SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 5

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

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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 5

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 cyberattack exposes the names and Social Security numbers of all employees in the HRIS. Legal and IT are leading containment. What is the BEST action for HR to take with them?

A. Wait until the full forensic review is finished before telling employees, to avoid sharing wrong details.

B. Send all employees an immediate email with full technical details of the attack and the system flaw.

C. Advise employees to change their payroll bank details and close any accounts tied to their SSNs.

D. Help identify who was affected, meet notice duties, and tell employees about credit monitoring.

2. Last quarter, 40 applicants came through employee referrals, and 20 of them were interviewed. A job board produced 500 applicants, and 50 of them were interviewed. Which source had the better applicant-to-interview yield?

A. Job board, at 10% vs. 5% for referrals

B. Referrals, at 50% vs. 10% for the job board

C. Neither, since the volumes are not comparable

D. Job board, which produced 50 interviews vs. 20

3. A 300-person U.S. software firm with no presence in Europe needs to hire two engineers in Poland within a month. Leadership has no plans to expand further in Poland for at least two years. What should the HR manager recommend?

A. Use an employer of record so the engineers are compliantly employed quickly

B. Incorporate a Polish subsidiary so the firm can employ the engineers directly under local law

C. Engage the engineers as independent contractors until the market is proven

D. Add the engineers to U.S. payroll and handle Polish taxes at year-end

4. In a 200-person marketing department, the last four promotions went to employees who regularly join the director for drinks after work. Other employees with strong reviews say they never heard about the openings. What is the BEST action for HR to take?

A. Ask the director to stop socializing with employees outside of normal working hours.

B. Post openings internally and assess all candidates against defined, job-related criteria.

C. Have the director explain in writing why each of the four employees was chosen for promotion.

D. Require that future promotions alternate between employees from different teams.

5. A small department selected 2 of 5 applicants from one group and 4 of 6 from another, giving an impact ratio of 0.60. If one more applicant from the first group had been selected, the ratio would rise to 0.90. What caution applies?

A. With samples this small, the ratio is unstable and should be paired with other evidence.

B. The ratio should be recalculated using hire counts instead of selection rates to fix the problem.

C. The ratio is invalid because the 80% rule of thumb applies only when groups are of equal size.

D. The 0.60 ratio is conclusive, because the rule of thumb applies the same way at any sample size.

6. HR receives an anonymous hotline complaint that describes specific dates on which a shift lead allegedly altered other employees' time records. How should the investigator proceed?

A. Ask employees on the shift who filed the complaint so the investigator can interview that person first.

B. Close the complaint because an anonymous report cannot be investigated without a named complainant available to interview.

C. Investigate using the details given, such as reviewing the time records, while noting the limits of the inquiry.

D. Hold the complaint on file until a named employee comes forward with the same allegations to confirm it.

7. Which HRIS access rule BEST reflects the principle of least privilege?

A. Each user can view and change only the data fields needed for his or her assigned role.

B. All HR staff can view all employee records so they can cover for absent colleagues.

C. Managers can view all records in the HRIS but may change only those of direct reports.

D. Users receive full access in their first month, then the access is reduced after review.

8. An employee appeals the salary grade assigned to her job after a new structure is rolled out, saying her job is more complex than its grade suggests. What should HR do to run a fair review?

A. Move the job up one grade, since the employee knows the job's complexity better than HR does.

B. Update the job's documentation and have it re-evaluated using the same method used for all jobs.

C. Review the employee's performance record to decide whether she merits placement in a higher grade.

D. Deny the appeal, since reopening any grade decision would undermine the new structure's design.

9. A company hired 80 employees last year, and 20 of them left within 12 months of their start date. What is the first-year turnover rate for this hiring class?

A. 75%

B. 33%

C. 20%

D. 25%

10. In training transfer research, what does "opportunity to perform" mean, and why does a lack of it matter?

A. It means a manager's approval to attend; without it, enrollment in programs drops sharply.

B. It means chances to use trained skills on the job; without them, skills fade before becoming habits.

C. It means practice time within the course; without it, trainees struggle on end-of-course tests and skill checks.

D. It means the trainee's motivation to learn; without it, trainees disengage during the program.

11. Several employees report that the HR chatbot told them they could take 16 weeks of FMLA leave, although company policy follows the law's 12-week entitlement for most qualifying reasons. Two employees have already planned leave around the wrong answer. What should HR do FIRST?

A. Add a disclaimer to the chatbot stating that its answers are not binding on the company

B. Correct or disable the faulty answer and contact the employees who received it

C. Open a ticket with the vendor and wait for a fix before taking other action

D. Send a company-wide memo restating the FMLA policy and leave the bot as is

12. During procurement, an AI screening vendor declines to share selection-rate data by sex or race, saying its algorithm is proprietary. What should the HR manager do NEXT?

A. Accept the vendor's written statement that the tool is bias-free and rely on the contract's indemnity clause for protection.

B. Require outcome data or an independent bias audit before signing, since the employer stays liable for impact.

C. Ask the vendor for its source code instead, since code is more revealing than group outcome data.

D. Proceed with the purchase and plan to check the tool for adverse impact after a full year of use.

13. A site with 180 full-time employees plans to lay off 55 of them within a 30-day period. The site is not closing. Does this layoff trigger WARN notice as a mass layoff?

A. Yes, because the layoff affects more than 25% of the site's full-time workforce

B. Yes, because 50 or more employees will lose employment within a 30-day period

C. No, because a mass layoff requires at least 100 employees to lose employment

D. No, because 55 is less than 33% of the site's 180 full-time employees

14. An engineering firm launched a shared solutions database, but senior engineers rarely post to it. In interviews they explain that performance reviews and promotions reward being the go-to expert, and sharing their fixes would make them less distinctive. What is the root barrier HR should address?

A. A database that is too difficult for engineers to search and add posts to

B. Reward systems that make individual expertise worth more than sharing it

C. A shortage of time in engineers' schedules to document their solutions

D. A lack of training on how to write clear technical entries in the database

15. A complainant gives HR screenshots of posts from a coworker's private Instagram account that mock her and mention her by name. A follower of the account shared them with her. How should HR handle the screenshots?

A. Decline to consider them, since content posted on a private account outside work hours cannot violate company policy.

B. Treat them as conclusive proof, since screenshots are an exact copy of what the coworker posted online.

C. Ask the coworker for the password to the private account so HR can view the original posts directly.

D. Accept and preserve them with their source and dates, and seek to verify they are authentic before relying on them.

16. Under a union contract, employees laid off during a slowdown must be offered reinstatement in order of seniority when work returns. What is this right called?

A. Severance rights

B. Recall rights

C. Bumping rights

D. Successor rights

17. A newly unionized employer is setting up payroll deductions for union dues. Under Section 302 of the Labor Management Relations Act, which requirement applies to dues checkoff?

A. Each employee must give verbal consent to the payroll department, which is documented and renewed at the start of each contract.

B. Each employee must sign a written authorization, which cannot be irrevocable for more than one year or beyond the contract's end.

C. The union must submit a membership roster certified by its officers, after which the employer deducts dues from each listed employee.

D. The employer may begin deductions once the contract is ratified, because ratification serves as consent from all unit employees.

18. Jim Collins describes Level 5 leaders as those who build enduring greatness. What combination of traits defines a Level 5 leader?

A. Personal ambition combined with highly competitive drive

B. Personal humility combined with intense professional will

C. Personal charisma combined with a bold, visionary strategy

D. Strong technical skill combined with tight personal control

19. An HR manager is deciding whether to use face-to-face exit interviews or anonymous online exit surveys. Which statement BEST describes the trade-off?

A. Both methods yield the same quality of data, so cost should decide which to use

B. Interviews encourage more candor; anonymous surveys allow more depth and follow-up questions

C. Interviews allow depth and follow-up questions; anonymous surveys encourage candor

D. Interviews are required by federal law; anonymous surveys are a voluntary option

20. An hourly technician at a nonunion firm asks several coworkers whether they would support her in asking the owner for a raise for the whole team. Before she approaches the owner, her supervisor learns of it. How does the NLRA treat her conduct at this stage?

A. It is protected only if at least a majority of the team agrees to join the request

B. It is unprotected until the group presents the request to the owner together

C. It is unprotected, because she has spoken only with coworkers and has not yet approached management

D. It is protected, because seeking coworker support to prepare for group action is concerted

21. An HR manager is explaining recognition and rewards to new supervisors. Which statement is MOST accurate?

A. Recognition acknowledges behavior; rewards are tangible and often tied to set results

B. Recognition is given by peers and coworkers; rewards are given by managers or senior leaders

C. Recognition must be delivered publicly; rewards are typically delivered privately

D. Recognition is used for teams; rewards are given only to individual top performers

22. At a staff meeting, an HR manager asks department heads to agree by a show of hands that feedback should happen more than once a year. A month later she proposes quarterly check-ins, reminding them of their earlier agreement. Which of Cialdini's principles is she using?

A. Consistency with a prior public commitment

B. Authority of the HR function's role

C. Reciprocity for an earlier concession

D. Social proof from the group's show of hands

23. An HR director is preparing her company's application to join the UN Global Compact. Which four areas do the Global Compact's ten principles cover?

A. Labor, environment, governance and tax transparency

B. Human rights, health and safety, diversity and ethics

C. Human rights, labor, environment and anti-corruption

D. Human rights, labor, product safety and data privacy

24. An HR business partner is asked to coach a department manager who reviews every email his team sends, redoes their work and regularly logs 70-hour weeks. His team says they feel distrusted. What should the HR business partner do FIRST in the coaching relationship?

A. Enroll the manager in a delegation workshop and follow up with him once it is complete.

B. Ask questions to learn why the manager holds on to tasks and what he wants to change.

C. Share the team's feedback with the manager's director and ask for him to be held to it.

D. Give the manager a delegation checklist and ask him to hand off three tasks this week.

25. Two weeks after a new travel and expense policy was announced, a pulse survey shows that 45% of employees are unsure how the new per diem rules work and many feel the change was imposed without explanation. What is the BEST visible response from HR?

A. Ask managers to review the policy with their teams in their next staff meetings this month

B. Repost the policy on the intranet with a reminder that it is now in effect for all business travel and expenses

C. Share the survey results, clarify the rules with examples and explain what will change based on feedback

D. Hold the policy and form a task force to redesign it based on the survey comments

26. An employee and his wife elected COBRA when he was laid off. In month 6 of the 18-month period, the couple divorces, and the plan would have ended her coverage upon divorce if he were still an active employee. She notifies the plan within 60 days. What is her maximum COBRA coverage period?

A. 36 months from the layoff, because the divorce is a second qualifying event

B. 29 months from the layoff, because the divorce triggers the 11-month extension rule for qualified beneficiaries

C. 18 months from the layoff, because COBRA permits only one qualifying event

D. 36 months from the divorce, which gives her coverage through month 42

27. First-year turnover at a distribution company is 22%, and leadership has named retention a top priority. The HR manager writes this goal: "Reduce first-year turnover among new hires to 15%." Which SMART element is clearly missing?

A. Relevant

B. Specific

C. Time-bound

D. Measurable

28. HR wants to reinforce adoption of a new AI claims-processing tool among 80 insurance adjusters. Which recognition approach BEST fits this goal?

A. Award a bonus to the adjuster who logs the most hours in the tool each month.

B. Give a prize each month to the adjusters who close the most claims overall.

C. Recognize adjusters whose process improvements using the tool raised claim quality.

D. Recognize every adjuster equally once the whole claims team completes the tool training.

29. What is the purpose of running old and new payroll systems side by side for one or more pay cycles before cutover?

A. To keep the legacy system as a permanent backup for every payroll cycle

B. To confirm the new system produces the same results as the old one

C. To let employees choose which of the two systems calculates their pay

D. To train payroll staff on both systems during the full transition period

30. An HR director is drafting a charter for a project to implement a new performance management system. Which item BELONGS in the project charter?

A. The project's objectives, high-level scope, sponsor and summary budget

B. The detailed task schedule, with assigned resources and durations for each activity

C. The weekly status reports and issue logs from the project's execution

D. The full work breakdown structure, decomposed down to work packages

31. HR is planning how to announce a restructuring that will merge two regional sales teams. Who should deliver the key messages?

A. Direct supervisors explain both the business reasons and the personal effect to their own teams

B. A senior leader explains both the business reasons and the effect on each employee in a town hall

C. A senior leader explains the business reasons; direct supervisors explain the effect on each team

D. HR explains both the business reasons and the effect on each team so the message stays consistent

32. A company hired 50 employees in January. By December, 38 of them were still employed. What is the first-year retention rate for this hiring group?

A. 86.4%

B. 24.0%

C. 76.0%

D. 31.6%

33. A company wants to attract experienced professionals returning to work after several years of caregiving. Which program design is MOST likely to succeed?

A. A paid, time-limited returnship with training, mentoring and a path to hire

B. Posting regular openings with a note that career gaps will be considered fairly in review

C. A job fair for returners, with standard hiring and no additional support

D. An unpaid internship open to all who have been away from work at any time

34. A professional training company collects $50,000 in tuition in March for courses it will deliver in June. How should the company classify the tuition in March?

A. As a prepaid expense that becomes revenue over time

B. As unearned revenue, a liability until the courses are delivered

C. As revenue in March, the month in which the cash is collected

D. As accounts receivable until the students complete the courses in June

35. A recruiting team already uses an applicant tracking system and is considering adding a candidate relationship management (CRM) tool. What does a recruiting CRM do that an ATS mainly does not?

A. Parses incoming resumes and ranks applicants for an open job based on posted requirements

B. Builds and nurtures pools of passive candidates through ongoing contact before they apply

C. Moves applicants through the screening and interview stages for a specific open requisition

D. Stores applications and hiring decisions to support recordkeeping and compliance reporting

36. A union and employer sign a five-year collective bargaining agreement. Employees want to file a decertification petition. Under the NLRB's contract-bar doctrine, when may they file?

A. In the 60–90 day window before the third anniversary, or any time after the third year

B. Only in the 60–90 day window before the five-year agreement finally expires

C. Any time after the first year, since long contracts provide only a one-year bar to petitions

D. Only after the five-year agreement expires and before a new one is signed

37. Under the FCRA, an employer that plans to reject an applicant based on a background check must send a pre-adverse action notice. Along with a copy of the consumer report, what document must accompany this notice?

A. A summary of the applicant's rights under the FCRA

B. The applicant's signed disclosure and authorization

C. The employer's certification of FCRA compliance

D. A written statement of the reasons for the rejection

38. A food processor's union contract expires in five weeks, and talks are stalled. The plant manager asks HR to lead operational planning in case of a strike. Which action should HR take FIRST?

A. Ask the union to provide a list of the employees who intend to strike if talks continue to stall

B. Tell employees that anyone who strikes will lose their job and their seniority immediately

C. Hire permanent replacements now so that they are fully trained before the contract expires

D. Identify critical operations and the staff, security and logistics each needs to keep running

39. A department manager plans to spend $300,000 on a sales training program and asks HR to help record it as a capital expense so it will not hit his operating budget this year. How should HR respond?

A. Suggest recording the cost as a prepaid expense so it can be spread over the program's three-year term

B. Explain that training costs are generally expensed as incurred, and refer him to finance on the recording

C. Agree to record it as capital if the program lasts more than one year and the cost exceeds the capital threshold

D. Agree, since training creates lasting skills that benefit the company for several years, as a capital asset does

40. During Form I-9 verification, an HR assistant asks a new hire who has an accent to show a green card, even though he has already presented a valid U.S. passport. Under the Immigration and Nationality Act's anti-discrimination provision, this is BEST described as what?

A. Permissible verification, since employers may request extra proof when citizenship is in question

B. Permissible verification, provided that the same request is made of all new hires with accents

C. Unfair documentary practices, because the employee chooses which acceptable documents to present

D. A paperwork error, which is resolved by noting the extra document in the I-9's additional section

41. A nonexempt employee's hours vary widely from week to week. The employer and employee clearly understand that a fixed salary covers all hours worked, whether few or many. Which pay method is this, and how is overtime figured?

A. Belo plan; overtime is built into a guaranteed weekly salary covering up to 60 hours

B. Fluctuating workweek; overtime is 1.5 times the weekly regular rate for each hour over 40

C. Salary basis method; no overtime is owed because the salary covers all hours worked

D. Fluctuating workweek; overtime is half the weekly regular rate for each hour over 40

42. A program has a $12,000 facilitator fee and $3,000 in materials. Forty participants each attend for 8 hours, and their average wage is $35 per hour. Ignoring benefits, what is the fully loaded cost of the program?

A. $15,000

B. $15,280

C. $11,200

D. $26,200

43. A manager must give a "below expectations" rating to an employee with 18 years of service whose work has declined over the past year. The manager is anxious about the conversation. How should HR advise her to structure it?

A. Give the rating in writing first and hold a discussion only if the employee asks

B. Rate the employee as meeting expectations this year in light of his long service

C. Open with several positives to soften the news and mention the rating at the end

D. State the rating early, cite specific examples, listen, and agree on next steps

44. Which situation is the BEST example of ethnocentrism acting as a barrier to communication?

A. A manager asks a colleague abroad how decisions are usually made there before proposing a new process.

B. A manager learns a few greetings in the local language before visiting his team in another country.

C. A manager uses a translator for a contract meeting so that technical and legal terms are understood by both sides.

D. A manager decides colleagues abroad are evasive because, unlike his own culture, they avoid a direct "no."

45. A plant supervisor dismisses a string of near-miss incidents on a packaging line, saying no one was hurt and the company's workers' compensation coverage would handle any claim. HR wants to show the business risk. Which approach is BEST?

A. Report the plant's injury rate compared with the industry average for packaging operations published by the BLS

B. Show the supervisor the OSHA penalties the company could face if an inspector finds hazards on the packaging line

C. Estimate the cost of a likely injury, adding indirect costs such as lost output, overtime and higher premiums

D. Calculate the direct medical and wage-replacement costs of a typical injury on a line like this one using past claims data

46. Two office coordinators disagree about which brand of printer paper to reorder. A manager proposes a full collaborative session to explore each person's underlying interests. What is the main drawback of using collaboration here?

A. It signals that the manager is unwilling to take any stand at all

B. It usually leaves both parties less satisfied than a compromise

C. It takes time and energy that a trivial issue does not warrant

D. It requires the manager to give up her own position on the issue

47. An HR business partner wins a skeptical plant manager's cooperation mainly by listening closely to his concerns, showing that she understands the pressures he faces, and offering him personal support. In Cohen and Bradford's model, which category of currency is she offering?

A. Inspiration-related currencies

B. Relationship-related currencies

C. Task-related currencies

D. Status- and position-related currencies

48. A supervisor fired a unionized assembler for using a personal cell phone on the production floor. The rule was never posted, included in the handbook or communicated to employees, and other employees regularly used phones without discipline. The union has grieved under the just-cause clause. What is the MOST likely outcome at arbitration?

A. The discharge will likely be upheld, because management has the right to set work rules under the contract.

B. The discharge will likely be reduced to a written warning, because the supervisor failed to get HR approval.

C. The discharge will likely be upheld, because phone use on a production floor is obviously unsafe misconduct.

D. The discharge will likely be overturned, because the employee had no notice of the rule or its consequences.

49. A field operations manager plans to roll out tablets for work orders but suggests leaving out technicians over 55 because "they won't adapt to the new tech anyway." What is the BEST HR response?

A. Advise letting older technicians opt out of tablets and keep using paper work orders

B. Advise piloting the tablets with younger technicians first and adding the older technicians in a later phase

C. Advise giving older technicians their own slower training class held separately

D. Advise including all technicians and offer training in several formats with peer support

50. Which state has a statute requiring good cause to discharge most employees who have completed their probationary period, making it the one state without an at-will default?

