.

C. Settle the grievance directly with him on terms he accepts, since the union has not shown interest in the case.

D. Agree to represent him in the grievance meetings, since the steward is not fulfilling the union's responsibilities to him.

356. Only 30 percent of customer support staff have completed a required 90-minute e-learning module three months after launch. Staff work back-to-back phone shifts, and several say the module freezes on the company's browser. What should HR do FIRST?

A. Tell managers to issue written warnings to employees who have not finished

B. Add a gift card drawing for employees who complete the module this month

C. Investigate likely causes such as lack of protected time and technical problems

D. Replace the module with a three-hour instructor-led class for all support staff

357. Outside the construction and garment industries, which collective bargaining clause would MOST likely be an unlawful hot cargo provision under Section 8(e)?

A. The employer agrees that a buyer of the business must assume the existing labor agreement.

B. The employer agrees not to subcontract unit work if doing so would cause layoffs of unit staff.

C. The employer agrees not to handle or buy products from any company the union declares unfair.

D. The employer agrees that employees must pay dues after 30 days under a union-security clause.

358. Midway through a learning-platform rollout, the sponsor adds two new training modules to the scope. The budget and team size are fixed. Based on the triple constraint, what is MOST likely to change?

A. The schedule, because more work with the same resources takes longer

B. The project objectives, because added scope redefines the project goals

C. The budget, because any growth in scope requires matching new funds

D. Nothing, provided the project manager reprioritizes the existing tasks

359. Which term describes a career that the individual directs according to personal values and goals, rather than one shaped mainly by an employer?

A. Protean career

B. Expert career

C. Boundaryless career

D. Linear career

360. An employee at a manufacturing plant needed stitches and two days away from work after a machine cut. The plant manager asks HR not to enter the injury on the OSHA 300 log because it would cost the site its quarterly safety bonus. What should HR do?

A. Record the injury as first aid only, since the employee returned to work within the same week.

B. Record the case on the OSHA 300 log and flag that the bonus may discourage accurate reporting.

C. Leave the case off the log for now and record it after the quarterly bonus period has closed.

D. Leave the case off the log if the employee agrees in writing that the injury was minor.

361. Two delivery drivers at a nonunion company jointly file a complaint with OSHA about faulty brakes on their trucks. When the operations manager learns of it, he plans to cut both drivers' routes, which would reduce their pay. What should HR advise?

A. Stop the route cuts, since a joint agency complaint is protected under the NLRA as well as OSHA

B. Cut the routes of only one driver, since the other driver's role in the complaint is unclear

C. Allow the cuts if the manager documents a business reason, since agency complaints are not NLRA matters

D. Delay the cuts until OSHA closes its inspection, since protection ends when the matter is resolved

362. A company begins having employees anonymously rate their managers on leadership behaviors such as communication and support. What is the MAIN appropriate use of this upward feedback?

A. Helping managers build leadership skills through targeted development

B. Identifying unhappy employees so HR can follow up with each of them

C. Replacing each manager's self-appraisal in the annual review cycle

D. Setting each manager's merit increase, using it as the only performance input

363. An HR analyst finds that employees who use the company's wellness app had 30% fewer absences than those who did not, and concludes that the app reduced absences. What is the main flaw in this conclusion?

A. A 30% gap is too small to show any meaningful link between the two measures.

B. Healthier employees may be more likely to use the app, so the link may not be causal.

C. The sample should have included only employees who have chronic health conditions.

D. Absence data cannot be used to evaluate wellness programs under federal HIPAA privacy rules.

364. A survey reports a market rate of $100,000 with data that are two years old. HR ages the data forward at 3% per year, compounded. What is the aged rate?

A. $106,090

B. $106,000

C. $109,273

D. $103,000

365. An employee raises an ethics concern through the company's reporting system. What content BEST belongs in the acknowledgment message sent to the employee?

A. Confirmation of receipt, an outline of next steps, and a reminder that retaliation is barred

B. A commitment that the full outcome, including any discipline imposed, will be shared later

C. The names of the investigators assigned and the witnesses who are expected to be interviewed

D. A preliminary view of whether the concern appears substantiated, based on the report alone

366. During a peaceful strike, a plant manager tells HR he wants to videotape picketers at the gate so management can identify who is striking. There has been no violence, blocking of entrances or threats. What should HR advise?

