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SHRM-CP

Practice Questions

Set 10

Answer Key & Explanations

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 10 — Answer Key

Quick key first, then a full explanation for every question

1. A	2. A	3. D	4. B	5. A	6. B	7. D	8. C	9. C	10. C
11. C	12. A	13. D	14. D	15. B	16. A	17. B	18. A	19. D	20. A
21. C	22. C	23. D	24. C	25. D	26. C	27. A	28. C	29. C	30. A
31. A	32. C	33. B	34. A	35. C	36. B	37. C	38. C	39. C	40. B
41. B	42. C	43. A	44. A	45. B	46. C	47. C	48. D	49. A	50. B
51. A	52. B	53. D	54. B	55. B	56. D	57. A	58. A	59. C	60. B
61. B	62. D	63. C	64. B	65. B	66. A	67. A	68. A	69. A	70. D
71. C	72. D	73. B	74. D	75. B	76. A	77. B	78. A	79. C	80. D
81. B	82. D	83. A	84. D	85. C	86. D	87. C	88. C	89. D	90. C
91. D	92. D	93. B	94. C	95. B	96. C	97. A	98. D	99. C	100. A
101. B	102. D	103. A	104. B	105. B	106. A	107. D	108. B	109. C	110. D
111. A	112. B	113. C	114. C	115. C	116. A	117. B	118. B	119. D	120. C
121. A	122. A	123. D	124. C	125. D	126. B	127. B	128. B	129. C	130. A
131. C	132. B	133. A	134. D	135. C	136. A	137. B	138. B	139. B	140. C
141. B	142. B	143. C	144. D	145. B	146. B	147. D	148. A	149. D	150. C
151. C	152. C	153. C	154. B	155. B	156. C	157. A	158. C	159. B	160. D
161. C	162. A	163. A	164. A	165. B	166. A	167. B	168. C	169. A	170. B
171. B	172. A	173. C	174. A	175. D	176. C	177. C	178. D	179. A	180. D
181. C	182. D	183. C	184. D	185. C	186. C	187. C	188. D	189. B	190. C
191. C	192. D	193. C	194. A	195. A	196. A	197. B	198. D	199. A	200. C
201. A	202. D	203. B	204. D	205. B	206. D	207. D	208. A	209. A	210. B
211. B	212. B	213. C	214. C	215. B	216. B	217. D	218. C	219. A	220. A
221. C	222. A	223. D	224. A	225. A	226. B	227. A	228. C	229. D	230. D
231. B	232. C	233. A	234. C	235. B	236. B	237. D	238. A	239. B	240. B
241. C	242. B	243. A	244. B	245. C	246. A	247. A	248. A	249. D	250. D
251. D	252. C	253. C	254. D	255. D	256. B	257. B	258. D	259. D	260. C
261. C	262. A	263. C	264. D	265. D	266. C	267. D	268. A	269. B	270. A
271. A	272. D	273. B	274. C	275. A	276. D	277. D	278. D	279. D	280. B
281. C	282. B	283. B	284. D	285. D	286. D	287. A	288. C	289. B	290. D
291. A	292. C	293. A	294. C	295. D	296. D	297. D	298. D	299. A	300. B
301. D	302. A	303. D	304. D	305. A	306. D	307. A	308. D	309. C	310. C
311. A	312. A	313. A	314. D	315. D	316. A	317. C	318. B	319. B	320. D
321. B	322. B	323. B	324. B	325. B	326. C	327. B	328. C	329. B	330. C
331. A	332. C	333. B	334. C	335. C	336. A	337. C	338. A	339. A	340. C
341. D	342. A	343. D	344. D	345. D	346. D	347. D	348. D	349. A	350. D
351. B	352. B	353. B	354. C	355. D	356. D	357. B	358. B	359. D	360. B
361. B	362. C	363. A	364. C	365. C	366. B	367. B	368. D	369. B	370. D
371. D	372. A	373. C	374. D	375. D	376. A	377. B	378. A	379. B	380. D
381. A	382. B	383. A	384. C	385. A	386. A	387. A	388. A	389. A	390. B
391. B	392. A	393. C	394. C	395. D	396. B	397. D	398. A	399. A	400. C

Answers and Explanations

1. Answer: A — Return it promptly with a courteous note explaining the company's gift policy

Returning a gift promptly with a polite note explaining the policy preserves the business relationship while making clear the employee cannot accept it. Many programs also have the employee log or report the return. Keeping it at work or delaying action still means the gift was accepted, and returning it without explanation can damage the relationship.