A. Delaware

B. Montana

C. New York

D. California

51. HR is creating a stakeholder register for a company-wide job architecture project. What information does a stakeholder register typically contain?

A. A record of each decision, who made it and the date it was approved by the sponsor.

B. The detailed project schedule, the task dependencies and the budget that has been assigned to each project phase.

C. Each stakeholder's role, contact details, interests, expected influence and classification.

D. The names of team members and the specific tasks for which each one is responsible.

52. An assembly-line employee comes to HR upset that a coworker is allowed to sit on a stool while everyone else must stand. He demands to know why she gets special treatment. What is the BEST response?

A. Tell him the stool is temporary, so the arrangement will end soon and should not concern him further.

B. Explain that HR cannot discuss a coworker's situation and invite him to raise any needs of his own.

C. Tell him the coworker has a medical accommodation, without naming the condition, so he understands.

D. Ask the coworker whether she will agree to let HR explain her situation so others accept the arrangement.

53. An engineer volunteers for a project with teams in three countries, saying he enjoys working across cultures and is confident he can adapt when things feel unfamiliar. Which cultural intelligence (CQ) capability does this BEST reflect?

A. CQ drive

B. CQ knowledge

C. CQ action

D. CQ strategy

54. An HR team changes an engagement survey from a 5-point scale with a neutral midpoint to a 4-point scale with no midpoint. What is the main purpose and trade-off of this change?

A. It allows true neutral responses to be recorded, but it increases the number of employees who skip items.

B. It pushes respondents to lean one way but can force a choice from those who are truly neutral.

C. It removes acquiescence bias completely, but it makes the survey longer for employees.

D. It improves reliability by adding scale points, but it makes the results harder to compare.

55. A nonexempt employee is paid a weekly salary of $960 that is intended to cover a 40-hour workweek. She works 48 hours this week. What is her total pay for the week?

A. $1,152.00

B. $1,040.00

C. $1,248.00

D. $1,200.00

56. A remote employee has an approved flexible schedule that starts at 10 a.m. because of caregiving responsibilities. The company's new AI scheduling assistant keeps booking her into 8 a.m. meetings. What should HR do?

A. Make sure her approved hours are reflected in the tool and check whether others are affected.

B. Remind her that meeting attendance is required regardless of her approved flexible work arrangement.

C. Remove her from the scheduling tool and have her manager book all her meetings manually.

D. Ask her to decline the early meetings one by one, since the tool's settings cannot change.

57. An HR manager needs 30 minutes with the CEO to review a sensitive retention risk before the board meeting in two weeks. The CEO's executive assistant has twice replied that the calendar is full. What is the BEST approach?

A. Ask the CHRO to escalate the request to the CEO so the assistant can no longer block the meeting

B. Meet the assistant to explain the issue's urgency and business impact and ask how to fit it in

C. Wait for the assistant's next opening, since controlling the CEO's time is the assistant's decision

D. Email the CEO directly with the request and copy the assistant so the request cannot be overlooked

58. A regional manager plans to tell executives that employees are "neutral" on the remote-work policy because the average score on that survey item is 3.0 on a 5-point scale. HR's review shows that 45% chose strongly agree, 45% chose strongly disagree and 10% chose the midpoint. What is HR's BEST advice?

A. Show the response distribution and explain that opinion is sharply split

B. Report the median instead, since it is less affected by extreme responses

C. Report the average as planned, adding a note on the survey's response rate

D. Drop the item from the report, since a split result cannot guide a decision

59. What is the main purpose of the evaluation phase of the strategic planning process?

A. Assigning resources and responsibilities for carrying out the chosen strategic plan

B. Choosing among strategic alternatives for reaching the stated objectives

C. Comparing actual results with objectives and making corrective adjustments

D. Scanning the environment to identify emerging threats and opportunities

60. An HR investigation into a harassment complaint ends without enough evidence to substantiate or rule out the allegation. What is the BEST follow-up?

A. Give the accused minor discipline to show the complaint was taken seriously

B. Transfer the complainant to another team to prevent any further issues

C. Close the file quietly and say nothing more to avoid stirring conflict

D. Inform both parties, reinforce the policy and watch for retaliation

61. Which case note is written to proper HR documentation standards?

A. On 3/4, Ruiz reported more of the same mistreatment by her supervisor that others have noted.

B. Ruiz was very emotional and appeared to be exaggerating some details about her supervisor.

C. On 3/4 at 10:15 a.m., Ruiz said her supervisor called her "useless" in front of two named coworkers.

D. Ruiz described a supervisor who is clearly hostile toward her and seems to single her out over the others.

62. A warehouse employee reported that her supervisor shoved a cart into her and blocked her exit from the break room while shouting at her. Two days later she tells HR she wants to withdraw the complaint and asks HR to drop the matter. What should HR do?

A. Honor her request for now but tell the supervisor's manager to keep an eye on him and report any further incidents to HR.

B. Close the file at her request, document the withdrawal, and have her sign a statement confirming she raised no further concerns.

C. Explain that the company must still look into the conduct, proceed discreetly, and reassure her that retaliation is prohibited.

D. Ask her to put her reasons for withdrawing in writing so HR can decide later whether the original complaint was made in good faith.

63. Which statement BEST describes employment at will?

A. Either party may end the relationship at any time, but the employer must have a documented business reason.

B. Either party may end the relationship at any time, with or without cause or notice, unless the reason is unlawful.

C. The employer may end the relationship at any time once the employee has completed an introductory period.

D. The employer may end the relationship for any reason at all, but the employee must give reasonable advance notice.

64. Which list contains only elements of Johnson and Scholes's cultural web?

A. Artifacts, espoused values, and basic underlying assumptions

B. Mission, adaptability, involvement, and consistency

C. Clan, adhocracy, market, and hierarchy cultures

D. Stories, symbols, power structures, and control systems

65. While negotiating a supply contract for her employer, a procurement manager learns that a nearby warehouse is about to be sold cheaply. Her company has been looking for warehouse space, but she buys the property through her own LLC and leases it to a third party. Which principle has she MOST likely violated?

A. The doctrine of respondeat superior

B. The corporate opportunity doctrine

C. The business judgment rule

D. The employment-at-will doctrine

66. An HR coordinator is summarizing a scheduling survey in which each employee picked a preferred shift: day, evening or night. Which measure of central tendency should she report for this variable?

A. The median, since it is not distorted by extreme responses

B. The weighted mean, since the shift groups differ in size

C. The mean, since it makes use of every response in the survey

D. The mode, since the shift categories have no numeric values

67. Several employees ask the HR manager whether a rumored restructuring of their division is true. Senior leaders are considering options, but nothing has been decided and HR has been asked not to share details. What should the HR manager say?

A. That a restructuring is likely, so they can begin preparing for possible changes to their roles.

B. That no decisions can be shared now, and that HR will update them as soon as information can be released.

C. That no restructuring is planned at all, so they should not worry about the rumors circulating in the division.

D. That HR does not comment on rumors, and they should direct any questions to their own managers.

68. A company's AI-use policy states that its recruiting tools must operate with a human in the loop. What does this mean?

A. A person monitors the AI system's uptime and fixes technical errors when the system fails

B. A person enters candidate data into the AI system instead of having it imported automatically

C. A person signs off on the AI vendor contract before the tool is introduced into recruiting

D. A qualified person reviews AI recommendations and can override them before decisions are made

69. A plant installs digital screens in its break rooms and near the time clocks. Which use of these screens is MOST effective?

A. Short, visual updates such as safety stats, shift news, and reminders that rotate often

B. The full text of revised policies so that employees can read every section during their breaks

C. Formal notices of policy changes that employees must acknowledge in writing

D. Detailed benefits plan comparisons that employees need to study before they enroll

70. New hires at a call center say they learn the unwritten rules about schedules, escalations, and expectations only from peers months after starting. What onboarding change is BEST?

A. Extend classroom product training from two weeks to three

B. Have new hires sign an acknowledgment of the code of conduct

C. Expand the employee handbook to cover more policies and procedures in detail

D. Assign trained peer buddies and cover real norms in onboarding

71. An hourly employee complains that he should be paid for his 40-minute drive each morning from home to the plant where he always works. He drives his own car and clocks in when he arrives. What is the BEST response?

A. Ordinary commuting to a regular worksite is not hours worked under federal law.
B. The drive is paid time if it is longer than the typical commute for workers in the area.
C. The drive is paid time because he must travel to the plant in order to do his job.
D. The drive is paid time only if the employer reimburses him for his mileage costs.

72. A new software engineer arrived for her first day to find no laptop, no building badge, and a manager who was traveling and had not arranged anyone to greet her. She emailed HR that afternoon, clearly discouraged. What should HR do FIRST?

A. Send her the onboarding checklist so she knows what to expect from here
B. Ask her manager to call her as soon as he returns from his trip next week
C. Contact her today to apologize, fix the gaps quickly, and arrange a stand-in host
D. Audit the onboarding process with IT and facilities to find the root cause before replying to her

73. Which organization is the BEST fit for a hybrid centralized/decentralized HR structure?

A. A holding company whose unrelated subsidiaries share no common policies, systems or HR programs
B. A 40-employee startup operating from one office with a single HR generalist on staff
C. A single-site call center where every employee follows the same set of policies
D. A multi-site manufacturer needing common policy plus plant-level employee relations help

74. A talent acquisition director pilots a new interview format on one team, invites candid feedback on what isn't working, and treats the early missteps as lessons rather than failures. Which of Kouzes and Posner's five practices does this BEST illustrate?

A. Challenge the process
B. Enable others to act
C. Inspire a shared vision
D. Encourage the heart

75. Why do many HR departments limit which people can see a candidate's prior salary information when an offer is prepared?

A. Federal law requires employers to destroy prior salary information once the candidate accepts the offer.
B. Limiting access prevents candidates from learning what other applicants were earning at prior jobs.
C. Prior pay can anchor offers and carry forward past pay inequities, so limiting access reduces that risk.
D. Prior salary information is protected health information and is subject to HIPAA access restrictions.

76. A company spent $90,000 on training last year for its 300 employees. What was the training cost per employee?

A. $3
B. $3,000
C. $30
D. $300

77. A recruiter tells HR in good faith that she believes the company's AI resume screener rejects older applicants at a much higher rate. An audit later finds no disparity. Why is her complaint still protected from retaliation?

A. Her complaint is protected because AI tools are covered by a separate federal anti-retaliation statute.
B. Opposing a practice reasonably believed to be discriminatory is protected even if the practice proves lawful.
C. Complaints are protected only if the employee files a charge with the EEOC within 180 days of the practice.
D. Protection applies only when the later audit confirms that the practice actually violated the ADEA or another federal law.

78. A new analyst resigns after two weeks, saying in her exit interview that no one seemed ready for her: her manager was traveling, she had no assigned work, and teammates did not know she was coming. What should HR do?

A. Survey her teammates to find out whether she was a poor cultural fit
B. Discipline the manager for traveling during the new hire's first week
C. Map the hire-to-day-one process with managers and close the gaps found
D. Note the departure as a poor hire and refill the role from the backlog

79. Before launching a new performance management process, an HR manager lists every group that will be affected by or can influence the project and rates each group's likely support and level of power. What is this activity called?

A. Training needs assessment
B. Force field analysis
C. Stakeholder analysis
D. Project risk register

80. A new supervisor has learned some basics of scheduling and performance tracking but has become discouraged as the job turned out to be harder than expected. She still needs considerable direction on how to handle many tasks. Under the situational leadership model, which style should her HR mentor use?

A. Supporting, with low direction and high support
B. Coaching, with high direction and high support
C. Delegating, with low direction and low support
D. Directing, with high direction and low support

81. In Cohen and Bradford's model of influence without authority, which of the following is an inspiration-related currency?

A. Access to budget, staff or equipment that the other person needs to complete a project

B. Recognition and visibility with senior leaders that boosts one's reputation

C. The chance to contribute to an important vision or do something morally right

D. Personal support, understanding and a sense of acceptance from colleagues

82. A department manager asks HR to open a requisition for a new data analyst position that is not in the approved workforce plan. The manager says the role is urgently needed. What is HR's BEST response?

A. Evaluate the request against strategic priorities and the approved workforce plan

B. Ask the manager to resubmit the request during next year's planning cycle

C. Deny the request, since positions outside the approved workforce plan can never be added midyear

D. Open the requisition, since the manager knows the department's needs best

83. An employee asks whether his 25-year-old son can stay on the family's medical coverage under the company plan. The son recently married and is eligible for coverage through his own employer. What should HR tell him?

A. Yes, the son can stay on the plan until age 26, regardless of marriage or access to another employer's plan.

B. No, because the son's eligibility for coverage through his own employer's plan ends the ACA dependent coverage right.

C. Yes, but only if the son lives with the employee and is claimed as a dependent on his tax return.

D. No, because the son lost his dependent status under the ACA rules when he married.

84. A tuition assistance policy requires employees to repay a prorated share of the reimbursement if they leave voluntarily within 24 months after a course ends. What is the PRIMARY purpose of this clause?

A. To discourage employees from enrolling in courses that are unrelated to their jobs

B. To ensure that the reimbursed tuition qualifies as a tax-free educational benefit under IRS rules

C. To help the employer recover part of its investment if the employee leaves soon after

D. To make sure employees earn the minimum grade required for the reimbursement

85. An accounts payable specialist has applied for a promotion into the treasury department. HR plans to order a background report on her from its screening vendor without telling her, since she is already an employee. What should the HR manager advise?

A. Tell her verbally that a check will be run, which is enough notice when the subject is already a current employee.

B. Give her the stand-alone disclosure and get her written authorization first, just as for an outside applicant.

C. Go ahead without notice, since the FCRA's disclosure rules apply only to people applying from outside.

D. Go ahead without notice, then tell her about the report only if the promotion ends up being denied.

86. During her exit interview, a departing employee says her manager threatened to give her poor references after she testified as a witness in a coworker's EEOC case. She says she is leaving for that reason. What should HR do?

A. Document her account and open a retaliation investigation into the manager, even though she is leaving.

B. Tell the manager's director so the director can remind the manager about the company's retaliation policy.

C. Advise her that because the threat relates to an EEOC case, she must raise it with the EEOC directly.

D. Ask her to submit a written complaint before her last day so the company can decide whether to investigate.

87. A company is formalizing data governance for its HRIS. Who is typically responsible for the day-to-day quality of specific HR data elements, including maintaining their definitions and resolving errors?

A. The chief information officer of the company

B. The HRIS vendor's customer support account team

C. The executive who sponsors the governance program

D. The data steward assigned to that data domain

88. A regression of base pay shows that, after controls, women in the software engineering job family earn about 4% less than men, an unexplained gap not seen in other job families. Leadership asks the compensation analyst what to do next. What is the BEST next step?

A. Add control variables to the model until the gap in that job family is no longer significant.

B. Give every woman in the job family an immediate 4% increase to close the gap across the board this cycle.

C. Review individual pay records in that job family to identify what is driving the gap before adjusting.

D. Report to leadership that the company has engaged in pay discrimination in that job family.

89. An employee earning $72,000 voluntarily moves to a lower-grade job whose range maximum is $65,000. The company's policy covers voluntary demotions. Which approach should HR take?

A. Follow the policy, usually by lowering pay into the range or red-circling it

B. Cut pay to the new range minimum, since the employee is new to the lower-grade job

C. Let the manager and employee agree on any pay amount they think is reasonable

D. Keep the $72,000 and continue full merit increases, since the move was voluntary

90. An employee's leave request falls outside the company's policy, so the HR manager has no obligation to help. She nonetheless spends time finding an approved alternative schedule that meets the employee's caregiving needs. In Mayer, Davis, and Schoorman's model of trustworthiness, which factor does her action most directly demonstrate?

A. Reliability

B. Integrity

C. Benevolence

D. Ability

91. An employee who is covered under the company's group health plan is called to active military duty for an extended deployment. Under USERRA, for up to how long may the employee elect to continue health coverage during the service?

A. 18 months
B. 12 months
C. 36 months
D. 24 months

92. An HR manager presented a new competency framework to plant managers. Afterward, several managers said the talk was confusing and full of HR terms. The manager will present again next month. What is the BEST way to reframe the content?

A. Present the full research base and validation studies behind the framework to build its credibility
B. Shorten the talk and send the full framework to managers by email afterward
C. Give the managers a glossary that defines each competency term in detail
D. Show how the framework helps managers hire and develop people to hit plant goals

93. An HR manager is planning communications for a new performance management process. According to Prosci's change management research, who do employees prefer to hear different change messages from?

A. Supervisors on the business reasons, and senior leaders on the personal impact
B. Senior leaders on both the business reasons and the personal impact
C. HR on the business reasons, and project teams on the personal impact
D. Senior leaders on the business reasons, and supervisors on the personal impact

94. Which item would MOST appropriately appear in a job specification rather than in a job description?

A. A required CPA license and three years of audit experience
B. Works in an open office and travels about 10% of the time
C. Reports directly to the corporate controller each week
D. Prepares monthly reconciliations for all company bank accounts

95. An employee who transfers to a foreign subsidiary is paid on the host country's local pay structure, with the same salary and benefits as local peers. Which compensation approach does this describe?

A. Localization
B. Balance sheet
C. Lump-sum allowance
D. Headquarters-based pay

96. A unionized maintenance group stands to lose overtime opportunities under a new scheduling system, and the union has the power to slow the rollout. Which Kotter and Schlesinger approach to resistance is MOST appropriate?

A. Negotiation and agreement
B. Facilitation and support
C. Explicit and implicit coercion
D. Education and communication

97. An employee who joined in January struggled during her first month but exceeded all of her targets for the remaining eleven months. Her year-end rating is "needs improvement," and the manager's comments focus on the January problems. Which rating error is MOST evident?

A. First-impression error
B. Recency error
C. Central tendency error
D. Contrast effect

98. An HR manager is preparing for a salary negotiation with a finalist. She hopes to close at $85,000 but will walk away rather than pay more than $92,000. In negotiation terms, what are these two figures?

A. $85,000 is the opening offer, and $92,000 is the target point
B. $85,000 is the target point, and $92,000 is the resistance point
C. $85,000 is the resistance point, and $92,000 is the target point
D. $85,000 is the target point, and $92,000 is the BATNA amount

99. A software engineer tells his manager that being singled out for praise at the monthly all-hands meeting made him very uncomfortable. The manager still wants to recognize his strong work. What is the BEST approach?

A. Stop recognizing him individually and praise only the whole team going forward
B. Replace the public praise with a cash award so the recognition stays meaningful
C. Keep recognizing him publicly, since the visibility will help his career advancement over time
D. Ask how he prefers to be recognized and use a more private format, such as a note

100. How should a company account for its employer share of Social Security and Medicare taxes on wages earned this pay period, before those taxes are deposited with the government?

A. Record a prepaid asset that is expensed when the quarterly return is filed
B. Record a liability only, because the taxes are withheld from employee pay
C. Record nothing until the deposit is made, then expense the cash payment
D. Record payroll tax expense and a liability until the taxes are remitted

101. HR ran a team-building program for four customer support teams and wants to show leadership six months later whether collaboration actually improved because of the program. Six similar teams did not take part. Which evaluation approach is BEST?

A. Ask team leaders whether they think collaboration is better than before
B. Measure collaboration in the trained teams six months after the program
C. Compare pre and post collaboration scores with the six untrained teams
D. Survey the trained teams right after the program about their reactions

102. An HR manager is helping executives decide which roles to include in a new succession plan. Which criterion BEST identifies a key position?

A. The role sits within two reporting levels of the chief executive officer
B. The role has the largest number of direct reports in its business unit
C. The current incumbent is likely to retire or leave the organization within the next two to three years
D. A vacancy would seriously harm results and the role would be hard to fill quickly

103. HR notices that one interviewer's ratings of candidates on a full-day interview schedule become noticeably harsher in the late afternoon, even for candidates with similar qualifications. What should HR do to improve rating consistency?