A. Record the picket line, since activity on a public sidewalk carries no expectation of privacy for anyone

B. Ask the union for permission and, if the union agrees, record the picket line freely

C. Do not record, since filming peaceful picketing without a valid reason can be unlawful surveillance

D. Record the picket line, but keep the footage only until the dispute has been settled

367. A 150-employee software company has no ERGs. Several employees have asked HR to start one, and the CEO supports the idea. What should HR do FIRST?

A. Gauge employee interest and needs through a short survey or listening sessions.

B. Adopt the ERG structure used by a large peer company to save design and setup time.

C. Appoint an HR team member as chair to make sure the first group is run consistently.

D. Draft a budget and charter for three new ERGs and announce them at the next all-hands.

368. HR is introducing an AI assistant to answer employee benefits questions. Which statement about the assistant would BEST build credibility with employees?

A. "It uses advanced technology that is far more consistent than our human benefits staff."

B. "It handles routine questions well, it can make mistakes, and staff help with complex cases."

C. "It learns from your questions and should become nearly error-free within the first year."

D. "It has been tested extensively and will give accurate answers to all your benefits questions."

369. An HR analyst diagnosing a plant's morale problems reviews absenteeism records, grievance logs and turnover reports without contacting any employees. Which type of data collection is this?

A. Critical incident interviews with a sample of plant employees from each shift

B. Diagnostic questionnaires that measure employee attitudes

C. Structured observation of employee behavior on the plant floor

D. Unobtrusive measures drawn from existing organizational records

370. Under the Miles and Snow typology, an organization following a prospector strategy would MOST likely emphasize which HR approach?

A. Balancing internal talent development with selective outside hiring

B. Developing talent internally for narrow, specialized jobs

C. Using tightly controlled job structures for efficiency

D. Hiring talent externally and designing broad, flexible jobs

371. A full-time payroll specialist and a coworker both want reduced hours. HR proposes that the two divide the duties, hours, and pay of one full-time position between them. What is this arrangement called?

A. Job rotation
B. Compressed workweek
C. Flextime
D. Job sharing

372. Requests for remote-work exceptions are being approved by some managers, denied by others and sent to HR by still others, because no one knows who has final approval authority. Employees are starting to complain about unfair treatment. What is the BEST step for HR to take?

A. Pause all exception requests until complaints stop and the leadership team has time to discuss them.
B. Propose a clear approval path, confirm it with senior leaders, and communicate it to managers and staff.
C. Let each department set its own approval path, since managers best understand the work and needs of their own teams.
D. Have HR approve or deny every exception itself from now on so that all decisions are consistent.

373. An attrition model was trained on data drawn mostly from headquarters office employees. When the company applies it to field service technicians, its predictions are much less accurate. What is the MOST likely explanation?

A. Field technicians leave for random reasons that no predictive model is able to capture well.
B. Headquarters records contain more errors, which lowers accuracy for every group by the same amount.
C. The model was overfit because it used too many variables collected from field technicians.
D. The training data did not represent field staff, so the patterns it learned may not hold for them.

374. A manager's annual review of an employee focuses almost entirely on one missed deadline in November, even though the employee met every goal from January through October. Which rating error does this show?

A. Halo effect
B. Recency bias
C. Leniency error
D. Central tendency

375. Why should an independent contractor engagement be defined in a statement of work by deliverables and outcomes rather than by hours worked and supervision?

A. It allows the company to direct the contractor's daily schedule without changing her status
B. It lets the company avoid issuing a Form 1099 for payments made under the engagement
C. It guarantees that the contractor cannot later be reclassified as an employee by the IRS or any state agency
D. It reflects the contractor's control over how the work is done, which supports proper classification

376. A consumer products company is shifting its strategy from competing on price to competing through a steady stream of new products. The HR director is redesigning pay and performance practices for the product development teams. Which practice BEST supports the new strategy?

A. Reward team results and treat well-reasoned failed experiments as learning

B. Tie bonuses to meeting annual cost-reduction targets on the company's existing product lines

C. Rate employees mainly on error-free execution of established processes

D. Pay individual bonuses based only on each person's quarterly output

377. After an organizing drive begins, a manager moves three known union supporters from day shift to less desirable overnight shifts. Which NLRA section most directly prohibits this action?

A. Section 8(a)(2), which bars domination or support of a labor organization

B. Section 8(b)(3), which bars refusing to bargain in good faith with the employer

C. Section 8(a)(3), which bars discrimination to encourage or discourage union membership

D. Section 8(a)(5), which bars refusing to bargain collectively with the employees' chosen representative

378. Two coworkers each file harassment complaints against the other on the same day after a heated argument. What is the BEST investigative approach?