2. Answer: A — 30.0%

Labor cost includes both pay and benefits: ($7,200,000 + $2,400,000) / $32,000,000 = $9,600,000 / $32,000,000 = 30.0%. Using wages alone gives 22.5% and understates labor cost, and benefits alone give 7.5%. The 70.0% figure is the share of revenue left after labor costs, not the labor cost ratio.

3. Answer: D — They are aggregated into a 60-person mass layoff needing notice, unless the causes were separate and distinct

WARN's aggregation rule combines employment losses at a single site over any 90-day period when each group alone falls below the threshold, unless the employer shows the losses resulted from separate and distinct actions and causes. Here 60 employment losses equal 40% of a 150-person site, which meets the mass layoff definition (at least 50 workers and at least 33% of the site's workforce). The site is not shut down, so the event is a mass layoff, not a plant closing.

4. Answer: B — Set clear, job-related criteria and open nominations to qualified employees in all units.

Using transparent, job-related criteria and open nomination channels widens access to the pool without making decisions based on protected traits. Reserving slots or asking for nominees by identity would base selection on protected characteristics, which Title VII prohibits, and excluding whole departments shuts out qualified people.

5. Answer: A — To document that each employee received the code, understands it, and agrees to comply with it

The acknowledgment confirms receipt and understanding, reinforces awareness each year, and supports consistent enforcement because employees cannot credibly claim they were unaware of the standards. It is not meant to create a contract, which well-drafted acknowledgments specifically disclaim. It also cannot waive rights to go to agencies such as the EEOC or SEC, and it complements training rather than replacing it.

6. Answer: B — That employees review AI outputs for accuracy and disclose AI assistance where required

The core safeguards for AI-assisted work are human accountability for accuracy and appropriate transparency about AI's role. A blanket ban on client-facing use is broader than necessary and gives up legitimate benefits. Listing prompts in every deliverable and requiring approval for each use add heavy administrative burden without improving accuracy or accountability.

7. Answer: D — Meet with the vendor to find the cause, agree on a recovery plan and update the schedule and sponsor

The project lead should first understand why the milestone was missed, then work with the vendor on a realistic recovery plan and keep the sponsor informed of schedule impact. Invoking penalties or shifting the work to IT before understanding the cause can damage the relationship or create new risk, and moving the date without a plan may not solve the underlying problem.

8. Answer: C — To let the employer verify the vendor's controls and records related to the services

A right-to-audit clause lets the employer, or an auditor it appoints, examine the vendor's controls, processes and records for the contracted services, which supports compliance, data security and billing accuracy. It runs from client to vendor, not the reverse. It is limited to the services under the contract and does not reach other clients' work.

9. Answer: C — A back-and-forth exchange in which management levels negotiate goals until they agree

Catchball is the iterative, two-way dialogue in hoshin kanri: goals and the means to reach them are "tossed" between levels and refined until both sides commit. A strictly top-down assignment of fixed targets is exactly what catchball is meant to avoid.

10. Answer: C — -$15,000; the work done so far has cost more than it was budgeted to cost

CV = EV - AC = $120,000 - $135,000 = -$15,000. A negative cost variance means the project is over budget for the work actually performed. Reversing the formula produces a positive number with the wrong conclusion, and comparing work completed with work planned is schedule variance. CV measures performance to date; the final overrun depends on how the remaining work goes.

11. Answer: C — The Federal Mediation and Conciliation Service

Under Section 8(d), a party must notify the Federal Mediation and Conciliation Service of a contract dispute within 30 days after notifying the other party, if no agreement has been reached. FMCS provides mediators for contract negotiations and maintains arbitrator rosters. The NLRB handles elections and unfair labor practice charges, OLMS enforces union reporting and democracy rules, and the National Mediation Board covers railroads and airlines.

12. Answer: A — Tier 0, self-service

Tier 0 is self-service: knowledge bases, FAQs, portals and chatbots that let employees resolve questions without an HR person. Tier 1 is the first live contact, such as a call center or generalist; tier 2 handles cases needing specialist expertise; and tier 3 involves experts, often in centers of excellence, for complex or policy-level issues.

13. Answer: D — Encoding the message

Encoding is the sender's work of converting an idea into symbols such as words, images and examples. Selecting the channel is a separate choice about how the encoded message will travel (email, meeting, intranet), and decoding is what the receiver does when interpreting it. Feedback comes from the receiver after the message arrives.