A. Use anchored rating scales, have ratings recorded right after each interview, and limit sessions.

B. Schedule the most qualified candidates in the morning when the interviewer rates most fairly.

C. Remove this interviewer from the panel and let the other panel members carry the full schedule.

D. Add a fixed bonus to each afternoon rating so those scores line up with the interviewer's morning ratings.

104. A company's online application requires every applicant to enter the year they graduated from high school. HR is reviewing the form for compliance. What should HR recommend?

A. Keep it, but tell recruiters not to look at the field when screening applicants.

B. Replace it with a question asking whether the applicant is age 40 or older.

C. Remove the graduation year unless a specific, job-related need for it exists.

D. Keep it, because the ADEA does not prohibit employers from asking about dates.

105. In a new-hire survey, 40% of employees say they lacked equipment and clear role expectations in their first week. The company's 90-day turnover rate is 22%. What is the BEST action for HR?

A. Fix the onboarding gaps and track 90-day retention to gauge the impact.

B. Extend the new-hire probationary period from 90 days to six months for all roles.

C. Add a longer orientation session on company history and values.

D. Ask managers to explain why their new hires are leaving so early.

106. HR notices that managers in one business unit rate most employees in the top two categories. Which practice would MOST directly reduce this leniency error?

A. Having employees complete self-appraisals before managers finalize ratings

B. Calibration sessions where managers compare and justify rating spreads

C. Shifting from a five-point to a three-point rating scale for all employees

D. Scheduling all reviews in the same week so managers rate more consistently

107. A vendor offers HR a low-cost online personality test for screening customer service applicants. When asked, the sales rep says there is no technical manual but that many companies like the test. Before considering the test, what should HR request?

A. Documented evidence of the test's validity and reliability for similar jobs, along with its adverse impact data.

B. A written guarantee that the vendor will pay any legal costs if an applicant ever files a claim about it.

C. A free trial for current staff so HR can see whether employees find the test engaging and easy to finish.

D. A list of client companies that HR can contact to ask how satisfied they have been with the test and its online platform.

108. Which statement BEST describes a Section 125 cafeteria plan?

A. Employers can pay certain benefit costs pretax, and their elections apply only to qualified retirement plans.

B. Employees can pay certain benefit costs after tax, and their elections can change at any time.

C. Employees can pay any benefit costs pretax, and their elections must be renewed every quarter.

D. Employees can pay certain benefit costs pretax, and their elections generally cannot change midyear.

109. Applicant tracking data show that resumes forwarded to hiring managers wait an average of 12 days for review, accounting for about a third of total time-to-fill. Recruiters screen and forward resumes within two days. What should the HR manager do FIRST?

A. Add more sourcing channels so there are more candidates in the hiring pipeline

B. Let recruiters move candidates to interviews if managers do not respond quickly

C. Report the hiring managers who are slowest to review to the division VP right away

D. Share the data with hiring managers and agree on a standard turnaround for reviews

110. A movie theater wants to hire 14-year-olds as concession workers during the school year. Under the FLSA child labor rules for nonagricultural work, what is the maximum number of hours a 14-year-old may work during a school week?

A. 40 hours

B. 15 hours

C. 28 hours

D. 18 hours

111. Kluckhohn and Strodtbeck's value orientations framework includes a dimension describing whether a culture seeks to control its environment, live in balance with it, or accept that it is governed by outside forces. Which orientation is this?

A. Relational orientation

B. Man-nature orientation

C. Activity orientation

D. Time orientation

112. HR receives a written complaint that a warehouse supervisor routinely makes demeaning remarks about two employees' accents. No one reports any safety concern. When HR begins planning the investigation, which step should come first?

A. Define the scope by listing the specific allegations, the policies involved and the questions to answer.

B. Pull the supervisor's personnel file and prior complaint records to see whether he has received similar complaints in the past.

C. Schedule an interview with the supervisor so he can respond before the complaint spreads further.

D. Send the warehouse team a notice that an investigation is under way and that cooperation is required.

113. A manager is alarmed that his six-person team's average engagement score fell from 4.1 to 3.9 on a 5-point scale. He wants to launch an action plan right away. What should HR advise?

A. Identify which team members lowered their scores so the manager can follow up with each of them privately.

B. Treat the drop as an early warning and help him build a team action plan before it worsens.

C. Compare the team's score with the company average to decide whether the drop is significant.

D. Explain that with six people one response can move the average, and look for a pattern over time.

114. The day after an employee files an EEOC charge, her manager asks HR for her complete personnel file so he can "look for issues" that might help the company. What should the HR manager do?

A. Decline and explain that requests related to the charge go through HR and the counsel handling the company's response.

B. Provide the file, because managers have a legitimate need to review their own direct reports' personnel records at any time they choose.

C. Provide the file but remind the manager not to take any action based on what he finds in it.

D. Provide the file but remove any medical information, which must be kept separately under the ADA.

115. Two applicants score 78 and 80 on a selection test whose standard error of measurement is 3 points. A hiring manager wants to rank the applicant who scored 80 clearly ahead. What is the BEST reason to be cautious?

A. The test's validity coefficient falls whenever two applicants earn scores within five points.

B. The test's standard error shows that the lower score is likely the more accurate of the two.

C. The higher score is a sign of bias, since close scores usually point to a problem with the test.

D. The two-point gap is within the test's measurement error, so the true scores may not differ.

116. A manager who leads mainly by helping employees identify strengths and weaknesses and tie them to long-term career goals is using which Goleman style, and when is that style LEAST effective?

A. Coaching; when employees are resistant to learning or changing

B. Affiliative; when poor performance goes on without correction

C. Democratic; when employees are not yet competent enough to offer informed advice

D. Coaching; when employees are eager to improve their skills

117. How does emergency succession planning differ from planned succession planning?

A. Emergency plans rely on outside hires; planned succession relies only on internal candidates

B. Emergency plans cover only the CEO; planned succession covers all other management roles

C. Emergency plans name interim cover for sudden exits; planned succession grooms successors

D. Emergency plans are set by the board each year; planned succession is reviewed only by HR

118. According to William Bridges' transition model, what should leaders focus on during the endings phase of a change?

A. Explaining the business case in detail so employees accept the change quickly and move on

B. Encouraging experiments and new ideas while roles are still unsettled

C. Acknowledging what people are losing and treating the past with respect

D. Celebrating early wins to reinforce the new way of working

119. A company's IT and HR teams are adding data loss prevention (DLP) controls to email and file-sharing systems. What does a DLP control do?

A. Requires employees to verify their identity with a second factor before opening HR files

B. Backs up HR files to a secure off-site server so they can be restored after a system failure

C. Scans incoming email attachments for malware before they reach employees' HR inboxes

D. Detects and blocks outgoing messages or files containing data like Social Security numbers

120. In a presentation on retention, an HR manager tells executives that voluntary turnover rose from 12% to 19% in two years and that each departure costs about $15,000 to replace. Which persuasive appeal is the manager mainly using?

A. Kairos, an appeal to the timeliness of the issue

B. Logos, an appeal to logic and evidence

C. Ethos, an appeal to the speaker's credibility

D. Pathos, an appeal to the audience's emotions

121. During a busy season, several employees at a design firm came to work with flu symptoms rather than stay home, and their output and accuracy dropped noticeably. Which term BEST describes this behavior?

A. Social loafing

B. Quiet quitting

C. Presenteeism

D. Absenteeism

122. A supervisor reports that a forklift operator has seemed confused for several days, skipped two lockout steps and nearly struck a coworker. The employee has not mentioned any medical issue. When may HR require a fitness-for-duty exam?

A. Only after the employee discloses a medical condition that explains the behavior

B. Only after progressive discipline for the safety violations has been completed

C. Now, since objective evidence suggests a safety risk or impaired job performance

D. Only if every forklift operator at the site is given the same exam at that time

123. When does the ADA generally call for reassignment as a reasonable accommodation?

A. When nothing works in the current job and a suitable vacant position exists

B. When another employee can be moved out of a suitable job to open it up

C. When nothing works in the current job, even if a new position must be created

D. Whenever the employee prefers a different job and a vacant position exists

124. At a 150-employee software startup, the founder still personally approves every hire and every purchase over $500. Hiring has slowed, and managers say projects stall while they wait. What should HR recommend?

A. Require managers to batch their requests into one weekly approval

B. Set up delegated approval limits so managers decide within set bounds

C. Add an assistant to help the founder process approvals more quickly

D. Hire a chief operating officer who will take over all of the founder's approvals

125. An HR generalist drafted a proposal for a new onboarding program and shared it with her manager. At a leadership meeting the next day, the manager presented the proposal as his own idea without mentioning her. What is the BEST response for the generalist?

A. Talk with her manager privately, describe what she observed, and discuss how her work will be credited.

B. Say nothing this time but stop sharing her ideas with the manager and take future proposals elsewhere.

C. Email the leadership team with her original draft attached so they can see who actually wrote the proposal.

D. File a formal complaint with the HR director that her manager misappropriated her work without credit.

126. A call center manager asks HR to run a team-building retreat to cut agent turnover. Exit interview data show that most departing agents cite unpredictable schedules posted only days in advance. What is the BEST response from HR?

A. Run the retreat and add a session where agents can raise scheduling concerns

B. Decline the request until the manager agrees to rebuild the scheduling system

C. Share the exit data and discuss scheduling changes that address the main cause

D. Run the retreat as requested, since the manager is the client and owns the team

127. Under OSHA's severe injury reporting rule, how quickly must an employer report a work-related in-patient hospitalization and a work-related fatality to OSHA?

A. Within 24 hours for the hospitalization and within 8 hours for the fatality

B. Within 8 hours for the hospitalization and within 24 hours for the fatality

C. Within 24 hours for both the hospitalization and the fatality

D. Within 7 calendar days for the hospitalization and 24 hours for the fatality

128. A food company redesigns its supply chain to pay small farmers more for higher-quality crops and train them in better methods, which raises the farmers' incomes and improves the company's product quality and supply reliability. Which concept does this BEST illustrate?

A. Corporate philanthropy

B. Stakeholder salience

C. Cause-related marketing

D. Creating shared value

129. A finance director asks HR for the individual salaries of everyone in the marketing department, saying he wants to benchmark his own team's pay. He has no responsibility for marketing. What should HR do?

A. Decline to share individual salaries and offer market data or pay ranges suited to his benchmarking need.

B. Share the salaries, since directors are part of management and may see pay data across the company.

C. Share the salaries without names, since removing names protects each marketing employee's identity adequately.

D. Ask the marketing director to decide whether to share the salaries with the finance director herself.

130. An HR manager is reviewing a draft performance improvement plan (PIP). Which element is ESSENTIAL for the plan to be effective and defensible?

A. Specific deficiencies tied to measurable expectations and a timeline

B. A summary of all disciplinary actions over the employee's career

C. A signed statement in which the employee admits to his or her poor performance

D. A guarantee of continued employment once all of the goals are met

131. A recruiting team wants a quality-of-hire indicator that shows how well hiring managers think new hires fit the role and team. Which indicator BEST fits this purpose?

A. The first-year retention rate for new hires, measured separately for each hiring manager's department and team

B. The new hire's own engagement survey score at the end of the first 90 days on the job

C. A hiring manager satisfaction survey on each new hire, given at set points after the start date

D. The average time to fill for each requisition, measured from approval to accepted offer

132. Before introducing keystroke logging and periodic screen captures for remote employees, what should HR include in the company's policy?

A. A statement that monitoring will happen only if an employee is suspected.

B. A promise that monitoring data will never be used in performance reviews.

C. What is monitored, why and how data is used, with employee acknowledgment.

D. A note that monitoring is confidential, so employees will not be told of it.

133. What BEST distinguishes an operational HR dashboard from a balanced scorecard?

A. A dashboard measures only financial results; a scorecard measures only employee outcomes.

B. A dashboard is updated yearly for the board; a scorecard is updated daily for supervisors.

C. A dashboard monitors current operations; a scorecard tracks progress on strategic goals.

D. A dashboard compares the company to peers; a scorecard compares departments to each other.

134. A rejected candidate posts on social media that the company's AI video interview felt "cold and robotic," and the post is drawing comments from other job seekers. What is the recruiter's BEST response?

A. Wait to see whether the post gains more traction online before deciding whether to respond to it.

B. Post a detailed public reply explaining exactly why she was not selected for the position.

C. Ask the social media platform to remove the post, since it is harming the employer brand.

D. Reply politely, offer to discuss her experience privately, and pass the feedback to the TA team.

135. A department head wants to present a quarterly turnover rate of 8% to the executive team as a "retention crisis." The figure has not been annualized or compared with any prior period or benchmark. What is the BEST response from HR?

A. Advise waiting until year-end data is in before saying anything about turnover

B. Support presenting the 8% as is, since the department head knows the business best

C. Suggest presenting a monthly rate instead, since a smaller number would cause less alarm

D. Recommend annualizing the rate and comparing it with past trends and industry benchmarks

136. After a retention initiative, a company's annual turnover rate fell from 24% to 18%. What is the percent reduction in the turnover rate?

A. 25%

B. 33%

C. 6%

D. 75%

137. Which capability BEST meets the definition of a core competency?

A. A new office location in a city where several competitors are also based

B. A proprietary process that is hard for rivals to copy and that customers value

C. A large cash reserve that lets the firm weather a short economic downturn without making layoffs

D. A standard payroll system that most competitors in the industry also use

138. A newly appointed HR business partner (HRBP) is repeatedly asked by managers to process leave paperwork, which the company's shared services center handles. The HRBP wants to focus on advisory work without damaging relationships. What is the BEST response?

A. Process the requests personally to build trust, then stop after a few months

B. Show managers how to send leave requests to shared services, then check early cases

C. Tell managers that transactional requests are no longer part of the HRBP role going forward

D. Ask the shared services manager to send a memo telling managers to stop

139. A sales director credits a new sales training program for a 12% rise in sales. The same quarter was also the strongest for the whole industry in years. What is the BEST way for HR to isolate the program's effect?

A. Compare trained reps' results with those of similar reps who have not yet been trained.

B. Survey trained reps on how much of their sales increase they owe to the training.

C. Compare this quarter's sales with the same quarter last year for the whole sales team combined.

D. Report the full 12% gain, since sales rose right after the training was finished.

140. Under the EEOC's PWFA regulations, some accommodations for pregnant workers are called "predictable assessments" because they will almost never be an undue hardship. Which of these is one of them?

A. Allowing extra restroom breaks as needed

B. Granting a part-time schedule for several months

C. Excusing the employee from an essential job function

D. Providing a temporary reassignment to a vacant job

141. HR is running evacuation drills and training employees on what to do if a tornado warning is issued. Which phase of emergency management does this activity belong to?

A. Recovery

B. Hazard mitigation

C. Response

D. Preparedness

142. An HR safety specialist at a manufacturing plant has no authority over production workers, and many of them skip safety glasses on short tasks. Supervisors say production pressure is high and they don't want to slow the line. What is the BEST approach to improve compliance?

A. Work with supervisors and respected crew leads to model and reinforce glasses use on the floor

B. Ask the plant manager to send a memo stating that safety glasses are required at all times on the floor

C. Issue written warnings to employees found without glasses to show that the rule is enforced

D. Run a mandatory refresher training on eye hazards for all production employees next month

143. A group of employees threatens a coordinated walkout unless management meets a demand that has no basis in policy, contract, or law. Under the stakeholder salience model of Mitchell, Agle, and Wood, how should this group be classified?

A. Demanding stakeholder

B. Dangerous stakeholder

C. Dependent stakeholder

D. Definitive stakeholder

144. A supervisor wants HR to approve a rule that any employee whose Bradford Factor score exceeds 500 is terminated automatically. Several high-scoring employees take intermittent FMLA leave or have ADA accommodations. What is the BEST response?

A. Exclude protected leave from the scores and review each case for accommodation before any discipline.

B. Approve the rule but raise the threshold to 750 so that fewer employees are affected by terminations.

C. Replace the Bradford Factor with a count of total days absent, which weighs every absence equally.

D. Approve the rule, since one objective threshold applied to every employee ensures consistent treatment.

145. A company organized by function promotes managers almost entirely within their own discipline, so finance managers rise only in finance and engineers only in engineering. Which drawback of this structure is MOST likely to emerge over time?

A. Weak technical depth because specialists are spread across units

B. A thin pipeline of leaders with broad general management perspective

C. Costly duplication of support staff across the company's units

D. Confusion from employees reporting to two bosses at the same time on projects

146. A U.S. engineering firm hires a foreign national on an H-1B visa to work on a project involving export-controlled technology. When does sharing that technology with the employee in the United States require an export license?

A. Whenever any non-U.S. citizen, including a green card holder, has access to the technology

B. Only when the technology is physically sent outside the United States to the employee

C. When exporting the same technology to the employee's home country would require a license

D. Only when the employee's visa has less than one year left before it is set to expire

147. Employees at a nonunion manufacturer engage in the following advocacy activities on their own time. Which is protected as mutual aid or protection under the NLRA?

A. Jointly campaigning for a mayoral candidate because of her views on public school funding

B. Jointly handing out flyers that support a ballot measure on local property taxes

C. Jointly lobbying state lawmakers to raise the minimum wage for workers in their industry

D. Jointly urging customers to boycott a rival company over its environmental record

148. During an expatriate's first months, what does a host-country mentor or buddy PRIMARILY provide?

A. Approval of allowance claims and other assignment expense reports

B. Technical training on the job duties the expatriate will perform

C. Formal performance ratings that feed into the annual review process

D. Guidance on local norms, unwritten rules and practical daily issues

149. Five participants in a nominal group session rank four ideas, with 1 as most important and 4 as least. Idea A receives ranks of 1, 1, 3, 1 and 4. Idea B receives 2, 2, 1, 3 and 1. Idea C receives 3, 4, 2, 2 and 2. Idea D receives 4, 3, 4, 4 and 3. Using total rank scores, which idea is the group's top priority?

A. Idea D
B. Idea A
C. Idea C
D. Idea B

150. A company is training payroll clerks on a new step-by-step software process they will perform daily. Which design choice BEST maximizes near transfer?

A. Present a lecture with slides of each screen in the new process, followed by a short knowledge quiz at the end.
B. Use a business game on payroll strategy to keep learners engaged throughout the session.
C. Teach the general principles of payroll so learners can adapt to any software they use.
D. Have learners practice in a training environment that mirrors the live screens, data and steps.

151. An engagement survey is offered in English and Spanish. On one item, Spanish-version respondents score far lower than English-version respondents, while results on the other items are similar. What should HR check FIRST?

A. Whether the Spanish wording of that item has the same meaning as the English wording.
B. Whether the item should be dropped from both versions of the survey going forward.
C. Whether Spanish speakers are less satisfied with the workplace issue that the item asks about.
D. Whether the two versions can be combined so language differences do not show.

152. Thirty days after a supervisor was disciplined for harassing a team member, what is the BEST step HR should take with the complainant?

A. Wait for the complainant to contact HR, since reaching out could reopen a closed matter.
B. Check in to ask whether the conduct has stopped and whether she has faced any retaliation.
C. Schedule a meeting with the complainant and the supervisor to rebuild their relationship.
D. Ask the complainant to sign a statement confirming that she is satisfied with the outcome.

153. An AI screening tool advanced 60 of 100 male applicants and 18 of 40 female applicants. Using the 80% rule of thumb, how should HR interpret these results?