A. Investigate only the first complaint filed, treating the second one as a defensive response to it.

B. Investigate both complaints, weighing each allegation on its own evidence and any sign of retaliation.

C. Issue the same written warning to both coworkers, since each one admits the argument took place.

D. Treat both complaints as a personality conflict and refer the two coworkers to joint mediation with a neutral facilitator.

379. A UK subsidiary's agent paid a bribe to win business. Under the UK Bribery Act's offense of failing to prevent bribery, what defense is available to the company?

A. Proving that the payment followed a customary business practice in the country involved

B. Proving that no director or senior manager knew about the bribe or approved the payment

C. Proving it had adequate procedures in place designed to prevent bribery by associated persons

D. Proving that the bribe was paid by an outside agent or distributor rather than by one of its own employees

380. A team leader notices that members are questioning the project's deadlines, pushing back on assigned tasks, and openly challenging her decisions in meetings. Which stage of Tuckman's model is the team MOST likely in?

A. Norming

B. Storming

C. Forming

D. Adjourning

381. A company's annual sales are $30 million in a market where total sales by all competitors, including the company, are $240 million. What is its market share?

A. 87.5%
B. 8.0%
C. 12.5%
D. 14.3%

382. In an NLRB election, 88 ballots are cast. Four are voided because the voters' intent cannot be determined. The union receives 43 votes. Did the union win?

A. No, because it needed at least 44, half of all 88 ballots that were cast.
B. Yes, because 43 is a majority of the 84 valid ballots counted.
C. Yes, but only if the four voided ballots are recounted and found valid.
D. No, because it needed at least 45, a majority of all 88 ballots cast.

383. A high-performing analyst has just been promoted to supervise her former peers. What is the BEST way for the HR business partner to support her transition?

A. Send her the management policy manual and invite her to reach out to HR whenever she has any questions
B. Advise her to keep her analyst work at the same level so that her former peers continue to respect her
C. Enroll her in the company's annual leadership program, which starts its next session for new supervisors in about nine months
D. Meet with her to set up a transition plan with core skills, check-ins, and guidance on leading former peers

384. To fill a hard-to-staff engineering role, a recruiter has been accepting resumes through his personal email and text messages instead of the company's ATS. He says this has brought in more candidates quickly. What is the MAIN problem with this practice?

A. The practice breaks the company's policy against using phones for work tasks during the day
B. The candidates found this way are likely to be less qualified than those who apply through the ATS
C. The recruiter will collect too many resumes to review before the hiring manager's deadline
D. Candidates are not treated consistently, and hiring records required for compliance are incomplete

385. A three-month pilot of a new invoice-review process at one location cut processing errors by 20%. The company plans to roll the process out to five more locations, where some staff doubt it will work. What is the BEST way to use the pilot result in rollout communication?

A. Share the result along with stories from pilot staff, and invite them to explain to peers what worked.
B. Announce that a 20% error reduction is now the target that each new site must reach in three months.
C. Report the result only to senior leaders as evidence that the rollout budget should be approved.
D. Hold the result until all six sites finish rollout so that early data does not set unrealistic expectations.

386. A warehouse operator finds that 70% of its leavers quit within their first six months. In exit interviews, most say they felt lost, did not know whom to ask for help and never felt part of the team. What should HR do FIRST to address this?

A. Raise the starting wage so that warehouse pay is above competing local employers

B. Add a retention bonus payable to employees who complete six months of service

C. Pair each new hire with an experienced peer buddy for the first several months

D. Tighten screening to hire only candidates with prior warehouse work experience

387. A warehouse manager asks why HR plans to contest an unemployment claim filed by a former employee who was fired after repeated documented no-call/no-shows. The manager says, "It's the state's money, not ours, so why bother?" What is the BEST explanation?

A. Benefits paid are charged to the company's account and can raise its future state tax rate.

B. The company must reimburse the state directly for every dollar paid to the claimant.

C. An uncontested claim permanently waives the company's right to dispute any later claims filed by other former employees.

D. Contesting is required to protect the company's defense in a future discrimination suit.

388. A finance team keeps a 12-month forecast at all times: when a month ends, it drops that month and adds a new month at the end of the horizon. What is this approach called?

A. A rolling forecast

B. A zero-based forecast

C. A static annual budget

D. A top-down forecast

389. In an HR operating model based on Dave Ulrich's three-legged stool, a team of compensation experts designs the pay structure and incentive plans used across all business units. Which role does this team fill?