14. Answer: D — The HR director, who approves the policy and answers for its outcome

In RACI, the Accountable person owns the outcome and gives final approval, and there should be only one per task. The specialists doing the work are Responsible, and legal counsel, whose input is sought, is Consulted. Naming several people as Accountable blurs ownership, which is the problem RACI is meant to prevent.

15. Answer: B — 85.0%

Retention rate = employees from the starting group still employed at the end / starting headcount = 170 / 200 = 85.0%. New hires are not part of the starting group, so counting them (190 / 200) gives a misleading 95.0%. Dividing 170 by year-end headcount of 190 gives about 89.5%, and 15.0% is the share of the starting group that left.

16. Answer: A — Treating similar violations differently invites disparate-treatment claims and makes employees cynical about the code.

When employees who commit similar violations get different outcomes, the more harshly treated person can point to the others as comparators in a discrimination claim. Inconsistency also signals that the rules depend on who you are, which erodes trust and reporting. No federal law requires identical penalties, and inconsistency does not automatically create a contract or waive the code.

17. Answer: B — Meet with the supervisor promptly to explain medical confidentiality rules and stop any further disclosure

Under the ADA, and under the FMLA for information obtained in a leave request, medical information about an employee must be kept confidential, so HR's first step is to stop further disclosure by the supervisor and explain his obligations. HR should then decide how to inform and support the employee and what corrective action is appropriate. Emailing the team repeats the disclosure, and discipline before talking to the supervisor skips the immediate need to contain the problem.

18. Answer: A — Vary the events, holding some during work hours with activities that do not center on alcohol.

Rotating formats and times, including daytime options that do not revolve around drinking, removes the barriers that keep certain employees out of relationship-building. Stressing that events are optional does not change who is excluded from the informal networks. Majority voting tends to repeat the preference of the largest group, and childcare reimbursement helps caregivers but not non-drinkers.

19. Answer: D — Background check fees are an external hiring cost, and omitting them understates cost-per-hire

Fees for pre-employment screening paid to outside vendors are external costs of hiring and belong in cost-per-hire. Leaving out a real cost to hit a target misstates the metric, makes comparisons over time meaningless and raises an ethical concern. Moving the fees to another period or relabeling them as internal costs still misreports them.

20. Answer: A — Ask him to show evidence for each rating against the shared high-potential criteria

Calibration exists to apply shared criteria consistently, so the facilitator should have the manager support each rating with evidence against the agreed definition of potential and let peers challenge it. Forcing his ratings to an average ignores real differences between teams, and accepting or deferring them unexamined leaves leniency bias in place.

21. Answer: C — Give him a copy of the log, with names intact except privacy cases, by the end of Tuesday.

Employees, former employees, their personal representatives and authorized employee representatives have the right to access the OSHA 300 log, and the employer must provide a copy by the end of the next business day. Names stay on the copy except for privacy concern cases, where "privacy case" already replaces the name. The 301 incident report has different access rules, which is why removing names is tempting.

22. Answer: C — To focus policies, training and monitoring on the areas where misconduct is most likely or most harmful

Risks differ by function and location; procurement teams in high-corruption markets face different issues than office staff at headquarters. A risk assessment lets the program put resources where they matter most, which regulators such as the DOJ expect. A one-size-fits-all approach wastes effort, there is no DOL compliance report of this type, and the assessment is a planning tool, not a disciplinary one.

23. Answer: D — Applicants who know the format can tell whether they need an accommodation and ask for one in time.

An employer generally must accommodate known limitations, and applicants can only ask for an accommodation if they understand what the assessment will require of them. Notice supports the accommodation process but does not replace it. The ADA does not require disclosing the scoring formula, and asking applicants disability-related questions before a conditional job offer is generally prohibited.

24. Answer: C — The income a worker needs to afford a basic, decent standard of living in a given locale

A living wage estimates the income needed to cover basic needs, such as food, housing, health care, transportation and other essentials, for a decent standard of living in a specific area. A minimum wage is a legal floor that is not necessarily tied to local living costs. Market averages and survey medians describe competitive pay, not what a worker needs to live on.

25. Answer: D — Seek to recover the share of premiums it paid during her FMLA leave

If an employee fails to return to work after FMLA leave for a reason other than the continuation, recurrence or onset of a serious health condition or other circumstances beyond her control, the employer may recover the premiums it paid to maintain her group health coverage during the leave. Choosing to stay home with the baby is a voluntary choice, not a circumstance beyond her control. The FMLA does not allow recovery of wages, and the one-year period is not part of the rule.