A. The impact ratio is 0.75, which suggests possible adverse impact against women
B. The impact ratio is 0.75, so the results fall within the acceptable range
C. The impact ratio is 0.85, so the results do not indicate any adverse impact
D. The impact ratio is 0.30, so the results show clear adverse impact against the female applicants

154. At a unionized plant, a production manager wants to try a four-day, 10-hour workweek. He plans to ask each employee privately whether they would accept the new schedule before he approaches the union. What should HR advise?

A. Ask employees privately first, then share the survey results with the union during the next round of bargaining

B. Ask employees privately first, but only those who are not members of the union

C. Run a short trial with volunteers, then present the schedule to the union for approval

D. Present the proposal to the union and bargain over it rather than asking employees directly

155. An HR team has 30 minutes to generate creative ideas for communicating a new benefits program to a multigenerational workforce. The manager wants as many ideas as possible. Which rule should the facilitator emphasize?

A. Screen each idea for cost before it is added to the list on the board.

B. Hold all critiques until the end and encourage building on others' ideas.

C. Have the most experienced staff speak first to set the right direction.

D. Limit the list to ideas the team has already seen work in past benefit rollouts.

156. A hospital is consolidating two units, and staff have left their old routines behind but the new unit's processes are not yet settled. According to William Bridges' transition model, what do employees most need from communication at this stage?

A. Celebrations of the new unit's identity that reinforce the new behaviors

B. A detailed business case formally announcing that the change will be happening soon

C. Frequent updates and short-term goals that give people a sense of direction

D. Formal events that mark the end of the old units and honor their history

157. A safety coordinator drafts this learning objective for a new course: 'Employees will understand the new lockout/tagout policy.' What is the main problem with this objective?

A. Understand cannot be observed or measured, so it does not show what learners must be able to do

B. It names a specific policy, so the objective would be out of date as soon as the policy changes

C. It describes what the trainer will cover rather than what the learners will learn in the course

D. It is written at too high a level of Bloom's taxonomy for a basic compliance course on safety

158. A manufacturer (not a health care institution) has a contract expiring March 31, 2027, and wants to negotiate changes. Under Section 8(d) of the NLRA, what are the latest dates by which the employer must notify the union and, if no agreement has been reached, the Federal Mediation and Conciliation Service?

A. Notify the union by December 31, 2026, and notify FMCS by January 30, 2027.

B. Notify the union by March 1, 2027, and notify FMCS by March 16, 2027.

C. Notify the union by January 30, 2027, and notify FMCS by March 1, 2027.

D. Notify the union by January 30, 2027, and notify FMCS by March 31, 2027.

159. A 24-hour food processing plant has three shifts, and most production workers have no company email. Leadership has set new quality and safety priorities that every worker needs to understand. What is the BEST way for HR to communicate them?

A. Have supervisors cover them at shift huddles, backed by posters and text alerts

B. Post the new priorities on the company intranet and in the updated employee handbook

C. Send a detailed letter about the priorities to each worker's home address

D. Hold one all-employee meeting at noon when the plant manager is available

160. A hospital extends a conditional offer to a nurse applicant. Which set of conditions is MOST typically attached to this kind of offer?

A. Completing the probationary period and earning a satisfactory first review

B. Passing a background check and drug test and showing proof of work authorization

C. Signing up for benefits and choosing a retirement plan contribution rate before the first day

D. Giving notice to the current employer and sending HR a copy of the letter

161. Two employees had a shouting match on the production floor, were counseled and returned to work, but tension remains. HR plans a restorative meeting. What should HR do in that meeting?

A. Review what happened and decide which employee was at fault

B. Have each employee apologize and then return to their duties

C. Have each share the impact on them and agree how to work together

D. Explain the discipline that will follow any future incident of this kind

162. For a new warehouse management system, a company trained all staff six weeks before go-live. By launch day, many employees had forgotten the procedures and error rates spiked. What is the BEST approach for the next site's rollout?

A. Schedule training shortly before go-live and add job aids and floor support

B. Deliver the same training even earlier so there is more time to practice

C. Replace the classroom sessions with a recorded video employees view anytime

D. Add a longer certification test at the end of the early training session

163. A retail chain opened 40 new stores this year, and total sales rose 18%. Analysts focus instead on comparable-store (same-store) sales. Why do they use this metric?

A. It compares the chain's sales per square foot with those of its main competitors

B. It measures the profit each store earns after rent, staffing and other store-level costs

C. It adjusts total sales for inflation so that the chain's growth can be compared fairly over many years

D. It isolates sales growth at existing stores from growth that comes from opening new stores

164. A company plans to ask all employees to click "I agree" to AI monitoring of their work email before they can log in. Why might this consent not be considered freely given?

A. The power imbalance means employees may feel they cannot refuse without risking their jobs.

B. Employees cannot consent to monitoring of systems the employer owns, so no agreement is needed.

C. Consent obtained electronically is not legally valid unless the employee also signs a paper copy.

D. Consent is invalid if the employer does not pay employees an incentive for agreeing to monitoring.

165. In one quarter, a company plans to launch a new HRIS, change its benefits carrier and move one office to a new building. Employees already say they feel overwhelmed. What is the BEST communication approach?

A. Let each initiative send messages on its own schedule so that each project owner keeps control

B. Coordinate one integrated plan that sequences messages and shows how the changes connect

C. Hold all communication until the quarter ends to avoid overloading employees now

D. Combine everything into one detailed launch email sent on the first day of the quarter

166. An HR specialist meets with each supervisor in a department, asks detailed questions about each employee's performance, and then drafts an evaluation that the supervisor reviews and approves. The aim is to apply standards more consistently across supervisors. Which appraisal method is this?

A. Essay method

B. Critical incident method

C. Field review method

D. 360-degree feedback

167. To build support for a four-day-workweek pilot, an HR director shares findings from a well-known organizational psychologist who has studied such pilots for years. Which of Cialdini's principles is the director relying on?

A. Scarcity

B. Authority

C. Social proof

D. Liking

168. A new HR generalist is learning the dispute-resolution methods used in labor relations. Which statement correctly distinguishes them?

A. A mediator issues a binding decision on new contract terms, while an interest arbitrator only recommends possible solutions.

B. Grievance arbitration sets the terms of a new contract, while interest arbitration interprets the terms of an existing one.

C. Interest arbitration resolves disputes about discipline under a contract, while mediation resolves unfair labor practice charges.

D. A mediator helps the parties reach their own agreement, while an interest arbitrator sets new contract terms that bind them.

169. A supervisor tells HR he plans to give an employee a written warning for repeated safety violations. He will open with praise for the employee's speed, deliver the warning, then close with praise for his teamwork so the employee leaves on a positive note. What should HR advise?

A. Add more specific praise for his speed and teamwork so he stays motivated despite the warning

B. Keep the structure, since praise on both sides lowers defensiveness and aids recall

C. Deliver only the written warning and save the positive feedback for the annual review

D. Address the safety issue directly at the start so the warning is not lost in the praise

170. A plant safety manager is writing an emergency action plan under OSHA's emergency action plan standard. Which item is a required minimum element of the plan?

A. Procedures to account for all employees after an evacuation is complete

B. Each employee's signed acknowledgment of the plan, renewed every year

C. A designated media spokesperson and approved statements for the press

D. A schedule of quarterly full-scale evacuation drills for every work shift

171. An HR analyst is building a turnover cost model that groups costs into separation, replacement and training categories. Which cost belongs in the replacement category?

A. Time HR spends conducting the exit interview with the departing employee

B. Time managers spend interviewing and assessing candidates for the open role

C. Severance pay and the increase in unemployment insurance tax for the role

D. Orientation sessions and on-the-job coaching given to the person who is hired

172. A recruiter receives an expensive bottle of wine from a candidate who just accepted an offer and starts next month. Company policy says employees may not accept gifts worth more than $50 from anyone in connection with their job duties. What should the recruiter do?

A. Keep the wine, since the hiring decision is already final and the gift cannot influence it at this point.

B. Keep the wine, since the policy applies to vendors and customers rather than new hires.

C. Keep the wine but tell the candidate that future gifts will have to be returned instead.

D. Return the wine with a gracious note, since the policy covers gifts tied to her job duties.

173. A 2,000-employee company is forming a workplace threat assessment team. Which group of functions is typically included on such a team?

A. Security, local police and the employee's own manager

B. Senior executives only, to protect strict confidentiality

C. HR, security, legal counsel and a mental health expert

D. HR, the employee's coworkers and the local union steward

174. New hires at a consulting firm say that within weeks they learned "unwritten rules," such as never pushing back on a partner, that conflict with the firm's stated value of open debate. Leadership wants onboarding to reinforce the stated values. What change would be MOST effective?

A. Pair new hires with buddies who model the values and have partners show open debate in onboarding.

B. Tell new hires to disregard unwritten rules and report any partner who discourages debate.

C. Add a module that explains the written values in detail and quizzes new hires on each one before they start work.

D. Shorten onboarding so new hires spend less time hearing informal advice from their peers.

175. An HR assistant admits to her supervisor that she looked up a friend's salary in the HRIS out of curiosity. She had no business reason and did not share it with anyone. What should the HR supervisor do?

A. Give an informal verbal reminder only, since she reported it herself and no data was shared further.

B. Reset her HRIS password and ask IT to monitor her account for the next several months.

C. Treat it as a privacy violation: document it, apply corrective action, and review her access.

D. Terminate her employment right away, since any misuse of HRIS data is gross misconduct.

176. In a facilitative mediation between a supervisor and an analyst, the analyst turns to the HR mediator and says, "Just tell us who is right here." What is the BEST response?

A. Tell the parties that since they cannot decide, HR will issue a binding decision at the end of the session.

B. Explain that the mediator helps them reach their own solution, and redirect them to their underlying interests.

C. Side with the supervisor because the supervisor holds formal authority over how the analyst's daily work is assigned and done.

D. Give a candid opinion on who is more right so the parties can move past the impasse and settle faster.

177. When may an employer request medical documentation in response to an accommodation request?

A. Only after a job offer, since the ADA bars medical inquiries of current employees

B. Only when the requested accommodation would cost more than a set policy amount

C. When the disability or the need for the accommodation is not known or obvious

D. Whenever any accommodation is requested, so that every request is treated alike

178. An employer refuses to hire mothers of preschool-age children for assembly jobs but hires fathers of preschool-age children. In Phillips v. Martin Marietta Corp., how did the Supreme Court treat this kind of policy?

A. As sex discrimination, since it set one hiring rule for women and another for men

B. As discrimination based on parental status, a separate protected class

C. As lawful, since parental status is not a characteristic that Title VII protects at all

D. As lawful, since the employer hired many women who had no young children

179. An inside sales representative asks HR whether he may use his company laptop and the slow hours after 3 p.m. to manage orders for his personal online store, since his work is usually done by then. What is the BEST response?

A. No; his store must be run on his own time with his own equipment, not during work hours.

B. Yes, as long as his sales targets are met and his manager has no objection to the plan.

C. Yes, but only if he uses his personal phone instead of the company laptop for the store.

D. No; employees are not permitted to own any outside business while employed full-time.

180. An HR department estimates its recruiting budget by projecting the number of hires it will process and multiplying by the cost of each hire. Which budgeting approach is this?

A. Incremental budgeting

B. Activity-based budgeting

C. Performance-based budgeting

D. Zero-based budgeting

181. Last year a company incurred $210,000 in workers' compensation claims costs. It averaged 700 employees during the year, though year-end headcount was 600. What was its workers' compensation cost per employee?

A. $350

B. $300

C. $30

D. $3,000

182. An employee who pays 20% of her group health premium through payroll deductions goes on unpaid FMLA leave. How should her premium share be handled during the leave?

A. She must pay the full premium plus a 2% fee for administration

B. She must pay the full premium during unpaid leave, just as a COBRA beneficiary would

C. She pays nothing during leave, since the employer covers the cost

D. She keeps paying her usual 20% share under the plan's normal terms

183. The recruiting team's AI notetaker records and transcribes every candidate interview, and the recordings are kept indefinitely with no deletion date. What should HR do?

- **A.** Move the recordings to the vendor's servers so that the company is no longer responsible for retaining them.
- **B.** Delete each recording as soon as the position is filled, since the hiring decision no longer requires it.
- **C.** Set a retention period that meets recordkeeping rules and delete recordings on schedule absent a legal hold.
- **D.** Keep all recordings indefinitely, since they may be useful if a candidate later files a discrimination claim.

184. A project missed its deadline because a vendor shipped parts late and an approval sat in a queue for two weeks. The manager tells HR the analyst on the project "just doesn't have any drive" and wants to start a performance plan. Which bias does the manager's reaction MOST reflect?

- **A.** Fundamental attribution error
- **B.** Self-serving attribution bias
- **C.** Similar-to-me bias
- **D.** Confirmation bias

185. A company is opening a multi-faith reflection room at headquarters. Which design and usage approach is BEST?

- **A.** Fixed symbols from the faiths most common among employees on the walls
- **B.** Use limited to employees who have an approved religious accommodation
- **C.** Neutral decor, storage for items, and open use for prayer or quiet reflection
- **D.** Rotating reservations that give each faith group exclusive use of the room on a set day

186. Early in a long engagement to redesign a company's performance management process, an HR consultant schedules a quick win: simplifying a confusing review form that managers dislike. What is the main reason for doing this early?

- **A.** To replace the need for a deeper diagnosis of the underlying problems
- **B.** To show the client that longer-term changes are not needed after all
- **C.** To build credibility and momentum that support the longer-term changes
- **D.** To finish the engagement sooner by limiting its scope to the easier fixes

187. Laboratory technicians who run the same tests every day ask HR for a rotation among testing stations. The lab must maintain accuracy for regulatory audits. How should the rotation be designed?

- **A.** Limit rotation to technicians with top accuracy ratings
- **B.** Rotate everyone weekly so all learn every station quickly
- **C.** Set a schedule with training and competency sign-off
- **D.** Let technicians switch stations whenever they choose

188. An employer is costing a union proposal for a $1.00 per hour across-the-board raise for 100 employees who each work 2,000 paid hours a year. Roll-up costs for overtime premiums, FICA and pension contributions add 30% to every dollar of wage increase. What is the total annual cost of the proposal?

A. $60,000
B. $285,714
C. $260,000
D. $200,000

189. HR learns that its chatbot has told several employees that unused PTO carries over to next year, but the policy says it does not. The answer came from an outdated policy document still loaded in the chatbot's knowledge base. What is the BEST response?

A. Shut down the chatbot permanently and return to handling all questions by phone and email
B. Fix the content source, notify affected employees, and add regular content reviews
C. Post a notice on the intranet that chatbot answers are informal and not binding on the company
D. Allow carryover this year for all employees, then correct the chatbot content next year

190. An HR generalist is asked to write a message announcing a revised attendance policy for a call center. What should the generalist identify FIRST when planning the message?

A. Which channel will reach the most people quickly
B. What the legal team wants to include word for word
C. How the policy compares with industry practice
D. Who the audience is and what they need to know

191. A furniture company buys finished chairs from a factory in Vietnam. That factory buys the fabric it uses from a separate textile mill. In the company's supply chain, how is the textile mill classified?

A. A Tier 3 supplier
B. A direct supplier
C. A Tier 1 supplier
D. A Tier 2 supplier

192. An employee is on continuous FMLA leave for the entire week of Thanksgiving, when the company is closed Thursday and Friday. How does the holiday affect her FMLA entitlement?

A. None of the week counts, since the company was closed for part of it
B. The full week counts against her entitlement, including the holidays
C. Only three days count, since the two holidays are excluded from leave
D. Only the holiday days count, since they are paid by company policy

193. A company is buying its first learning management system (LMS). Which set of functions is a core LMS feature?

A. Screening applicants and scheduling job interviews for new hiring managers
B. Running payroll and handling benefits enrollment for employees in the system
C. Writing course content and converting it into interactive, multimedia e-learning modules
D. Enrolling learners, tracking completions and reporting on compliance training

194. Two years after an acquisition, a regional unit still runs its own HR policies and ignores the acquirer's standards, even though the integration plan called for common practices. The unit's leaders say their own culture works well. What should HR conclude and do?

A. This is deculturation; let the unit continue as is, since its employees have rejected both cultures.

B. This is assimilation; reinforce the current approach, since the unit has adopted the acquirer's ways.

C. This is integration; leave the unit alone, since the two cultures are already blending together.

D. This is separation; confirm the strategy still requires common practices, then address the gap.

195. A retail store sees sales nearly double every year from mid-November through December and then return to normal. The store manager wants to cover the peak at the lowest reasonable cost without harming service. What is the BEST staffing approach?

A. Cover the peak entirely with overtime from the current permanent full-time staff

B. Hire seasonal or temporary staff for the peak and train them before it begins

C. Hire enough permanent full-time staff to cover peak volume all year

D. Cut store hours during the peak so the current staff can keep up

196. A company announced a return-to-office policy requiring three days a week on site, with 60 days' notice. A manager tells HR that one employee has still not come in after the deadline and has given no reason. What should HR advise the manager to do FIRST?

A. Issue a final written warning right away, since the employee had 60 days' notice of the new on-site policy

B. Allow the employee to keep working remotely, since enforcing the policy may hurt team morale

C. Meet with the employee to learn the reason, since a medical or other protected need may require review

D. Treat the absences as job abandonment and process a voluntary resignation under the policy

197. An employee storms into the HR office and begins shouting about an error in his paycheck. No one is in danger. What is the BEST immediate technique for the HR representative?

A. Stay calm, speak slowly and acknowledge his frustration

B. Explain how payroll errors happen so he understands the cause

C. Ask him to come back later once he has had time to cool down

D. Tell him firmly that he must lower his voice before HR can help

198. Why should an AI hiring model be evaluated on a holdout sample rather than on the data used to build it?

A. It removes protected-class data from the test so that the evaluation is legally compliant.

B. It lets the vendor keep tuning the model on the holdout until the test results match the training results.

C. It reduces the amount of data required, which lowers the cost of developing the model.

D. It shows how the model performs on new cases rather than how well it fits the data it learned from.

199. An employee storms into the HR office, shouting that his paycheck is wrong for the second time. He is not threatening anyone, but other employees nearby can hear him. What should the HR specialist do FIRST?

A. Speak calmly, acknowledge his frustration, and move the talk somewhere private
B. Call security so that the situation does not escalate any further
C. Tell him calmly that the conversation cannot continue until he lowers his voice
D. Pull up his pay records right away to show him where the error came from

200. Six months after launching a new HRIS, the HR director must show the leadership team whether the project delivered what was promised. The business case had set targets for payroll error rates, time to process new hires and HR administrative hours. What is the BEST approach?

A. Report the number of employees who have logged in to self-service since the launch date
B. Compare current results for those measures against the baseline figures recorded before launch
C. Ask the vendor for its standard report on how other clients have benefited from the system
D. Survey employees and managers on how satisfied they are with the new system compared with the old one

201. HR wants to map the factors that push a new performance management system forward and the factors that hold it back. Which tool is designed for this purpose?

A. Affinity diagram
B. Stakeholder analysis
C. Fishbone diagram
D. Force field analysis

202. Test takers who are reminded of a negative stereotype about their group sometimes perform worse because of anxiety about confirming it. Which practice would BEST reduce this effect in a skills assessment?

A. Having candidates take the test in large groups so no one feels singled out
B. Shortening the time limit so that candidates have less time to feel anxious
C. Moving demographic questions to the end of the test instead of the beginning
D. Telling candidates the test is designed to reveal differences in ability between groups

203. A colleague makes an insensitive comment in a meeting. Afterward, a coworker asks him privately to talk, asks what he meant, and shares how the comment may have landed, with the goal of shared learning. Which approach does this describe?

A. Calling out
B. Tone policing
C. Progressive discipline
D. Calling in

204. Near the end of his investigation interview, an accused employee says, "She is going to regret doing this to me." What is the BEST immediate action for the investigator?