A. Center of excellence

B. Employee relations unit

C. HR business partner

D. Shared services center

390. During a reduction in force, HR asks managers for evidence supporting the performance scores used to select employees. Several managers cannot produce any reviews, metrics, or other records. What should HR do?

A. Exclude those managers' departments from the reduction entirely

B. Proceed, since managers' judgment is a lawful basis for selection

C. Have the managers write memos now justifying each of their scores

D. Pause and rescore them using documented, job-related criteria

391. HR will use the paired comparison method to rank 8 jobs. How many comparisons are needed so that each job is compared with every other job once?

A. 64

B. 56

C. 16

D. 28

392. A covered fire shuts down a company's only manufacturing plant for four months while it is rebuilt. What does business interruption insurance typically pay?

A. The cost to rebuild the damaged plant and replace the machinery that the fire destroyed

B. Lost net income and continuing expenses, such as payroll, during the restoration period

C. Medical costs and lost wages for employees who were injured while fighting the fire

D. Lost profits from customers who permanently move their business to competing suppliers

393. A plant manager points out that benefits cost 42% of payroll at the unionized plant, which has a collectively bargained defined benefit pension, compared with 28% at the nonunion headquarters, which offers a 401(k). He calls the plant's benefits wasteful and asks HR to cut them. What is the BEST response?

A. Recommend averaging the two sites into one benefits-to-payroll figure so the gap no longer appears in reports

B. Agree that the plant's benefits are too high and begin cutting them to bring the plant in line with headquarters

C. Explain that the gap reflects different plan designs and bargained terms, and compare each site with a similar peer group

D. Propose freezing the pension plan for current plant workers at the next plan year so their costs match the headquarters' 401(k) costs

394. A STEEPLE analysis expands the traditional PEST framework. Which factors does STEEPLE add to PEST?

A. Ecological, legal and educational

B. Environmental, labor and ethical

C. Demographic, legal and ethical

D. Environmental, legal and ethical

395. In a manager self-service (MSS) module, what does workflow approval routing do?

A. Creates a printed form that the manager carries to each approver for a signature

B. Sends a weekly summary of all pay changes to HR after the changes have been processed

C. Automatically sends transactions such as pay changes to the required approvers

D. Lets managers change their direct reports' pay without anyone else reviewing it

396. A company plans unpaid furlough days for its salaried exempt employees to save money during a downturn. How should it structure the furloughs to avoid jeopardizing their exempt status under the FLSA?

A. Schedule unpaid time as single days spread across several weeks of the quarter

B. Schedule unpaid time on any days but require employees to check email remotely during the furlough

C. Schedule unpaid time in full workweeks during which the employees perform no work

D. Schedule unpaid time as partial days and deduct pay for the hours not worked

397. A company's annual voluntary turnover rate is 28%, and the industry benchmark is 20%. Leadership wants to close half of the gap between the company's rate and the benchmark within one year. What turnover target should HR put on the scorecard?

A. 20%

B. 14%

C. 26%

D. 24%

398. An HR project manager is running a company-wide training rollout. At 25% complete, the earned value report shows a cost performance index (CPI) of 0.8. What is the BEST next action?

A. Cut the remaining training sessions by 20% so the project's total spending stays within the approved budget.

B. Wait until the project reaches 50% complete, since early CPI readings tend to correct themselves over time.

C. Request a budget increase of 20% from the sponsor so the project can finish without cutting any of the planned training content.

D. Analyze the causes of the variance, forecast the cost at completion, and present corrective options to the sponsor.

399. Several candidates complain that an abstract reasoning assessment for a technician role looks unrelated to the job. The test has strong criterion-related validity evidence from a local study, and a recruiter wants to drop it to improve the candidate experience. What is HR's BEST response?

A. Replace it with an unstructured interview that candidates find more relevant

B. Keep the test and better explain to candidates how it relates to the job

C. Keep the test and stop gathering candidate feedback about the assessment

D. Drop the test, since low face validity shows it fails to predict performance

400. An employee complained to HR about race discrimination and was demoted for alleged performance problems. In her retaliation lawsuit, she relies mainly on the timing between the complaint and the demotion. How do courts generally treat this kind of timing evidence?

A. A gap of more than 30 days between complaint and adverse action defeats the causation element as a matter of law.

B. Very close timing can support an inference of causation, but a long gap weakens it unless other evidence links the events.

C. Timing is given no weight, because a retaliation claim can succeed only with direct evidence of the decision maker's motive.

D. Any adverse action within one year of a complaint creates a legal presumption that the employer acted with retaliatory intent.