26. Answer: C — An assessment of the risks of each option and how they would be mitigated

A complete business case typically covers the problem, the options, costs, benefits, risks and a recommendation, often with an implementation plan. Decision-makers need to understand what could go wrong and how it would be managed before they commit funds. Scripts, testimonials and history may be useful later, but they are not core decision elements.

27. Answer: A — $55.38

The employee's annual share is $600 x 12 x 20% = $1,440, and $1,440 / 26 biweekly pay periods = $55.38. Splitting the $120 monthly share into two paychecks gives $60.00, which overcharges because biweekly pay produces 26 pay periods, not 24. $120.00 is the monthly share, and $27.69 divides the annual share by 52, as if pay were weekly.

28. Answer: C — Within 14 days after her service ends

USERRA ties the reemployment deadline to the length of service. For service of 31 to 180 days, the employee must submit an application for reemployment within 14 days after service ends. The 8-hour rest rule applies to service under 31 days, and the 90-day deadline applies to service over 180 days.

29. Answer: C — Advise that the EU AI Act prohibits emotion recognition in the workplace except for medical or safety reasons.

The EU AI Act prohibits AI systems that infer the emotions of people in the workplace, except for medical or safety reasons. Notice, a coaching-only purpose or works council review cannot make a prohibited practice lawful. HR should stop the proposal rather than try to mitigate it.

30. Answer: A — Advance notice and consent are not required, but after adverse action the employee gets a summary of the report.

The FACT Act excludes from the FCRA's consumer report rules a third party's communications about suspected misconduct or violations of law or policy, so the usual advance disclosure and authorization are not required. If the employer takes adverse action based on the report, it must give the employee a summary of the nature and substance of the communication, though not the sources. The FCRA does apply to employment, so using the report with no disclosure at all is wrong.

31. Answer: A — Summarizing

Summarizing condenses the main points of a longer conversation into a brief review and checks for completeness, often at a transition or the close of a meeting. Paraphrasing restates a single statement in the listener's own words to confirm understanding, reflecting feelings names the emotion behind a message, and probing asks questions to draw out more detail.

32. Answer: C — Workers' compensation is generally his exclusive remedy against the employer for this injury

Workers' compensation is generally the exclusive remedy for workplace injuries: employees receive no-fault benefits, and in exchange they give up negligence suits against the employer. Employer negligence, even known and ignored, does not usually lift the bar, although some states allow narrow intentional-injury exceptions and suits against third parties such as an equipment maker. Workers' comp benefits do include partial wage replacement.

33. Answer: B — Analyze the remaining tasks and add higher-value work that fits the team's needs.

Job redesign starts with analyzing what work remains and what the team needs, then shaping the role around higher-value tasks such as candidate communication, event support or data reporting. Cutting hours or eliminating the role assumes the freed time has no better use without checking. Leaving the role unchanged risks drift and lost value from the automation.

34. Answer: A — Delphi technique

The Delphi technique gathers anonymous input from experts through repeated rounds of questionnaires and summarized feedback, without face-to-face contact, until consensus emerges. The nominal group technique also limits group pressure but brings participants together in one meeting.

35. Answer: C — A person who meets the job's requirements and can perform its essential functions, with or without reasonable accommodation

A qualified individual satisfies the job's skill, experience, education and other job-related requirements and can perform the essential functions of the position, with or without reasonable accommodation. Marginal functions do not count, and the accommodation clause means the person need not perform without help. Meeting education requirements alone is not enough, and the standard is not top performance.

36. Answer: B — $600,000

The raise costs 300 x $50,000 x 3% = $450,000, and the bonus costs 300 x $500 = $150,000, for a year-one total of $600,000. Using only the raise ($450,000) forgets the bonus. Applying the 3% to the bonus as well gives $604,500, and $1,050,000 counts the raise for two years plus the bonus.

37. Answer: C — To detect inaccuracies and identify process gaps that cause errors in HR data
A periodic data audit compares system records to source documents to measure accuracy and reveal which processes, such as manual entry of pay changes, are generating errors. No federal law requires quarterly HRIS audits, and pay positioning analysis is a compensation review rather than a data quality check.

38. Answer: C — Asynchronous peer recognition that employees can give and see anytime
With almost no shared hours, recognition must work asynchronously so everyone can take part and recognition can happen close to the work it rewards. Live calls or weekly all-team meetings would always fall outside some people's working hours. An annual leader-chosen award is too infrequent and leaves out peer recognition.

39. Answer: C — June 30, 2025
An employer must keep a Form I-9 for three years after the date of hire or one year after employment ends, whichever is later. Three years after hire is March 1, 2023, and one year after termination is June 30, 2025, so June 30, 2025 is the later date. Stopping at three years after hire uses the earlier date, and adding three years to the termination date confuses the two rules.