A. Call the complainant to warn her and suggest that she work from home until the matter is resolved.

B. Terminate him on the spot for making a threat, since threats violate the workplace violence policy.

C. Record his exact words, ask what he meant, and escalate to the threat assessment team or security.

D. Note the remark in the interview file and continue with the investigation on its current schedule.

205. A company has introduced a streamlined purchasing process, but one supervisor still requires three separate sign-offs before his employees may use it, so few of them do. In Kotter's original eight-step model, addressing this supervisor belongs to which step?

A. Building the guiding coalition for the change

B. Consolidating gains and producing more change

C. Developing the vision and strategy for change

D. Empowering action by removing obstacles

206. A warehouse employee missed three shifts without calling, which under policy counts as job abandonment. On the fourth day, his sister calls to say he was in the hospital ICU after a car accident. What should HR do?

A. Hold the separation, gather information, and assess his rights under the FMLA, the ADA and policy.

B. Rehire him once he recovers, with no break in service, as long as he agrees to start a new probation.

C. Require him to submit a written explanation within 24 hours of his release before taking any action.

D. Process the job abandonment separation, since the policy was applied as written to his absences.

207. An employer hired 48 of 120 male applicants and 18 of 75 female applicants for warehouse jobs. Using the 80% rule of thumb, what is the impact ratio, and what does it suggest?

A. 0.84; the 16-point gap is small enough that no adverse impact is suggested

B. 0.38; it falls below 0.80 and suggests possible adverse impact against women

C. 0.60; it falls below 0.80 and suggests possible adverse impact against women

D. 1.67; it is above 0.80, so it suggests the selection process favors women

208. A call center director wants to reduce turnover among the top-performing agents and asks HR to set up stay interviews. Which approach is BEST?

A. Have HR send an annual anonymous questionnaire to all agents asking whether they plan to stay.

B. Train supervisors to hold regular one-on-one talks about what keeps agents and act on the input.

C. Have senior leaders interview agents in group sessions so more agents are reached at once.

D. Hold the interviews only after an agent gives notice, so the questions can focus on the real concerns driving the exit.

209. A plant manager tells the HR business partner that overtime costs are too high and wants to bring in 20 temporary workers through an agency. The plant runs heavy equipment, and new workers need safety training before using it. What is the BEST response?

A. Suggest hiring 20 permanent workers, since they cost less over the long term

B. Advise against temporary workers, since agency staff increase safety risks around heavy equipment

C. Approve the temporary workers, since agency staff will cut overtime costs

D. Compare the costs, quality and safety effects of both options before deciding

210. Several temporary workers placed by a staffing agency at a manufacturer ask HR whether they have to follow the manufacturer's code of conduct while on assignment. What is the BEST response?

A. Yes, and the manufacturer will discipline them under its own progressive discipline policy as it does its own staff.

B. No, the code applies only to the manufacturer's employees, since the staffing agency is the temporary workers' legal employer.

C. Yes, its conduct standards apply while they work on site, and the company coordinates with the agency on any violations.

D. No, unless each temporary worker signs an individual employment agreement directly with the manufacturer.

211. Under a tax-equalization policy, the company withholds a hypothetical tax from an expatriate's pay. What does this hypothetical tax represent?

A. The tax the employee would have paid on base pay had he stayed home

B. The actual income tax the employee owes to the host-country government

C. An estimate of the tax the company will owe on the expatriate's allowances

D. A reserve held back to cover any tax penalties after the assignment ends

212. Six weeks into a cross-functional HRIS project, team members have resolved early disagreements over roles, agreed on meeting norms and decision rules, and begun to trust one another, though they still look to the leader for direction on major issues. According to Tuckman's model, which stage is this team MOST likely in?

A. Forming

B. Performing

C. Norming

D. Storming

213. A production supervisor is upset after receiving 360-degree feedback showing low peer scores on collaboration and says the feedback is unfair. The program is intended for development. What is the BEST way to handle the debrief?

A. Have a trained coach review the report with him and help him build a development plan

B. Send the results to his manager so they can be factored into his annual performance rating

C. Give him the report to review on his own and follow up at the next annual review

D. Remove the peer scores from his report because they differ sharply from the others

214. Using interest-based bargaining, the employer and union teams have each listed their interests about weekend scheduling and agreed to brainstorm options before anyone states a position. During the brainstorm, a union member criticizes a supervisor's idea as unworkable. As the HR facilitator, what should you do?

A. Have the group vote on each idea as it is offered, so weak options are dropped early and the session's limited time is not wasted on them.

B. Ask each team to caucus separately and return with its preferred position on weekend scheduling for open discussion.

C. Remind the group to record every idea without judging it, then evaluate the list later against the interests both sides named.

D. Let the critique stand, since early feedback helps both teams narrow options and move quickly toward agreement.

215. The benefits committee of a company's 401(k) plan is reviewing its responsibilities as ERISA fiduciaries. Which action reflects a core ERISA fiduciary duty?

A. Choosing funds from the company's bank to support that business relationship

B. Guaranteeing that participants earn at least a market-average investment return

C. Following the CEO's investment preferences even when they conflict with the plan

D. Diversifying plan investments to minimize the risk of large losses

216. Two ERGs have each asked to host their flagship event in the same month, and their combined budget requests exceed the remaining inclusion budget by 30%. Both chairs have asked HR to decide. What is the BEST approach?

A. Fund the larger group in full, since its event will reach more employees across the company.

B. Split the remaining budget evenly and let each group decide how to scale back its event plans.

C. Apply published allocation criteria through the ERG council and explore a jointly hosted event.

D. Fund the group that submitted its request first and ask the other group to move to another month.

217. A fitness club wants to hire only women as attendants for its women's locker room. The job requires entering shower and changing areas while members are undressed. What is the BEST BFOQ analysis?

A. A sex BFOQ is valid for any job at the club that involves direct contact with members

B. A sex BFOQ is unnecessary, since locker room jobs are outside Title VII

C. A sex BFOQ is unavailable, since customer preference cannot justify one

D. A sex BFOQ is likely valid if the duties can't be rearranged to protect privacy

218. A product team has worked well together for a year and values its harmony. Lately, members accept weak proposals without challenge, and two flawed launches went forward unquestioned. What should HR recommend to the team leader?

A. Reinforce that debating ideas is expected and add structured steps for critiquing proposals.

B. Replace one or two long-tenured members with new hires who bring fresh viewpoints to the team.

C. Have the leader review and approve every proposal personally before it goes forward.

D. Hold a team-building retreat to strengthen relationships and trust among the members.

219. On a first call with a finalist, a hiring manager tells her the top of the approved salary range, and she immediately asks for that figure. What is the BEST coaching point for HR to give the manager?

A. Disclosing the maximum is fine as long as he refuses to move above it later in the negotiation.

B. Sharing the range early is always required by federal pay transparency law, so he handled the conversation correctly.

C. He should tell the candidate that the figure was an error and give her a lower top of range.

D. Revealing the maximum early tells the candidate the company's walk-away point and limits room to negotiate.

220. A finance manager asks HR for one headcount number to put in next year's budget. HR's model shows a likely need of 220 employees, with a range of 190 to 260 depending on whether a large contract is won. What is the BEST way for HR to respond?

A. Give only the figure of 220, since showing a range would make the HR forecast look less reliable.

B. Give the high figure of 260, so the budget covers the worst case for staffing needs.

C. Decline to give a figure until the result of the contract bid has been announced.

D. Give the likely figure for the budget and show the range, its drivers and the trigger points.

221. The McKinsey 7-S model groups its elements into "hard" and "soft" categories. Which set contains only soft elements?

A. Shared values, style, staff and skills

B. Strategy, structure, systems and skills

C. Systems, staff, skills and strategy

D. Shared values, structure, style and staff

222. HR is leading a year-long HRIS replacement. The executive sponsor wants weekly status updates, while employees mainly need to know what will change for them and when. How should HR design the communication plan?

A. Brief employees only at go-live, since early updates may create anxiety about changes still in progress.

B. Send the weekly sponsor report to all employees too, so that everyone receives identical information.

C. Set a different cadence and content for each audience, such as weekly sponsor updates and monthly employee news.

D. Use a single monthly update for everyone, since one shared cadence is easier to manage and keep consistent across groups.

223. A company of 1,200 employees has 280 people in management roles, and 84 of those managers are women. What percentage of managers are women?

A. 70.0%

B. 7.0%

C. 30.0%

D. 42.9%

224. HR wants the HRIS to reject entries such as a termination date that falls before the hire date or a birth date that would make an employee 9 years old. Which control is designed to do this?

A. Quarterly audits that compare records to source documents

B. Role-based access permissions for each HRIS user group

C. Validation rules applied at the point of data entry

D. Automated backups that preserve prior versions of records

225. A warehouse with 400 hourly employees is preparing for benefits open enrollment, which is done online through employee self-service. Most workers have no computer access at work, and many are not comfortable with online forms. What is the BEST way to provide self-service enrollment?

A. Email each worker the enrollment link and remind them to enroll from a home computer

B. Offer on-site kiosks and mobile access, plus assisted enrollment sessions with HR

C. Send each worker a paper form to fill out and return to HR for keying into the system

D. Let HR staff enroll all workers in default plans without asking for their elections

226. An audit of an AI screener across 50,000 applicants finds that one group's selection rate is 0.6 percentage points lower than another's, and the difference is statistically significant. How should HR interpret this result?

A. Significance at this sample size means the difference will keep growing larger as more applicants apply to the company.

B. Large samples make small gaps significant, so HR should also judge whether the gap matters in practice.

C. Statistical significance proves the tool causes discrimination and must be withdrawn from use.

D. The gap can be dismissed because differences under one percentage point are never meaningful.

227. An employee testified for the union at an NLRB representation hearing last month. Her manager now wants to fire her for a bad attitude, but her file contains no prior discipline or documented performance problems. What should HR do?

A. Wait until the election has been held and certified, then let the manager proceed

B. Approve the termination if the manager writes a memo describing the attitude problems

C. Approve the termination, since testifying at a hearing is not concerted activity for mutual aid or protection

D. Block the termination, since firing her soon after she testified would likely violate Section 8(a)(4)

228. An employer believes a labor arbitrator misread the collective bargaining agreement and asks a court to overturn the award. Under the Steelworkers Trilogy, what principle will the court MOST likely apply?

A. It will defer to the arbitrator if the award draws its essence from the agreement

B. It will send the dispute to the NLRB to decide the proper reading of the contract

C. It will review the arbitrator's reading of the contract anew and correct any errors

D. It will overturn the award if it finds the arbitrator weighed the evidence poorly

229. An HR manager drafted next year's staffing plan for a manufacturing plant using last year's headcount and the sales forecast. A plant supervisor says the numbers are unrealistic because a new production line will change crew needs. What should the HR manager do NEXT?

A. Review the assumptions with frontline supervisors and revise the numbers

B. Add a 10% buffer to each department's numbers to cover any possible errors

C. Explain the forecasting method to the supervisor and keep the plan as drafted

D. Ask the plant manager to approve the plan so that supervisors will accept it

230. Thirty days into a 60-day PIP focused on customer response times, a manager tells HR he wants to add two new requirements about report formatting that were not in the original plan. The employee has been meeting the response-time targets so far. What should HR advise?

A. Add the new requirements but keep the original end date so the plan's overall timeline stays consistent

B. End the PIP now as successful, since the employee is already meeting the targets it set out

C. Add the new requirements now and tell the employee they will count toward the final PIP outcome

D. Keep the plan as written and address formatting separately, with its own expectations and timeline

231. A company's wellness program has run for two years, but no one has measured its results. A new CFO asks whether it is worth continuing. What is the BEST next step for the HR manager?

A. Expand the program so that more employees take part before it is evaluated

B. Recommend ending the program, since there is no evidence that it works

C. Survey participants to find out how much they enjoy the wellness activities

D. Set the program's goals and success metrics, then collect data against them

232. Which statement BEST describes a spot award?

A. A service award given at milestone anniversaries such as five or ten years

B. A bonus paid when a team meets a goal set at the start of the quarter

C. A scheduled annual award recognizing the top performer in each department at year-end

D. An immediate, unplanned award for a specific contribution soon after it occurs

233. A retailer revised its job ad for store associates. Before the change, 40% of applicants who reached the phone screen passed it; in the six weeks since, only 15% have passed, even though applicant volume has doubled. The recruiting manager wants to add two recruiters to handle the extra screens. What should the HR manager do FIRST?

A. Replace the phone screen with an online assessment that can process the higher volume at lower cost.

B. Loosen the phone-screen criteria so that the pass rate returns to its earlier level of about 40%.

C. Approve the two recruiters, since the doubled volume will offset the lower pass rate and keep hires on target.

D. Compare the new ad's wording and posting channels with the old ad's to see why it draws weaker applicants.

234. A manager wants to rate remote employees' performance based on keyboard and mouse activity data from their laptops. What is HR's main measurement concern?

A. Activity data become valid once they are collected for a full year to establish each person's baseline.

B. Activity data are valid as long as the same monitoring software is used on every remote employee's laptop.

C. Activity data must be combined with similar data for on-site staff so that both groups are rated alike.

D. Activity counts measure busyness rather than results, so they would poorly reflect real performance.

235. An analysis of hiring data shows that the gap between the expected and actual number of hires from one group is greater than two standard deviations. What does this result indicate?

A. The gap is unlikely to be due to chance alone, which supports a finding of adverse impact to investigate

B. The gap is within the normal range of chance variation, so no further review is needed

C. The group's selection rate is below 80% of the highest group's rate under the rule of thumb

D. The employer intended to discriminate, because a gap that large cannot come from a neutral selection process applied the same way to all

236. An employer and a union have reached a deadlock in contract renewal talks and want a neutral, federally provided mediator to help them reach agreement. Which agency provides this service?

A. National Labor Relations Board

B. Federal Mediation and Conciliation Service

C. Department of Labor Wage and Hour Division

D. Equal Employment Opportunity Commission

237. HR at a 300-bed nonprofit hospital needs survey data to price registered nurse pay. Nurses are recruited mainly from the surrounding metro area. Which survey would be the BEST choice?

A. A national all-industry survey, because it has the largest sample of participating employers

B. A healthcare survey limited to large academic medical centers in other states

C. A healthcare survey with data from similar-sized hospitals in the same local labor market

D. A nonprofit sector survey covering all job families at nonprofits across the country

238. After a restructuring, a company laid off 30% of the participants in its 401(k) plan within the plan year. An affected employee with two years of service asks whether he will lose his unvested employer match. What should HR explain?

A. Affected participants forfeit their unvested match, because vesting depends only on each employee's own completed years of service.

B. Affected participants become fully vested, because a turnover rate this high is presumed to be a partial plan termination.

C. Affected participants become fully vested only if they were involuntarily terminated and had three years of service.

D. Affected participants become fully vested only if the company also freezes or terminates the entire 401(k) plan.

239. A small medical clinic regularly has front-desk staff idle in the afternoons while its billing staff work overtime to keep up with claims. Both groups are nonexempt. What should HR recommend?

A. Cross-train front-desk staff on suitable billing tasks to cover the billing work during slow afternoons

B. Hire a part-time billing specialist to handle the extra claims work and eliminate the billing team's regular overtime

C. Ask billing staff to defer lower-priority claims until the next week so that their overtime hours can be reduced

D. Cut front-desk staff hours in the afternoons and use the savings to cover the cost of the billing team's overtime

240. An HR manager's draft business case for a new learning platform includes the problem statement, options considered, costs, projected benefits and an implementation timeline. Which element is the draft still missing?

A. A summary of how the proposal compares with other options

B. A schedule of key milestones for rolling out the platform

C. An assessment of risks and how they would be mitigated

D. An estimate of the costs of buying and running the platform

241. In December, a company spends $40,000 on advertising and agency fees for roles whose new hires will not start until January. The HR director is setting up the method for annual cost-per-hire reporting. What is the BEST approach?

A. Count the costs this year, and count the January hires in both years' totals

B. Leave these costs out of both years' calculations because the spending and the hires cross the year boundary

C. Adopt one documented rule for assigning costs and hires to periods, and apply it every year

D. Delay this year's report until every hire tied to this year's spending has started

242. In a Title VII case against an employer with 60 employees, the court awards $90,000 in back pay and $120,000 for emotional distress. How much can the plaintiff recover in total for these two items?

A. $50,000; the cap limits the combined total of both of the amounts

B. $140,000; the cap limits only the emotional distress amount

C. $210,000; neither of the two amounts is subject to a cap

D. $90,000; emotional distress is not recoverable at all

243. HR is reviewing a contract with a background-screening vendor. What is the purpose of the indemnification clause?

A. It caps the total damages either party can recover if the contract is breached

B. It prohibits the vendor from recruiting or hiring the client's employees during the term

C. It requires one party to cover the other's losses from claims caused by its actions

D. It excuses either party from performing when events beyond its control occur

244. An L&D team plans to spend several weeks tagging every e-learning module as visual, auditory, or kinesthetic so that employees can choose courses that fit their learning style. What is a better use of the team's effort?

A. Tag only the most popular modules first, then expand the tagging if employees like it

B. Strengthen the modules with proven methods, such as practice, feedback, and spaced review

C. Create three versions of each module, one for each style, so all employees are served

D. Give employees a learning-styles inventory first so the tags can be matched to their results

245. In a vendor negotiation, one member of the supplier's team makes aggressive demands and threatens to walk out, then leaves the room. A second member apologizes for her colleague and offers a slightly better "reasonable" deal. Which tactic is being used?

A. Good cop/bad cop

B. Nibbling

C. Boulwarism

D. Highball/lowball

246. HR is facilitating a focus group of 10 employees about a new scheduling system. One participant keeps talking over others and answering every question first. What is the BEST facilitation step?

A. Let the person continue, because strong opinions usually reflect the views of the whole group.

B. End the session early and send participants an online survey to complete on their own instead.

C. Ask the person to leave the session so that the other participants can speak more freely in the group discussion.

D. Acknowledge the person's points, then invite others by name or use a round-robin for each question.

247. Salaries in one pay grade run from a low of $42,000 to a high of $58,000. What is the range, and what is its main weakness as a measure of spread?

A. $50,000; it shows the grade's midpoint instead of its spread

B. $16,000; it depends only on the two most extreme salaries

C. $16,000; it can be used only when salaries are normally distributed

D. $100,000; it overstates spread when a grade has few employees

248. A finance analyst assigned part-time to an HR compensation project has missed three task deadlines. The analyst reports to the finance director, not the project manager. What should the project manager do FIRST?

A. Talk with the analyst to understand the cause, then involve the finance director if needed

B. Report the missed deadlines to the project sponsor and request that the analyst be disciplined

C. Ask the finance director to replace the analyst with someone who has more time for the project

D. Reassign the analyst's tasks to HR team members so that the project stays on its schedule

249. An employee has returned after four years leading the company's growth in Asia and has deep knowledge of the region's customers and partners. She tells HR she feels her experience is being wasted because no one has asked about it. What should HR do?

A. Encourage her to apply for future openings that involve the Asian market.

B. Ask her to write a detailed report on Asia and store it on the company's shared drive.

C. Set up structured ways for her to share it, such as briefings and strategy roles.

D. Give her a retention bonus so she stays while a suitable role is identified.

250. A home health aide calls her supervisor to report that a client's adult son shoved and struck her during a scheduled visit. She left the home and has a visible bruise. What is the BEST initial response for HR?

A. Reassign her to another client and continue the scheduled visit with a new aide

B. Tell her the agency cannot act because the son is not its client or employee

C. Ensure she gets medical care and support, then document the incident

D. Investigate whether her actions provoked the son before taking any steps

251. In a meeting about missed deadlines, an employee tells the HR generalist that her father was recently diagnosed with a terminal illness and she has become his primary caregiver. The company has 400 employees at one site, and she has worked there full time for three years. What should the HR generalist do?