40. Answer: B — Pay that is higher than about 75% of the market data for the job.
A percentile is a rank in the market data: the 75th percentile is the value that 75% of the reported salaries fall at or below, so it reflects a lead-the-market position. It is not a percentage of the median or the mean. Range position describes where pay falls within the employer's own range, not where it ranks against market data.

41. Answer: B — A genuine independent contractor who owns her truck and sets routes
Section 2(3) excludes independent contractors from the definition of employee, so they have no Section 7 rights against the company. Probationary, temporary and part-time workers are still employees and are covered. The key issue in practice is whether a worker labeled a contractor truly is one, since misclassified workers keep their NLRA protection.

42. Answer: C — The number of accounting graduates in the region each year
External labor supply is the pool of qualified people available outside the organization, which is shaped by factors such as local unemployment, the number of graduates in a field and competitors' hiring. Planned promotions and current tenure affect internal supply, and growth in engagements affects demand.

43. Answer: A — All of her own deferrals and their earnings, but none of the employer match yet
An employee's own elective deferrals and their earnings are always 100% vested immediately. Under a six-year graded schedule, employer contributions must vest at least 20% after two years of service, so with one year of service she has no vested match. The 20% figure is tempting but applies only after two years.

44. Answer: A — How well the site represents the conditions the process will meet companywide
A pilot is meant to test whether the process works and to surface problems before the full rollout, so the site should be representative of the conditions it will face elsewhere. Picking the most enthusiastic or highest-engagement site can produce a misleading success that hides problems. Convenience for the project team is a secondary consideration.

45. Answer: B — A lump-sum payout earned when the launch milestone is met, for those still employed

A retention bonus works best when payment is deferred and tied to the outcome the company needs, here staying through a completed launch. Paying now, or paying regardless of the launch, gives the engineers money without a reason to stay. A permanent base increase raises fixed costs and may create pay-equity issues without linking pay to the project's completion.

46. Answer: C — Giving participants a knowledge test before and after the course

Level 2 measures learning, meaning the knowledge or skills participants gained, and a pre- and post-test shows that gain directly. End-of-course ratings measure Level 1 reaction. On-the-job observation measures Level 3 behavior, and changes in violation rates measure Level 4 results.

47. Answer: C — The difference between the results a strategy promises and what it delivers

The strategy execution gap is the shortfall between the value a strategy is expected to produce and the results it actually achieves, often caused by weak alignment, resourcing or follow-through. It is not a timing delay, a competitive comparison or a budget variance, though each can contribute to the gap.

48. Answer: D — Recommending the mentee for a high-visibility project

Kram described career functions as those that advance the mentee's career, including sponsorship, exposure and visibility, coaching, protection and challenging assignments. Recommending the mentee for a visible project provides exposure. Role modeling, friendship, counseling, and acceptance and confirmation are psychosocial functions that build the mentee's identity and confidence.

49. Answer: A — Tell both leaders about the conflict and ask them to resolve it together or with the CEO before HR acts.

When two senior leaders give contradictory directions, HR should not pick a winner or invent a compromise on its own authority. Making the conflict visible and asking the leaders, or the person they both report to, to decide keeps the decision with those accountable for it. Splitting the difference may seem diplomatic, but it satisfies neither directive and puts HR in the position of overriding both executives.

50. Answer: B — Include the bonus in the regular rate and recalculate overtime for the affected weeks

A bonus promised in advance for meeting production goals is nondiscretionary and must be included in the regular rate. When it covers a longer period, it is allocated back across the weeks in which it was earned, and extra overtime is owed for weeks with overtime hours. The timing of payment does not exclude it, and relabeling a promised bonus does not make it discretionary.

51. Answer: A — $2.0 million

EBITDA = net income + interest + taxes + depreciation + amortization = $1,000,000 + $200,000 + $300,000 + $400,000 + $100,000 = $2,000,000. Adding back only interest and taxes gives EBIT of $1.5 million, and leaving out amortization gives $1.9 million.

52. Answer: B — Explain that being replaced by a substantially younger worker can support a claim even if he is over 40.

In O'Connor v. Consolidated Coin Caterers (1996), the Supreme Court held that an ADEA plaintiff need not show the replacement was under 40; replacement by someone substantially younger is relevant evidence. A 19-year gap is significant. A replacement who is only slightly younger is not strong evidence, so the claim that any age gap automatically shows bias is wrong.