A. Postpone the discussion and drop the deadlines from her objectives without a plan

B. Express support, refer her to the EAP, and explain her eligibility for FMLA and other leave

C. Grant her two weeks of paid time off right away and revisit the matter afterward

D. Continue the performance discussion, since personal matters do not change the job's expectations

252. A power outage hit a 24-hour call center at 2:00 a.m., and the utility expects repairs to take until noon. The 7:00 a.m. shift of 80 employees is not yet at work. What is the BEST way to tell the next shift whether to report?

A. Send a mass text and voice alert by a set time with clear instructions, and update the employee hotline.

B. Have the overnight supervisor call each of the 80 employees personally at home before the 7:00 a.m. shift starts.

C. Let employees report as usual and send them home from the parking lot if power is still out.

D. Post a notice on the company intranet, which employees can check from home before their shift.

253. An employee's off-duty social media post containing racist comments goes viral, and commenters tag the company because his profile lists it as his employer. Customers are calling to complain. What should HR do BEFORE deciding on discipline?

A. Verify that he wrote it, then review the policy, any state off-duty conduct law and past cases

B. Take no action, since conduct off duty on a personal account is outside the employer's control

C. Terminate him the same day to show customers that the company acted quickly and decisively

D. Ask him to delete the post and wait to see whether public interest in the post fades

254. At a town hall, an employee asks the HR director whether the company's new AI security tool reads employees' private messages. The director knows the tool scans company email for data leaks but is not sure whether it also covers the company chat app. What is the BEST approach?

A. Say the tool reads all messages, so employees will be cautious about what they write.

B. Decline to answer, since details of security tools should not be discussed in public.

C. Say that the tool does not read any messages, to avoid alarming employees at the meeting.

D. Explain what is known, say what still needs confirming, and commit to a follow-up date.

255. A cognitive ability test given to the same group of applicants twice, four weeks apart, yields a test-retest reliability coefficient of 0.85. What does this coefficient indicate?

A. The test measures the intended trait, so no further validation evidence is required.

B. About 85% of the applicants received exactly the same score on both administrations.

C. Scores are highly consistent over time, so the test measures with little random error.

D. The test accurately predicts job performance for about 85% of the applicants who take it.

256. Two departments in chronic conflict each meet separately to describe how they see themselves and how they see the other group. The groups then share these images, discuss the differences and agree on steps to improve their working relationship. Which intervention is this?

A. Intergroup mirroring

B. Role analysis technique

C. Third-party peacemaking

D. Confrontation meeting

257. A large company appoints an organizational ombudsperson who reports to the board and follows standards of independence and neutrality. Which statement BEST describes this role?

A. A compliance officer who receives formal notice of complaints on behalf of the company

B. An informal, confidential resource who helps employees explore options without advocating for either side

C. A formal investigator who determines whether policy violations occurred and recommends discipline to management

D. An employee advocate who represents workers in grievance hearings against company management

258. An apparel company keeps product design and brand management in-house but contracts with outside partners for manufacturing, logistics and customer service, coordinating them through contracts and shared systems. Which structure does this describe?

A. Horizontal process organization

B. Product divisional organization

C. Matrix organization

D. Network (virtual) organization

259. A company is replacing its 20-year-old accounting system with a new ERP platform. Several long-tenured clerks have told HR they are worried they will not be able to learn the new system and may lose their jobs. What approach should the trainer take?

A. Have the clerks complete the vendor's online tutorials first so they can build confidence alone

B. Put the clerks in a separate, slower class from younger staff so they do not feel embarrassed

C. Build on the clerks' experience, with hands-on practice in a safe setting and ongoing support

D. Assure the clerks that their jobs are safe so that their anxiety does not affect their learning

260. A recruiter emails a pre-adverse action notice, with the background report and summary of rights, to a candidate at 9 a.m. and sends a final rescission letter at 4 p.m. the same day. What is the main problem?

A. The notices should have been sent by mail, because email is not allowed under the FCRA

B. The recruiter should have first asked the screening vendor to confirm the report's accuracy

C. The rescission letter should have been sent before the pre-adverse action notice was sent

D. The candidate was not given a reasonable time to respond before the decision was final

261. Which feature makes a job a good benchmark job for market pricing?

A. It changes often, so its pay data reflect the newest trends in the labor market

B. It has a single incumbent, so its pay data are simple to verify each year

C. Its duties are unique to the company, so it shows the firm's internal value

D. Its content is stable and well known, so it can be matched in salary surveys

262. An employee relations case involves conflicting policies inherited from two acquired companies, and there is no clear precedent. The contact-center generalist and the shared services case specialist both cannot resolve it. In a tiered HR service model, where should the case go next?

A. Tier 2 case specialists for a second, more detailed review

B. Tier 0 self-service for updated policy guidance

C. Tier 3 subject-matter experts or the center of excellence

D. Tier 1 generalists for documentation and case closure

263. During an organizing campaign, a plant manager tells a group of employees that the owners would rather shut the plant down than deal with a union. What should HR do?

A. Treat it as a concern only if the manager repeats the statement in writing

B. Treat it as protected opinion, since the manager did not name any employee

C. Treat it as lawful, since an owner may legally close a business for any reason, including a union

D. Treat it as an unlawful threat and work with counsel on prompt corrective steps

264. A recruiting team is measured on time-to-fill, while an engineering director is measured on the 12-month performance of new hires. The director complains that recruiters push candidates through too fast, and recruiters say the director delays every decision. What should the HR generalist propose?

A. Asking the director to accept any finalist who meets the posted minimum qualifications

B. Escalating the dispute to the CHRO so that one of the two goals can be ranked first

C. A shared measure, such as quality of hire within an agreed time-to-fill range

D. Dropping time-to-fill as a recruiting metric so recruiters can focus on candidate quality

265. Two analysts dispute ownership of a reporting task. Their manager has openly backed one of them in team meetings, and the other analyst tells HR the process is unfair. What should HR emphasize when coaching the manager?

A. Assign the task to a third analyst so the manager avoids taking sides

B. Let the analysts settle the ownership question themselves

C. Hear both sides and decide on stated criteria applied to both

D. Support the analyst with the stronger performance record

266. From an ethical standpoint, why should an employer notify affected employees promptly after a breach exposes their personal data?

A. Prompt notice lets employees act to protect themselves, such as freezing credit or watching accounts.

B. Prompt notice allows the employer to avoid investigating how the breach happened or who caused it.

C. Prompt notice shifts responsibility for any misuse of the exposed data from the employer to employees.

D. Prompt notice is only needed when the exposed data includes medical records covered by HIPAA.

267. A 300-employee manufacturer organized by function (engineering, production, and sales) is launching a single new product line. Leadership wants the product to get focused attention without reorganizing the company. What should HR recommend?

A. Convert the company to a divisional structure organized by product

B. Adopt a full matrix structure with dual reporting for all staff

C. Assign the new line to the sales function along with existing products

D. Name a product manager to lead a dedicated cross-functional team

268. A female project engineer is passed over for a site supervisor role. Which statement by the hiring manager would MOST likely be treated as direct evidence of sex discrimination?

A. "I passed her over because the crew won't take orders from a woman."

B. "Our site leadership has always been mostly men, and it has worked."

C. "The person we chose has a more commanding presence with crews."

D. "She seemed less sure of herself in the interview than the others."

269. A performance rating form describes each scale point with specific examples of job behavior, such as "Resolves customer complaints on first contact and documents the outcome." Which format is this, and why does it improve consistency?

A. A BARS; specific behaviors give raters a shared standard for each rating.

B. A graphic rating scale; numeric points make the ratings easier to average.

C. A forced distribution; it requires raters to spread ratings across levels.

D. A checklist; raters mark whether each listed behavior did or did not occur.

270. A safety coordinator breaks the job of changing a forklift propane tank into its individual steps, identifies the hazards in each step and lists a control for each hazard. What is this process called?

A. Root cause analysis

B. Job hazard analysis

C. Job evaluation

D. Failure mode and effects analysis

271. Which data set is MOST clearly personally identifiable information?

A. The annual voluntary turnover rate for each of the company's regions

B. The total number of employees who completed safety training last year

C. A list of employee ID numbers paired with job titles and hire dates

D. The average salary for each job grade across a 600-person company

272. An employee asks HR to delete her conversations with the company's HR chatbot, in which she discussed a medical condition while asking about leave. The company is in the United States and is not subject to the GDPR. What is the BEST response?

A. Decline the request, because chatbot logs are company records that HR can never alter or delete under any policy.

B. Delete the chats right away, since employees have a federal right to erase their own HR records.

C. Check retention rules and legal holds, then delete or restrict the chats and tell her the outcome.

D. Move the chats into her personnel file, so that they sit with the rest of her employment records.

273. A small business owner tells HR she is worried that ERISA requires her to start a retirement plan and a health plan now that the company has grown to 30 employees. What is the accurate response?

A. ERISA requires no employer to offer these plans; it sets standards for the plans employers choose to offer.

B. ERISA requires a retirement plan only after the company has existed for at least three full years.

C. ERISA requires employers with 20 or more employees to offer a retirement plan, but not a health plan.

D. ERISA requires employers with 25 or more employees to offer both a qualified retirement plan and a group health plan to all staff.

274. Using Erin Meyer's Culture Map, a project lead from a direct-feedback culture hears a colleague from an indirect-feedback culture say the draft report is "maybe a little bit unclear in places." How should the project lead MOST likely interpret this?

A. As a real criticism that is probably more serious than the softened wording suggests

B. As a minor stylistic comment that needs no change before the report is circulated

C. As a sign of uncertainty about the content that the colleague wants to discuss first

D. As polite praise for the report, with an optional suggestion added for courtesy

275. A company hires a screening vendor to interview a candidate's former coworkers and neighbors about his character and general reputation. What additional FCRA step applies because of this kind of report?

A. Give the candidate a copy of the completed report before any interviews are used in the decision

B. Disclose to the candidate in writing that the report may be made, no later than 3 days after requesting it

C. Disclose to the candidate in writing that the report may be made, at least 30 calendar days before requesting it

D. Obtain a separate written authorization from each person interviewed before the vendor contacts them

276. An HR analyst is reviewing employee data to spot staff who may be likely to resign soon. Which pattern MOST strongly signals flight risk?

A. A long tenure with steady engagement scores and few internal applications

B. A two-week vacation taken soon after finishing a major project on time

C. A recent drop in engagement scores after being passed over for promotion

D. A heavy workload during one busy month following a recent merit raise

277. During a termination meeting, an employee begins shouting, says the decision is unfair and refuses to leave the room. He has not threatened anyone. What is the BEST response?

A. Restate each reason for the decision until he accepts it and calms down.

B. Stay calm, don't debate, and use the security plan if he still won't leave.

C. Offer to reconsider the decision if he agrees to leave the room now.

D. Call the police right away and have the employee removed from the site by officers.

278. During budget planning, the finance director proposes eliminating the company's tuition reimbursement program to save $180,000 a year. The HR manager believes the program has business value. What is the BEST response?

A. Present data on retention and promotion of participants versus nonparticipants and turnover costs avoided

B. Share testimonials from employees who used the program and describe how it helped them advance in their careers

C. Propose cutting the annual cap in half so the program continues at a lower cost while finance's concerns are addressed

D. Point out that tuition reimbursement is a common benefit and that competitors offer similar programs to their staff

279. An assembler who used to attach one part to each unit now attaches five different parts of similar difficulty. No new decision-making authority is added. What job design approach does this illustrate?

A. Job sharing
B. Job enlargement
C. Lateral job rotation
D. Job enrichment

280. An employee asks his supervisor whether he may walk around the break room during his shift collecting signatures on a petition supporting a city council candidate. The company has a written policy that limits solicitation for any cause to nonworking time. What should the supervisor tell him?

A. He may go ahead, since the National Labor Relations Act protects all political solicitation by employees.
B. He may not solicit at any time, and the company should add a ban on all political discussion at work.
C. He may go ahead, since political speech by employees is protected by the First Amendment at private employers.
D. He may not solicit during working time, but he may do so on his own breaks to the extent the policy allows.

281. HR is designing training on a new customer system for employees ranging in age from 20 to 66. A manager suggests separate classroom sessions for older workers and online modules for younger ones. What is the BEST approach?

A. Follow the manager's plan, since each age group learns best in its own preferred way
B. Offer blended options that all learners can choose based on their preferences
C. Offer classroom sessions only, so every learner gets the same experience
D. Use online modules only, since that is the most efficient delivery method

282. An employee alleged that her manager made a sexual comment during a one-on-one meeting. The manager denies it, there were no witnesses, neither has a history of complaints, and both accounts are equally credible. HR concludes the allegation cannot be substantiated. What should HR do next?

A. Close the matter without further action, since an unsubstantiated complaint does not support any response by the employer.
B. Document the inconclusive finding, remind both of the policy and anti-retaliation rules, and follow up with the employee.
C. Issue a written warning to the manager, since managers are held to a higher standard than the employees they supervise.
D. Transfer the employee to a different manager so that the two no longer meet one-on-one in the future.

283. A pay equity consultant recommends cohort analysis rather than multiple regression for part of a company's pay audit. In which situation is cohort analysis MOST appropriate?

A. When the company wants to control for many pay factors at once across thousands of employees

B. When the company needs a single companywide figure showing the unadjusted gender pay gap

C. When the audit must estimate how much of the overall pay gap is explained by each pay factor

D. When the employee groups being compared are too small for a reliable statistical model

284. A high performer who resigned on good terms two years ago has applied for an open role on her former team. The manager is hesitant because she left once before. What should HR advise?

A. Consider her only after all external candidates have been interviewed and turned down.

B. Decline her application, since a prior resignation predicts a high risk of leaving again.

C. Evaluate her like other candidates, weighing her proven record and reasons for leaving.

D. Rehire her directly without an interview, since her performance is already well known.

285. An HR team is adopting an AI tool that ranks internal candidates for promotion. What does keeping a "human in the loop" mean in this context?

A. A person monitors the tool's uptime and technical performance so it runs without interruption.

B. A person approves the AI's rankings in bulk once a quarter, and the tool makes the individual promotion decisions.

C. A qualified person reviews the AI's output and makes the final decision, with authority to override it.

D. A person enters candidate data into the tool by hand instead of importing it from the HRIS.

286. A company makes a written offer to an out-of-state candidate, who resigns from her current job and moves her family. The week before her start date, the company withdraws the offer because of a budget freeze. Which legal theory BEST fits a claim she might bring?

A. Breach of the implied covenant of good faith and fair dealing in the offer

B. Wrongful discharge in violation of a clear public policy

C. Promissory estoppel, based on her reasonable reliance on the offer

D. Constructive discharge based on intolerable working conditions

287. An operations director wants to redesign the order-fulfillment process and asks warehouse, IT and customer service experts, who see the problem very differently, to work through their views together. Which conflict mode BEST fits her goal of learning from and merging these perspectives?

A. Accommodating

B. Competing

C. Collaborating

D. Compromising

288. Under Pennsylvania State Police v. Suders, what is the standard for constructive discharge, and how does it affect the Faragher/Ellerth defense?

A. Any demotion that leads to a resignation; the defense applies only to coworker conduct

B. Conditions a reasonable person would quit over; defense lost only with an official act

C. Conditions the employer created to force a resignation; the defense can never apply

D. Conditions the employee personally found unbearable; the defense applies in all cases

289. Over the past month, an HR specialist told about a dozen employees that unused PTO carries over in full at year-end. She has just learned that the policy caps carryover at 40 hours. What is the BEST way to correct the error?

A. Wait to address the issue individually with any employees who later ask about their balances.

B. Contact each affected employee directly, own the error, and explain the correct rule and options.

C. Ask the employees' managers to pass along the correct rule during their next team meetings.

D. Post the correct carryover rule on the HR intranet page so that all employees see the same information.

290. A company is considering an AI tool that logs every employee's keystrokes and screen activity to detect data theft. Which question BEST tests whether this monitoring is proportionate to its business purpose?

A. Could a less intrusive method achieve the same security goal with comparable effectiveness?

B. Will employees be told in writing before the keystroke monitoring actually begins?

C. Does the vendor's monitoring tool hold the major industry security certifications?

D. Is the tool's annual licensing cost lower than the expected losses from the data theft it prevents?

291. Early in a structured interview for an analyst position, a candidate mentions that she is four months pregnant and wants to be upfront about it. The interviewer is unsure what to say or write down. What should the interviewer do?

A. End the interview politely and reschedule it with an interviewer who did not hear the pregnancy disclosure.

B. Acknowledge it briefly, return to the job-related questions, and keep the pregnancy out of the notes.

C. Ask when she expects to start leave so the team can plan coverage, and note the dates on the rating form.

D. Record the disclosure on the rating form so the hiring panel has full information when it compares finalists.

292. An employee complains that the last three promotions in her department went to her manager's regular golf partners, all of whom are men, over more experienced candidates. How should HR respond?

A. Reverse the three promotions and repost the positions so all qualified candidates can apply again.

B. Ask the manager to explain the decisions and accept that explanation if it seems reasonable.

C. Review the promotions for policy compliance, conflicts of interest and any effect on a protected group.

D. Decline to review the promotions, since favoritism based on personal friendship is not illegal under Title VII.

293. A growing company employs everyone from new graduates to employees nearing retirement. HR wants a benefits design that meets their varied needs within a fixed budget. What is the BEST design?

A. Higher benefits for younger workers to aid recruitment of new hires

B. Separate benefits packages assigned by each employee's generation

C. A core package plus flexible credits employees can apply to options

D. One standard package designed around the needs of the average age

294. Before a company-wide launch of a new employee self-service portal, a 50-person pilot group reports that they cannot easily find the pages for updating direct deposit and tax withholding. The launch is scheduled for three weeks from now. What should HR do?

A. Work with the vendor to fix the navigation and retest with pilot users before the full launch

B. Launch on schedule and gather more usage data from the full population before changing it

C. Postpone the launch indefinitely and reopen vendor selection to find a more intuitive self-service portal

D. Create a quick-reference guide showing users where to find the pages and launch on schedule

295. An employee who is resigning to join another company asks HR what will happen to the $8,500 in his health savings account, which includes $2,000 in employer contributions. What should HR tell him?

A. He keeps his own contributions, but the employer's contributions return to the company when he leaves the job.

B. He must spend the balance on eligible expenses by the end of the plan year or forfeit what remains.

C. He keeps the balance only if he enrolls in another HDHP with his new employer within 60 days.

D. The full balance, including employer contributions, belongs to him and stays available after he leaves.

296. A sales manager rates his top-selling representative "excellent" on paperwork compliance even though audit reports show frequent errors in her order forms. He rates his other representatives' compliance accurately. Which rating error is this?

A. Similar-to-me bias
B. Leniency error
C. Recency error
D. Halo effect

297. A former employee sues the company for discrimination. Legal counsel concludes that a loss is probable and reasonably estimates it at $400,000. Under U.S. GAAP, how should the company report the lawsuit?

A. Disclose the lawsuit in the notes only, with no amount accrued
B. Reduce retained earnings directly by $400,000 with no expense
C. Record nothing until a court issues a final judgment in the case
D. Accrue a $400,000 expense and liability and disclose the matter

298. The benefits manager at a company with a self-insured health plan wants to share claims data with the CFO to build next year's budget. The data includes names, diagnoses and claim amounts. What should the benefits manager do?

A. Provide summary or de-identified claims data instead of the individual records.
B. Share the full records, since the CFO is a company officer with a valid business need.
C. Share the full records after asking the CFO to sign a confidentiality agreement.
D. Decline to share any claims data, since HIPAA bars plan sponsors from seeing it.