53. Answer: D — Job embeddedness theory

Job embeddedness theory (Mitchell and colleagues) explains why people stay rather than why they leave, using three dimensions: fit, links and sacrifice, both on the job and in the community. The psychological contract concerns unwritten mutual expectations between employee and employer, and equity theory concerns perceived fairness of inputs and outcomes compared with others.

54. Answer: B — 10.0%

The gap equals the difference divided by the comparison group's median: ($60,000 - $54,000) / $60,000 = $6,000 / $60,000 = 10.0%. Dividing by the lower median ($6,000 / $54,000 = 11.1%) uses the wrong base. The 90.0% figure is the pay ratio (the group earns 90 cents per comparison-group dollar), not the gap, and 6.0% mistakes the $6,000 difference for a percentage.

55. Answer: B — Pause, acknowledge his frustration, and ask him to explain his view of the targets

Defensiveness usually eases when the employee feels heard. Acknowledging the emotion and inviting his perspective lowers tension and may reveal real barriers, after which the manager can return to the performance expectations. Pressing ahead with the data ignores the reaction and tends to escalate it, while conceding the targets just to calm him undermines the standard.

56. Answer: D — Different assessments

Different assessments occur when people evaluate the change's costs and benefits differently from those initiating it, often because they have different information. Kotter and Schlesinger noted that such resistance can be valuable because the resisters may be right. The engineers understand the process, so misunderstanding does not apply.

57. Answer: A — Review where relocation money goes, then set tiered packages by job level with lump-sum options for some employees

Analyzing spending shows which services drive costs, and tiered packages match support to job level and hiring need, with lump sums controlling costs for simpler moves. A flat cap ignores real differences between moves and can hurt recruiting for senior roles. Ending relocation for entry-level hires shrinks the talent pool, and simply raising the budget leaves the cost problem unaddressed.

58. Answer: A — An arrest alone does not establish that the person engaged in the conduct

Many people who are arrested are never charged or convicted, so an arrest by itself is weak evidence of the conduct that might make someone unfit for a job; courts such as Gregory v. Litton Systems found arrest-based exclusions unjustified. An employer may consider the underlying conduct if it can show the conduct occurred and is relevant. Title VII itself does not ban arrest questions, although some state laws do.

59. Answer: C — International strategy

An international (home-replication) strategy exports the parent company's core competencies and products to foreign markets with limited adaptation and strong headquarters control. A global strategy also standardizes, but it designs products and operations for a worldwide market and integrates them across countries rather than replicating the home business.

60. Answer: B — 64%

Percent favorable counts the top two response options: (180 + 90) / 420 = 270 / 420 = 64.3%, or about 64%. Counting only Agree gives 180 / 420 = 43%, and 36% is the share of responses that are not favorable (150 / 420). The 75% figure would come from dividing favorable responses by a smaller base such as 360, which is not the total number of responses.

61. Answer: B — Internal validity is strong, but external validity to other offices has not been shown.

Random assignment and tight control support confidence that the program caused the retention gain in Denver, which is internal validity. Whether the result generalizes to offices with different labor markets, managers or roles is external validity, and one site cannot establish it. Random assignment strengthens causal conclusions within the study but does not make results apply to other populations or settings.

62. Answer: D — The first is performance benchmarking and the second is process benchmarking

Performance benchmarking compares outcome measures, such as retention rates, to see how results stack up. Process benchmarking examines how another organization carries out a process so practices can be adapted. Neither effort compares units within the same company, so internal benchmarking does not apply.

63. Answer: C — The crisis team makes strategic decisions for the organization, while the response team acts on site.

A crisis management team of senior leaders makes enterprise-level decisions about operations, communications, legal exposure and reputation. The emergency response team handles immediate on-site actions such as evacuation, first aid and coordination with first responders. Both act during an event, and the split is by role, not by type of hazard.

64. Answer: B — Draft a proposed role based on team needs and her skills and ask her manager to confirm

Taking initiative to propose a role that fits the new structure and her strengths gives the busy manager something concrete to react to and shows the self-direction expected during change. Continuing old duties duplicates work now assigned to other teams. Asking for a transfer is premature, and taking any requested task creates activity without clear priorities or accountability.

65. Answer: B — $28,000

Cost of a bad hire = recruiting + training + lost productivity + severance = $8,000 + $5,000 + $12,000 + $3,000 = $28,000. Leaving out severance gives $25,000. Leaving out lost productivity, often the largest and most overlooked cost, gives $16,000, and counting only recruiting and training gives $13,000.