299. An HR manager is choosing an applicant tracking system. The lowest-priced option has the features recruiters want but does not integrate with the company's payroll system, so new-hire data would have to be keyed in twice. What is the BEST recommendation?

A. Choose the lowest-priced option, since recruiters already like its features
B. Compare total cost of each option, including manual data entry and error risk
C. Choose the most expensive option, since higher cost signals better integration
D. Delay the purchase until the payroll vendor offers its own applicant tracking system

300. The salaried general manager of a fast-food restaurant directs a crew of 12, sets schedules and recommends hiring. During the daily lunch rush she runs a register for about two hours while directing the crew, watching food safety and resolving customer problems. A district manager asks whether the register work puts her exempt status at risk. What is the BEST answer?

A. No, because once the salary threshold is met, exempt status depends on her salary level alone.
B. Yes, unless her register time is cut below 20% of weekly hours, the current cap for executives.
C. Yes, because any time spent on nonexempt tasks such as running a register defeats the executive exemption.
D. No, because she keeps directing operations while on the register, so her primary duty stays management.

301. Engagement survey results came in three months ago, but leaders have not shared them, and employees have begun asking whether anyone read their feedback. What is HR's BEST next step?

A. Send each manager the raw data so managers can decide whether to discuss it with teams.

B. Share key findings now, with planned actions and a timeline, and keep employees updated.

C. Wait until all action plans are fully complete so the report shows finished results.

D. Run a short follow-up pulse survey to see whether employee views have changed since then.

302. A company tracks first-year performance ratings on a 5-point scale by source. Its 10 referral hires averaged 4.1, its 10 agency hires averaged 3.6 and its 40 job board hires averaged 3.4. What is the average rating across all 60 hires?

A. 3.40

B. 3.55

C. 3.70

D. 3.85

303. A national retail chain launches a new "customer-first" vision. Store managers report that associates like the slogan but don't know what to do differently on the sales floor. What should the HR manager do to make the vision useful to frontline staff?

A. Display the vision statement on posters in break rooms and at every register in each store

B. Add a customer-first rating to annual reviews so associates are held accountable for the vision

C. Define specific customer-first store behaviors and build them into training and feedback

D. Ask the CEO to record a video explaining why the customer-first vision matters to the company

304. Which HR structure BEST suits an 80-employee company with a two-person HR team?

A. A tiered shared services center supported by a separate contact center

B. A generalist model in which both staff handle a broad range of HR duties

C. A three-pillar model with business partners, specialists and shared services

D. A decentralized model with an HR lead embedded in each department

305. A shift supervisor tells his crew that anyone who questions his decisions will be assigned to the least desirable cleanup tasks. Under French and Raven's bases of power, which type of power is he using?

A. Referent power

B. Legitimate power

C. Coercive power

D. Reward power

306. A company runs mid-level managers through a two-day assessment center with simulations, an in-basket exercise and a role-play. The results go only to each participant and a development coach, not to selection panels. What distinguishes this as a developmental assessment center?

A. The exercises are shortened so that more managers can pass through the center each quarter

B. Participants receive detailed feedback on each dimension and use it to build a development plan

C. Assessors rate participants against one another and rank them for the next round of manager promotions

D. Participants are scored only on job knowledge, because behavior cannot be reliably developed

307. Two project leads disagree about resource priorities. Their positions are firming up and the discussions are tense, but they still talk directly and believe they can work it out together. Under Glasl's conflict escalation model, at which stage is the conflict, where a facilitated conversation is still likely to work well?

A. Threat strategies

B. Loss of face

C. Hardening

D. Images and coalitions

308. Claims clerks at an insurer each perform a single step, such as data entry or verification, on hundreds of files a day and never see a claim through to the end. Which redesign would MOST increase task identity?

A. Show clerks data on how quickly their customers' claims are paid out

B. Rotate clerks among the different processing steps each week

C. Let clerks decide the order in which they work their files

D. Have each clerk handle whole claims from intake through closing

309. An employee tells an HR business partner, "I'm worried the new AI system is going to take my job." No decisions about staffing have been made. Which response BEST acknowledges the worry without promising an outcome?

A. "Many people feel that way, but research shows AI ultimately creates more jobs than it removes."

B. "It sounds like you're uneasy about your future here. What concerns you most about it?"

C. "Focus on mastering the system, and you'll become too valuable for anyone to replace."

D. "Don't worry. Leadership has told us no one will lose a job because of this system."

310. A company pays some employees a stay bonus up front but requires them to repay it if they leave before a set date. What is the main purpose of this repayment provision?

A. To convert the bonus into a loan so it is not treated as taxable wages to the employee

B. To let the company recover the bonus if the employee's performance later declines

C. To make the bonus fully earned only if the employee stays through the agreed date

D. To ensure the bonus counts toward base pay when calculating future merit increases

311. A recruiting funnel for a sales role shows 200 applicants, 40 interviews, 10 offers and 8 accepted offers. What is the offer acceptance rate?

A. 25%
B. 80%
C. 4%
D. 20%

312. A recruiting agency tells HR its cost-per-hire is $3,000, compared with $4,500 for the company's in-house recruiting. The agency wants an exclusive contract. What is the BEST response?

A. Ask the agency to lower its fee further before signing the contract.
B. Keep recruiting in-house, since agency hires tend to fit less well.
C. Compare the full costs and quality of hire for both recruiting sources.
D. Move all hiring to the agency, given its lower reported cost-per-hire of $3,000.

313. An employee who normally works 50 hours a week moves to a reduced FMLA schedule of 30 hours a week. How much of a week of FMLA entitlement does she use each week?

A. 0.5 of a week
B. 0.4 of a week
C. 0.6 of a week
D. 0.25 of a week

314. In the 70-20-10 model of leadership development, what does the 70% represent?

A. Learning from self-directed reading and individual research
B. Learning from formal courses, workshops, conferences and online training programs
C. Learning from mentors, coaches and feedback from other people
D. Learning from on-the-job experiences such as stretch assignments

315. During an audit, HR finds that the posting for an accounts payable clerk lists "must lift 50 pounds" as an essential function. Incumbents say they lift boxes of paper a few times a year, and colleagues can easily help. What should HR do?

A. Keep the requirement, since the written description controls what is essential
B. Treat the lifting as a marginal duty and revise the posting and job description
C. Keep the requirement but waive it case by case when an applicant raises a disability
D. Remove all physical requirements from office postings to avoid screening anyone out

316. A manufacturer's employee handbook says overtime is offered first to the employee with the best attendance record. The collective bargaining agreement covering production workers says overtime is offered by seniority within each job classification. A union-represented operator with high seniority but average attendance asks why he was skipped. What should the HR manager do?

A. Apply the CBA's seniority rule for bargaining-unit employees and correct the overtime assignment process.

B. Apply the handbook rule, since the handbook is the more recent document and was given to every employee at hire.

C. Apply the handbook rule until the union files a grievance asking the company to follow the CBA instead.

D. Apply whichever rule management prefers, as long as it is used consistently for all production workers.

317. A maintenance technician's wife owns a landscaping company that has submitted a bid for the plant's grounds-maintenance contract. The technician sometimes advises the facilities manager on outside contractors. What should HR advise?

A. Let him advise on the bids as usual if he signs a written statement that he will remain fully objective throughout.

B. Have the technician disclose the interest and keep him out of any role in evaluating or awarding the bid.

C. Disqualify the landscaping company's bid, since an employee's household has a financial interest in it.

D. Take no action, because the business is owned by his wife rather than by the technician himself.

318. A restaurant general manager has written 20 trivia questions about sports, music and world capitals and wants to use them to screen server applicants because he believes smart people make better servers. What should HR do?

A. Allow the quiz as long as it is given to every applicant and scored the same way for each person who applies.

B. Stop the quiz and explain that any screening test must be job related, then help build one from a job analysis.

C. Allow the quiz on a trial basis and review the results for adverse impact once a few months of hiring have passed.

D. Allow the quiz but give it after the interview so that it plays a smaller role in the final hiring decision.

319. HR is planning a two-day offsite for 150 employees at a conference center. The planner wants to make sure everyone can participate fully. What is the BEST way to identify and meet attendee accessibility needs?

A. Ask employees with known disabilities to share their needs with the planner before the event.

B. Have staff on hand during the event to respond to any accessibility problems as they arise.

C. Ask all attendees during registration what they need to take part, and confirm the venue can meet it.

D. Choose an ADA-compliant venue, since compliance with the law should cover most of the attendees' needs.

320. The U.S.-based HR team wants all regions to adopt a new performance review template. HR leaders in the company's Japan and Singapore offices have been polite in meetings but have not started using it. What is the BEST next step?

A. Meet regional HR leaders one-on-one to learn their concerns and invite them to help adapt the template

B. Present the business case again in the next global HR call and ask everyone to raise any objections openly

C. Have the regional business heads instruct their HR teams to start using the template this cycle

D. Set a firm global deadline and report on adoption by region to senior leadership each month

321. What is a key risk of relying on an AI tool that scrapes pay ranges from job postings to set market rates?

A. Posted ranges are often broad and may not match actual pay or the content of the company's jobs.

B. Scraped posting data updates too slowly to reflect any recent changes in the labor market.

C. Using public posting data violates antitrust rules on exchanging pay information with rivals.

D. Posted ranges always overstate pay, so the company will set every rate higher than the market actually pays.

322. A plant staffs production with one supervisor for every 12 workers. Next year it will add 180 production workers. Using ratio analysis, how many additional supervisors will it need?

A. 15

B. 18

C. 14

D. 12

323. In the 12 months before her leave request, an hourly employee worked 1,160 regular hours and 95 overtime hours. She took no paid leave during that time. She meets all other FMLA eligibility requirements. Is she eligible?

A. No, because overtime hours count at only half for eligibility

B. Yes, because the hours test applies only to part-time workers

C. Yes, because her 1,255 hours worked meet the 1,250-hour test

D. No, because her 1,160 regular hours fall short of 1,250 hours

324. A company's annual wage base is $20 million. It plans a 3% across-the-board raise and wants to include the employer's 7.65% FICA cost on the raise in its budget, assuming every employee's pay stays below the Social Security wage base. What is the total added cost of the raise?

A. $645,900
B. $554,100
C. $2,130,000
D. $600,000

325. A top-rated software developer tells her manager she wants a 15% raise or she will start interviewing. The salary budget is closed for the year and her pay is already above the range midpoint. The manager asks HR how to approach the conversation. What should HR advise FIRST?

A. Tell the developer the budget is closed and offer to revisit her pay during next year's review cycle.
B. Commission a market pay study for her role and delay any further discussion until results are ready.
C. Offer a smaller raise taken from another team's budget to show the company values her contribution.
D. Ask the developer what is driving the request and explore non-pay options that meet those interests.

326. Why should an attendance policy define how many minutes late counts as being tardy and when a late arrival becomes an absence?

A. So that the company can avoid paying nonexempt employees for time they work late.
B. So that supervisors apply the policy consistently and employees know the standard.
C. So that the company can treat each tardy arrival as an absence for FMLA purposes.
D. So that the policy complies with the FLSA requirement to define tardiness for staff.

327. A leadership team tends to agree quickly on major decisions, and members later admit privately that they had doubts they did not raise. Which technique would BEST counter this conformity pressure?

A. Assigning a member to argue against the leading option before a decision is made
B. Reducing the number of people in the meeting so decisions can be made more quickly
C. Having the most senior leader state a preferred option at the start of the meeting
D. Requiring that every decision be reached by a unanimous vote of the team members

328. A city government's pay plan has fixed pay rates within each grade, and employees move to the next rate after completing a set period of service. Which type of pay structure is this?

A. Market-based single-rate structure
B. Step-rate structure
C. Merit-based range structure
D. Broadband structure

329. What is the PRIMARY role of the executive sponsor of an organizational change?

A. To represent frontline employees and relay their concerns to the project team

B. To visibly champion the change, secure resources and keep leaders aligned behind it

C. To design the training materials and deliver sessions to affected employees

D. To manage the detailed project schedule, track daily implementation tasks and update the project plan

330. An employee's EEOC charge alleged only that she was denied a promotion because of her sex. After receiving a notice of right to sue, her lawsuit adds a claim that she was paid less than coworkers because of her race. How are courts likely to treat the race pay claim?

A. As outside the charge's scope, because a lawsuit may never add facts that were not in the charge

B. As outside the charge's scope, because the charge would not reasonably prompt an inquiry into it

C. As within the charge's scope, because any discrimination claim against the same employer may be added

D. As within the charge's scope, because pay and promotion claims always arise from the same practices

331. An AI resume screen advances 50 of 200 applicants under age 40 and 18 of 120 applicants age 40 and older. Applying the 80% rule of thumb, what does the comparison show?

A. The younger group's rate is 167% of the older group's, so the older group is favored.

B. The rates differ by only 10 percentage points, so no adverse impact is indicated.

C. The older group's rate is 60% of the younger group's, which signals possible adverse impact.

D. The older group's rate is 36% of the younger group's, which signals possible adverse impact.

332. HR learns that a department head pasted his team's performance ratings, salaries and attendance records into a public generative AI chatbot and used its output to allocate this year's bonuses. The bonuses have been approved by the department head but not yet paid. What should HR do FIRST?

A. Recalculate all of the bonuses using the standard formula and pay them without discussing it with him.

B. Pause the payout and review how the allocations were made and what employee data was shared with the tool.

C. Ask the chatbot vendor to delete the uploaded data, and then approve the allocations as he submitted them.

D. Let the payout proceed as planned and remind the department head of the AI policy at his next review.

333. Why is it risky under Title VII for an employer to deny jobs based solely on arrest records that did not lead to a conviction?

A. An arrest does not prove the person engaged in the conduct, so excluding on it alone is not shown to be job related.

B. Arrest records may be used only for jobs that require a federal security clearance, under federal law.

C. Federal law requires employers to remove arrest records from all background reports before decision-makers review them.

D. Arrest records are protected medical information under the ADA and cannot be requested at any point in hiring.

334. A bank hired a cohort of 50 tellers in January. Twelve months later, 38 of them are still employed. During the year, the bank also hired 12 replacements for those who left. What is the 12-month survival rate for the January cohort?

A. 61.3%

B. 31.6%

C. 76%

D. 24%

335. A unionized company opens a new department and hires 20 employees to staff it. The union says the new employees automatically become part of its existing unit. Under NLRB accretion principles, when may the new employees be added without an election?

A. Only when they share an overwhelming community of interest with the unit and have little separate identity

B. Whenever the union shows signed authorization cards from at least 30% of the new employees hired

C. Whenever the new department is located in the same building and on the same floor as the employees in the existing unit

D. Whenever the existing contract has a recognition clause covering all future departments and jobs

336. Why should a workplace investigator write notes that record facts and avoid personal opinions or speculation?

A. Federal law requires that investigation notes be destroyed when the investigation is completed.

B. Investigation notes are often not privileged and may be obtained by the opposing party in later litigation.

C. Notes become the employee's property once shared, so they must be written for the employee to read.

D. Notes are automatically protected by attorney-client privilege, so opinions recorded in them are not a concern in litigation.

337. Which of the following is a permissive subject of bargaining that a party may raise but may NOT insist on to impasse?

A. A change to the scope of the certified bargaining unit

B. A change to the overtime pay rate for weekend shifts

C. A change to the seniority system for layoffs and recalls

D. A change to the grievance and arbitration procedure

338. An employee agrees that moving to a new digital design platform is good for the company, but she worries that she will not be able to learn the new skills and resists the change. According to Kotter and Schlesinger, what is the reason for her resistance?

A. Low tolerance for change

B. Parochial self-interest

C. Different assessments

D. Misunderstanding and lack of trust

339. Supervisors at a distribution center insist on keeping a manual tracking spreadsheet they spent two years building, even though a new system does the same work faster. Their main argument is, "We have put too much into it to throw it away now." Which bias is MOST clearly shaping their reasoning?

A. Availability heuristic

B. Confirmation bias

C. Sunk-cost effect

D. Anchoring bias

340. Management introduces a new incentive plan that would raise most employees' pay. Because earlier promises about bonuses were broken, employees conclude the plan is a hidden pay cut and oppose it. According to Kotter and Schlesinger, what is the reason for their resistance?

A. Low tolerance for change

B. Different assessments of costs and benefits

C. Misunderstanding and lack of trust

D. Parochial self-interest

341. A finance department needs 30 employees with data-analysis skills to support a new AI reporting system. Currently, 12 employees have those skills. What percentage of the required capability is missing?

A. 60%

B. 40%

C. 150%

D. 250%

342. A recruiter interviews three candidates back to back. The first two are poorly prepared, and the third gives ordinary answers. The recruiter rates the third candidate "outstanding," though her answers barely meet the scoring guide. Which error is MOST likely at work?

A. First-impression error

B. Leniency error

C. Halo effect

D. Contrast effect

343. HR wants to propose a cross-training program to operations leaders at a manufacturing plant. The leaders are skeptical and have said that training pulls people off the line. What is the BEST approach for the presentation?

A. Explain that the CEO supports development programs, so operations is expected to take part.

B. Show how cross-training would cut downtime and overtime when absences hit, using the plant's own data.

C. Focus on how cross-training raises employee engagement and supports employees' long-term career development goals.

D. Cite national studies showing that cross-trained employees report higher job satisfaction.

344. A finalist tells a recruiter, "I need this job to be fully remote." On further questioning, she explains that she must be home by 3:30 p.m. to meet her children's school bus. How should these two statements be classified?

A. Both statements are interests, because each one reflects a personal preference she brings to the talks.

B. Both statements are positions, because each one describes a specific demand placed on the employer.

C. Fully remote work is her position; the need for schedule flexibility around child care is her interest.

D. Fully remote work is her interest; the need for schedule flexibility around child care is her position.

345. HR learns that a recruiter has been pasting candidates' full résumés, including contact details and work histories, into a free public chatbot to draft personalized rejection emails. The company has an approved enterprise AI tool. What should the HR manager do FIRST?

A. Have the recruiter delete the chat history in the tool, which fully removes the data from the vendor's systems and logs.

B. Ask the recruiter to remove only Social Security numbers before pasting résumés into the public tool.

C. Let the practice continue, since the résumés were voluntarily submitted and the emails help candidates.

D. Have the recruiter stop, and report the disclosure to the privacy or IT team so it can assess the exposure.

346. Under OSHA's emergency action plan standard, which statement about an employer's plan is accurate?

A. It must include evacuation procedures and is required only for employers with 11 or more employees.

B. It must be written and posted for all employers, and it must be filed with OSHA's area office each year.

C. It must include evacuation procedures and may be communicated orally if the employer has 10 or fewer employees.

D. It must include evacuation procedures and may be communicated orally if the employer has 50 or fewer employees.

347. An employee makes frequent multiweek business trips to the same foreign country without being on a formal assignment. Which compliance risk is GREATEST for the company?

A. Loss of the employee's eligibility for coverage under the U.S. plan

B. Overtime owed under the FLSA for all hours spent traveling abroad

C. Untracked host-country tax and work-authorization obligations

D. A requirement to pay the employee a foreign service mobility premium

348. A CHRO asks how long a well-designed onboarding program should last for professional hires. Which answer BEST reflects research and best practice?

A. Several months, with many programs running through the first year

B. One week, covering orientation, paperwork and initial job training

C. Until the new hire completes the probationary period, if one exists

D. The first 30 days, after which new hires join regular development

349. A marketing manager wants to set a contractor's daily hours, give him the title "Senior Content Lead" and require him to attend the same training as employees. The contractor has worked with the company for 18 months. What should the HR manager advise?

A. Approve the title and training but tell the manager to avoid setting his daily hours

B. Approve the changes because the contractor has a long track record with the company

C. Approve the changes if the contractor signs an amended agreement confirming his independent contractor status

D. Explain that these controls point toward employee status and review whether he should be reclassified

350. During a SWOT session for a company's HR function, a team member lists a new federal labor regulation that will raise compliance costs as a weakness. How should the HR manager correct this?

A. Reclassify it as a threat, because it is an external condition the company faces

B. Remove it from the SWOT, because regulations apply equally to every company

C. Keep it as a weakness, because it will increase the department's compliance costs

D. Reclassify it as an opportunity, because compliance work will raise HR's profile

351. The Crucial Conversations STATE skills help a person share a difficult message. Which step comes FIRST in the STATE sequence?

A. Ask for others' paths

B. Share your facts

C. Tell your story

D. Talk tentatively

352. Under the Taft-Hartley Act's national emergency procedures, how can a strike that threatens national health or safety be halted?

A. The Secretary of Labor orders binding arbitration and suspends the strike until the arbitrator rules

B. The FMCS director orders a 90-day cooling-off period once mediation fails to produce an agreement

C. The NLRB General Counsel petitions a federal district court for a 60-day injunction against the striking union

D. The President convenes a board of inquiry and then may have the Attorney General seek an 80-day injunction

353. An analyst with a pending EEOC charge against the company applies for an open lateral position in another department. Her manager asks HR to block the transfer, saying, "She shouldn't be rewarded while she's suing us." What should the HR manager do?

A. Let the manager's recommendation stand, since managers have discretion to decide which internal moves they support.

B. Have the transfer request evaluated under the same criteria applied to any other internal applicant and document the decision.

C. Put the request on hold until the EEOC charge is resolved so that the decision cannot be linked to the pending charge.

D. Grant the transfer immediately, without the usual review or interviews, so that the company cannot be accused of retaliating against her.

354. A regional theater is casting the title role in King Lear and wants to audition only men. The casting director asks HR whether this is lawful under Title VII. What is the BEST answer?

A. Yes; sex can be a BFOQ where needed for authenticity, such as acting roles

B. No; audience preferences can never justify a sex-based hiring decision

C. No; sex may be considered only at the final callback, not in auditions

D. Yes, but only if the theater first tries to cast the part gender-blind in open auditions

355. The CEO sets a company objective to cut product time-to-market by 25% this year. The HR manager is asked to propose one key result for HR that directly supports the objective. Which key result is BEST?

A. Reduce time-to-fill for product engineering roles from 70 days to 45 days by Q3

B. Raise the company-wide employee engagement survey score by five points by year-end

C. Complete annual compliance training for 100% of employees by the end of Q2

D. Launch a new HR information system for all locations by the end of the year

356. An HR coordinator formats policy documents by making headings bold and large rather than using the word processor's built-in heading styles. Why does this matter for screen reader users?

A. Built-in heading styles make the font larger, which screen reader users need to read.

B. Screen readers rely on tagged headings to navigate, so formatted text looks like body text.

C. Screen readers read only the first heading of a document unless styles are applied.

D. Screen readers cannot read bold text at all, so the headings are skipped entirely by the reading software.

357. A manager tells payroll to deduct four hours from an exempt engineer's salary because she left early for her child's school event. She has no paid leave left. What is the BEST response?

A. Decline, because docking exempt salary for a partial-day absence is not allowed.

B. Approve it, since she has no paid leave remaining to cover the four hours she missed.

C. Approve it if it is recorded as a personal absence rather than as a sick-leave absence.

D. Convert it to a half-day unpaid suspension so that the reduction becomes permissible.

358. An internal recruiting team costs $150,000 a year in total and fills 50 positions. An agency would fill the same 50 positions for a fee of $4,000 per hire. Assuming equal quality, which option is less costly per hire?

A. Agency, at $3,000 per hire versus $4,000 internal

B. Internal team, at $3,000 per hire versus $4,000

C. Agency, since $4,000 is far less than $150,000

D. Neither, since both cost about $4,000 per hire

359. An executive sponsor publicly endorses a new onboarding program at a leadership meeting. The project manager later finds that the sponsor has quietly cut the program's budget by 40% in the department plan. What is the BEST way for the project manager to address the gap?

A. Escalate the issue to the sponsor's manager, since the cut contradicts the public support

B. Quietly reduce the program's scope to fit the new budget and keep delivering on the schedule

C. Raise the budget cut at the next leadership meeting where the sponsor endorsed the program

D. Meet privately with the sponsor, show the effect of the cut, and agree on scope or funding

360. An HR manager is planning communication for a new performance management process. Why does adding two-way channels, such as listening sessions and an anonymous question box, tend to increase employee acceptance of the change?

A. Employees gain a voice, concerns surface early, and leaders can adjust or clarify.

B. Feedback channels shift accountability for the change from leaders to the employees.

C. Employees hear the same message more often, and repetition alone leads them to accept it.

D. Leaders can confirm who has read the announcement and follow up with those who have not.

361. HR receives a demand letter from a former employee's attorney alleging wrongful termination and asking for a settlement. The company has an employment practices liability insurance (EPLI) policy. What should HR do FIRST?

A. Notify the EPLI carrier promptly, following the policy's notice terms

B. Reply to the attorney denying the claim and listing the termination reasons

C. Open settlement talks with the attorney to resolve the claim quickly

D. Wait to notify the carrier until a lawsuit or EEOC charge is filed

362. A company's headcount grows by 10% in year one and by another 10% in year two. By what percentage has headcount grown in total over the two years?

A. 20%

B. 21%

C. 10%

D. 22%

363. During a harassment investigation, the complainant's manager proposes moving the complainant from the day shift to the night shift so she and the accused coworker are separated. The complainant objects to the change. What is the BEST response from HR?

A. Suspend both employees without pay until the investigation is finished

B. Reject the move and separate them in ways that don't burden the complainant

C. Approve the move, since separating the parties is a required interim step

D. Approve the move as long as her pay, benefits and job title stay exactly the same

364. A new analyst earns $60,000 a year. HR estimates that she works at 50% productivity during her first three months. What is the estimated ramp-up cost in lost productivity?

A. $7,500

B. $15,000

C. $30,000

D. $2,500

365. At a 200-employee company, only one payroll specialist knows how to run payroll. She will start a 10-week approved FMLA leave in January, during flu season, when other staff absences are common. What should the HR manager do?

A. Cross-train a backup now and document the payroll procedures step by step

B. Plan to hire a temporary payroll clerk once her leave has started

C. Ask her to postpone her leave until flu season is over in the spring

D. Arrange for her to log in and process payroll remotely during her leave whenever needed

366. A conflict over workload assignments has damaged trust within a customer service team, and morale is low. Using Goleman's leadership styles, which style is BEST suited to rebuild harmony?

A. Pacesetting

B. Coercive

C. Authoritative

D. Affiliative

367. At a 200-person company, an employee files a harassment complaint against the vice president to whom the HR manager reports. The HR manager is the company's only HR professional. What is the BEST approach to selecting an investigator?

A. Have the HR manager investigate while documenting every step to show the process was fair.

B. Ask the vice president's peer on the leadership team to conduct the investigation in place of HR.

C. Ask the vice president to recommend an investigator he considers neutral and qualified.

D. Engage an outside investigator who reports to a senior leader other than the vice president.

368. Under the ACA employer shared responsibility rules, when does an employer become an applicable large employer (ALE)?

A. When it averaged at least 50 employees working 40 or more hours per week in the prior year

B. When it averaged at least 50 full-time employees, not counting part-time workers, in the prior year

C. When it averaged at least 100 full-time employees, including full-time equivalents, in the prior year

D. When it averaged at least 50 full-time employees, including full-time equivalents, in the prior year

369. A unionized plant is in negotiations for a new contract. The operations director wants to move employees from 8-hour to 10-hour shifts next month to cut overtime, before bargaining ends. What should HR advise?

A. Survey the bargaining unit employees directly and implement the schedule if a majority of them support it.

B. Give the union notice and bargain over the change, because schedules are a mandatory subject of bargaining.

C. Implement the schedules as planned, since management keeps the right to set hours until a new contract is signed.

D. Implement the change on a trial basis for 90 days and then raise it with the union at the bargaining table.

370. The owner of a 40-person company wants a low-administration retirement plan that lets employees defer part of their own pay, avoids annual nondiscrimination testing, and requires a modest employer match or nonelective contribution each year. Which plan BEST fits these goals?

A. A SIMPLE IRA plan

B. A traditional 401(k) plan

C. A SEP IRA plan

D. A cash balance pension plan

371. A director says her team's average performance rating of 4.2 out of 5, with nearly every employee rated 4 or 5, proves everyone on the team is excellent. HR notes that the team's productivity, quality and goal-attainment results are close to company averages. What is the BEST response from HR?

A. Apply a forced distribution to her team's ratings before the current cycle closes

B. Accept the ratings, since a high mean with little spread shows the ratings are consistent

C. Point out the narrow spread and review the ratings against the outcome data with her

D. Increase the team's merit budget to reward the high performance that was documented

372. A company evaluates employees mainly on whether they achieved objectives agreed on with their managers at the start of the year. Which statement BEST describes a strength and a weakness of this approach?

A. It shortens goal-setting time but leaves employees out of the process

B. It compares employees directly but is hard to defend if challenged legally

C. It measures traits reliably but takes a long time for HR to develop

D. It focuses on measurable results but can overlook how goals were achieved

373. Senior leaders want to run credit checks on every job applicant, including custodians and groundskeepers, to signal that the company values responsibility. What should HR recommend?

A. Run checks for all jobs, since applying them the same way to everyone removes any legal risk.

B. Run checks for all jobs, but use the results only when two finalists are otherwise equally qualified.

C. Replace credit checks with questions about each applicant's debts during the job interview.

D. Limit credit checks to jobs with real financial duties, and follow FCRA rules wherever they are used.

374. A company had 24 separations during the year and an average headcount of 200 employees. What was its annual turnover rate?

A. 10.7%

B. 12.0%

C. 24.0%

D. 13.6%

375. A 45-person nonprofit has no formal strategic plan. The executive director asks its first HR hire to develop an HR plan that will support where the organization is headed over the next three years. What should the HR professional do FIRST?

A. Survey staff about their HR concerns and build the plan around the top issues

B. Conduct a full HR audit of policies, personnel files and compliance before any planning begins

C. Find HR plans from similar-sized nonprofits and adapt the strongest one to fit

D. Meet with the executive director to clarify the mission and organizational goals

376. After acting on engagement survey results, a company sends a "You said, we did" message that links specific changes to employee feedback. What is the main purpose of this communication?

A. To show employees their input led to action, which builds trust and participation

B. To document survey follow-up actions for government compliance reporting

C. To announce each team's overall scores so that teams can compare their rankings across sites

D. To shift responsibility for engagement from the managers to the employees

377. During rollout of new scheduling software, a blind employee who uses a screen reader reports that the software's key screens cannot be read by his screen reader. Go-live for the rest of the company is in two weeks. What should HR do?

A. Ask him for medical documentation of his disability before discussing options

B. Delay the companywide go-live until the vendor fixes all accessibility issues

C. Exempt him from the software and reassign his scheduling tasks to coworkers

D. Start the interactive process and work with IT and the vendor on a solution

378. In training evaluation, which set lists ONLY hard data measures?

A. Engagement scores, units produced, defect rates and turnover intent

B. Job satisfaction, teamwork ratings, initiative and customer loyalty

C. Overtime hours, manager confidence ratings, defects and complaints

D. Units produced, defect rates, overtime hours and processing costs

379. An HR manager learns that an EEOC charge was filed by an advocacy group on behalf of several unnamed employees, rather than by the employees themselves. How should HR treat the charge?

A. As invalid until each employee signs and files an individual charge with the EEOC

B. As a valid charge that requires a timely response and a hold on relevant records

C. As an informal complaint that can be handled through the internal grievance process

D. As valid only if the group has been certified as the employees' bargaining agent

380. A U.S. manager is working with a partner team from a culture that Erin Meyer's Culture Map places at the consensual end of the deciding scale. What decision pattern should the manager MOST likely expect?

A. Decisions are made quickly, but implementation is slow and often changed.

B. Decisions are delegated to the most junior expert to keep things moving.

C. Decisions take longer to reach, but implementation is quick once agreed.

D. Decisions are made quickly by the senior leader and are easy to revisit.

381. An HR team is choosing methods for a culture assessment. What is the MAIN advantage of interviews and focus groups over a standardized survey?

A. They uncover the meanings and assumptions behind people's views

B. They allow results to be compared directly across sites and over time

C. They reach a larger share of employees at a lower cost

D. They produce data that are easy to quantify and benchmark

382. A distribution company's succession slate for its operations manager roles contains no women, although women hold about 40% of the operations supervisor jobs that feed those roles. The VP of operations says the slate simply reflects who is ready. What should the HR manager do FIRST?

A. Accept the slate as proposed and offer women supervisors a leadership course for the next cycle

B. Add the highest-rated women supervisors to the slate so the pool reflects the supervisor ranks

C. Review how candidates were nominated and assessed to see whether qualified women were overlooked

D. Ask the VP to set a numeric target for women on the slate before the next talent review takes place

383. An employer sends each employee an annual total rewards statement. How does this practice MOST directly support retention?

A. It satisfies the federal requirement to disclose total benefit costs to all workers

B. It lets employees compare their own pay directly with that of coworkers

C. It replaces the need for annual market pricing of jobs to set pay ranges

D. It shows the full value of pay and benefits that employees often underestimate

384. The U.S. parent of a 400-employee German subsidiary that has an elected works council wants to install productivity-tracking software on all employee laptops next month. The software logs activity and keystrokes by individual user. What should the HR director do FIRST?

A. Give each employee written notice of the software 30 days before rollout

B. Pilot the software with one team to show the works council how it works

C. Obtain each employee's signed consent to monitoring before installation

D. Engage the works council to negotiate a works agreement before rollout

385. A growing company is choosing a timekeeping approach for its nonexempt staff. Which statement correctly describes the FLSA recordkeeping requirement?

A. It requires a time clock or mobile app that records exact punch-in and punch-out times for each worker

B. It requires the employee's signature on each time record before payroll is run

C. It requires hours worked each workday and workweek but no set timekeeping method

D. It requires records of hours worked only for weeks in which overtime is earned

386. A convenience store pays a nonexempt cashier exactly the federal minimum wage. Her register came up $40 short at the end of a shift, and the store manager wants to deduct the $40 from her next paycheck under a signed policy. What should HR advise?

A. Deduct it, because she signed a policy agreeing to cover register shortages

B. Deduct it, but spread it over several paychecks to soften the financial impact

C. Deduct it only if an investigation shows the shortage was caused by her error

D. Do not deduct it, because the deduction would drop her pay below minimum wage

387. Using Mager and Pipe's performance analysis, HR asks whether an employee could perform a task correctly if their life depended on it. The answer is yes. What does this indicate?

A. The gap can be closed with more practice and feedback on the skill.

B. The gap is a skill deficiency that calls for a formal training program.

C. The employee lacks the capacity for the task and may need to be reassigned.

D. The gap is not a skill deficiency, so look at consequences or obstacles.

388. HR sends employees about 30 emails a month on topics ranging from wellness tips to policy updates. Many employees miss an important open enrollment deadline that was announced in one of these messages. Which barrier is MOST likely responsible, and what is the BEST fix?

A. Filtering; have managers review HR emails before they go out

B. Channel richness; move every HR announcement to live all-staff meetings

C. Semantic barriers; rewrite all HR emails at a lower reading level

D. Information overload; cut routine volume and flag time-critical items

389. An employee filed an unfair labor practice charge with the NLRB, and her employer then cut her scheduled hours in retaliation. Which section of the NLRA most specifically prohibits this retaliation?

A. Section 8(a)(5)

B. Section 8(a)(2)

C. Section 8(b)(1)

D. Section 8(a)(4)

390. An HR business partner encourages managers to give feedback soon after the behavior occurs rather than saving it for later. What is the main reason this timing is more effective?

A. Prompt feedback creates the records needed to satisfy the progressive discipline rules

B. Recent behavior counts more heavily than earlier behavior in annual ratings

C. Quick feedback lets managers skip a formal follow-up discussion later in the year

D. The details are fresh, so the employee can connect the feedback to specific actions

391. Six months after a forklift safety training program, a plant's recordable injury rate falls by 30%. In Kirkpatrick's model, this measure belongs to which level?

A. Level 3, behavior

B. Level 4, results

C. Level 1, reaction

D. Level 2, learning

392. Which statement about Tuckman's model of team development is MOST accurate?

A. Teams can return to earlier stages, such as when new members join or goals change.

B. Teams that resolve conflict well can skip storming and move from forming to norming.

C. Teams reach performing after a set period that depends mainly on the team's size.

D. Teams pass through each stage once, and in order, before reaching high performance.

393. A company launched a recruiting chatbot to answer candidates' questions about roles, benefits and the hiring process. Which metric would best evaluate its effect on candidate experience?

A. Total number of chatbot conversations started on the careers page each month

B. Average length of each chatbot conversation measured in minutes and messages

C. Candidate satisfaction ratings and the share of questions resolved without follow-up

D. Number of recruiter hours saved each month by having the chatbot answer routine candidate questions

394. HR scores two benefits administration vendors from 1 to 5 on four criteria with these weights: cost 25%, functionality 25%, system integration 30% and service support 20%. Vendor A scores 5, 4, 2 and 5. Vendor B scores 3, 4, 5 and 4. Which vendor ranks higher on the weighted scores?

A. Vendor A, because it scores higher on more of the four criteria

B. Vendor B, with a weighted score of 4.05 compared with 3.85

C. Neither vendor, because both total 16 points across criteria

D. Vendor A, with a weighted score of 4.05 compared with 3.85

395. A small nonprofit sets base pay about 10% below the market median because of grant limits, and its board does not expect that to change. The executive director asks HR how the organization can still attract qualified program staff. What is the BEST advice?

A. Offer sign-on bonuses large enough to close the base pay gap for every new hire

B. Move all ranges to the market median and cover the cost through attrition

C. Focus recruiting on entry-level candidates, who usually have less pay leverage

D. Highlight its mission, flexible schedules and job stability when recruiting

396. Across 40 work units, the correlation between average engagement score and average absence days per employee is r = -0.65. Which interpretation is MOST accurate?

A. Raising engagement scores will cut absence days by about 65 percent.

B. Higher engagement tends to go with fewer absences, a fairly strong link.

C. Low engagement has been shown to cause higher absence across these 40 work units.

D. Engagement and absences are only weakly related because r is negative.

397. A former employee elected 18 months of COBRA after termination. Forty days into COBRA, the Social Security Administration determined that she had been disabled since before her termination. She asks HR whether she can keep coverage longer. What is the BEST response?

A. She can extend to 29 months, and her premium stays at 102% for the entire period.

B. She can extend to 29 months if she notifies the plan within 60 days of the SSA decision.

C. She cannot extend, since the disability must be determined before COBRA coverage starts.

D. She can extend to 36 months, since disability is treated as a secondary qualifying event.

398. Which statement BEST describes employee journey mapping?

A. Plotting each employee's career path and future promotion options

B. Listing the tasks, duties and requirements involved in each job

C. Charting key moments across the lifecycle from the employee's view

D. Charting the reporting lines and spans of control across the company

399. In which situation would HR be MOST likely to choose focus groups over individual interviews to gather data?

A. When the topic is sensitive and participants may fear being identified

B. When each participant's detailed personal history is central to the issue

C. When HR wants participants to react to and build on one another's ideas

D. When HR needs statistically representative data from the whole workforce

400. Which characteristic BEST describes binding arbitration?

A. The parties must reach their own agreement before the arbitrator can rule

B. The arbitrator's decision is final, with very limited grounds for court review

C. The arbitrator's decision is advisory unless both parties accept it afterward

D. Either party may have a court rehear the case if it disagrees with the outcome