66. Answer: A — Review compliance gaps such as I-9s and pay classifications and fix the highest legal risks.

In a company with no HR infrastructure, the first priority is to find and correct legal exposures, such as missing I-9s or misclassified employees, because they carry penalties and grow with each hire. A handbook, performance system and survey are all valuable but can follow once the biggest compliance risks are under control. The handbook is tempting, but writing it first delays fixes to problems that are already creating liability.

67. Answer: A — Cite specific examples and their effects, and tie the issue to goals he values, such as safety and retention.

Credible coaching relies on specific behaviors and their effects, framed in terms of outcomes the leader values. Linking his tone to turnover, safety reporting and team performance gives him a reason to listen. Dropping the issue ignores real complaints, escalating right away skips a chance to influence him, and a workshop alone does not address his dismissal of the feedback.

68. Answer: A — Set goals for each ride-along, have the veteran model calls, then observe the new rep and debrief.

Ride-along coaching works best when it is structured: clear goals, a demonstration by the veteran, a gradual shift to the new rep performing while the veteran observes, and regular debriefs. Unstructured shadowing depends on chance and often leaves gaps. Keeping the new rep as an observer until every call type has been seen delays practice, which is where most of the learning happens.

69. Answer: A — It supports the defense's second prong, if the company also used reasonable care

Where no tangible employment action occurred, the employer can avoid liability for supervisor harassment by proving it used reasonable care to prevent and promptly correct harassment and that the employee unreasonably failed to use the complaint procedures. Her unexplained failure to report for eight months supports the second element, but the employer must still prove the first. Strict liability applies only when a tangible employment action occurs.

70. Answer: D — Growth need strength moderates how people respond to enriched jobs

The job characteristics model holds that employees with high growth need strength respond strongly to enriched jobs, while those with low growth need strength may feel overloaded instead. Hygiene factors come from Herzberg's theory, not this model, and adding variety and autonomy does not reduce task identity.

71. Answer: C — Criterion contamination

Criterion contamination occurs when a performance measure includes factors that are not part of the employee's actual job performance, such as staffing levels outside the reps' control. Criterion deficiency is the reverse: the measure leaves out important parts of the job. Central tendency and halo are rater errors, not flaws in the criterion itself.

72. Answer: D — Define written criteria for potential and apply them to every nominee with evidence

Written, job-related criteria applied consistently to every nominee, with evidence and calibration, make the process fair, transparent and defensible. Unstructured manager judgment invites bias and inconsistency. Relying only on past performance ratings confuses performance with potential, and secrecy does not make decisions fair.

73. Answer: B — Meet with both to clarify interests and policy, then help them agree on how AI is used and reviewed.

Facilitating a conversation about each analyst's underlying interests, such as efficiency and accuracy and authorship, within the bounds of policy, gives them a chance to reach an agreement both can support. A manager's decree or siding with one analyst may end the dispute but leaves the other resentful. Splitting the reports avoids the conflict and can weaken the collaboration the joint report depends on.

74. Answer: D — Repeatedly disrupting operations with confrontational protests on the shop floor

Opposition must be reasonable in manner; protests that substantially disrupt operations or involve threats can lose protection even when the underlying concern is valid. Petitions, informal complaints to managers and refusing to carry out a practice the employee reasonably believes is discriminatory are recognized forms of protected opposition.

75. Answer: B — An inpatriate assignment at U.S. headquarters for a set period

An inpatriate assignment brings a foreign national to the parent-country headquarters, giving deep exposure to corporate processes and the chance to build relationships with decision-makers. Virtual mentoring and a short trip offer far less immersion, and an assignment to another foreign plant does not build headquarters networks.

76. Answer: A — Restating the department head's concerns and interests in her own words and asking if she got them right

Active listening involves paraphrasing what the other party said and checking for accuracy, which shows understanding and surfaces interests. Silent note-taking and nodding may look attentive but do not confirm understanding. Planning rebuttals while the other person speaks is the opposite of active listening.

77. Answer: B — Meet privately, raise the issue kindly and factually, and ask if any support is needed

A private, direct, respectful conversation is the most effective and humane approach. Asking whether anything is contributing leaves room for a medical, religious or personal reason that might call for an accommodation or support. A team-wide memo rarely reaches the right person and can embarrass the employee when coworkers guess its target, and jumping to a warning skips the conversation that usually resolves the issue.

78. Answer: A — Meeting at reasonable times and explaining its proposals, while declining to agree to a union demand

Section 8(d) requires the parties to meet at reasonable times and confer in good faith, but expressly does not compel either side to agree to a proposal or make a concession. Conditioning bargaining on a permissive subject, making unilateral changes to mandatory subjects during negotiations, and refusing relevant information the union needs are all classic indicators of bad-faith bargaining.

79. Answer: C — When the employer spends at least as much per older worker as it spends per younger worker.

The ADEA's equal-benefit-or-equal-cost principle lets an employer provide lower benefits to older workers if the cost it incurs for them is no less than the cost for younger workers, since some benefits cost more as people age. A waiver cannot license ongoing benefit discrimination, and swapping benefits for salary is not the test the regulations apply.

80. Answer: D — Partner with regional nursing schools on clinical rotations, tuition aid, and job offers.

When the local labor pool is thin and job boards have failed, building a pipeline with nursing schools through rotations, tuition support and early offers develops nurses who are more likely to stay in the area. More postings or longer postings repeat a channel that has not worked. Travel nurses can fill short-term gaps, but relying on them permanently is costly and does not build a stable staff.

81. Answer: B — Individuals are told how their data will be collected and used and are given options about certain uses.

Notice and choice, a long-standing fair information practice, means people are informed about what data is collected and how it will be used, and are given meaningful choices, such as opting out of uses beyond the original purpose. It does not involve regulator approval of each collection, it is broader than breach notice, and a one-time notice does not authorize unlimited later uses.

82. Answer: D — Processor

Under the GDPR, the controller decides why and how personal data is processed, and the processor handles data on the controller's behalf and under its instructions. Here the employer is the controller and the HRIS vendor is a processor, which requires a written data processing agreement. A data protection officer is an advisory role within an organization, not a vendor relationship.

83. Answer: A — Set clear request lead times and rules for coverage when many ask for the same day

A floating holiday policy works when there are clear rules on notice, approvals, carryover and coverage for popular dates, so it is fair and manageable. Asking employees to justify the day or limiting it to religious use defeats the purpose and invites claims of unequal treatment. Assigning dates centrally turns floating holidays back into fixed ones.

84. Answer: D — $260,000

The direct wage cost is $1.00 x 100 x 2,080 = $208,000, and adding the 25% roll-up gives $208,000 x 1.25 = $260,000. Stopping at $208,000 omits roll-up costs, subtracting 25% instead of adding it gives $156,000, and $52,000 is only the roll-up portion.

85. Answer: C — Run live video breakout role-plays using realistic angry-caller scenarios, with peer observers and coaching feedback.

Handling angry customers is a behavioral skill, so agents need to practice it and get feedback, and live video breakouts allow realistic role-play even for a remote team. A webinar and quiz builds knowledge but gives no practice. Listening to top performers is useful modeling, but without rehearsal and feedback it is less likely to change how agents actually respond on calls.

86. Answer: D — 1.5, meaning $1.50 of current assets for each $1 of current liabilities

Current ratio = current assets / current liabilities = $2.4 million / $1.6 million = 1.5, so there are $1.50 of current assets available to cover each $1 of obligations due within a year. Inverting the ratio gives 0.67. The ratio measures liquidity, not profit, and the dollar difference ($800,000) is working capital, not a cash surplus.

87. Answer: C — Ask her to explain the discrepancy, then apply the falsification policy as it has been applied to others.

Verification errors happen, so HR should first give the finalist a chance to explain, for example a records mix-up or a degree finished under another name. If she misrepresented the degree, applying the falsification policy consistently with past cases protects fairness and limits discrimination risk. Withdrawing without contact risks acting on an error, and ignoring or quietly filing the issue undermines the policy and treats candidates unequally.

88. Answer: C — Brief managers on the course goals and give them a guide for pre- and post-course talks with staff.

Manager involvement before and after training is one of the strongest supports for transfer. A pre-launch briefing with a discussion guide lets managers set expectations before the course and reinforce the skills afterward. Sending the agenda after the training misses the chance to set expectations, and relying on employees to brief their managers leaves the gap to chance.

89. Answer: D — Complete Supplement B of her original Form I-9 instead of a new form

When an employee is rehired within 3 years of the date the original Form I-9 was completed, the employer may complete Supplement B (Reverification and Rehires) instead of a new Form I-9. Completing a new form is also allowed but not required, so saying rehires always need a new form is wrong. Doing nothing does not record the rehire. Section 1 of the original form is not redone.

90. Answer: C — Explain that EAP use is confidential, so HR does not know, and coach her on managing his performance

Employees who use an EAP voluntarily have their participation kept confidential, and providers report usage to employers only in aggregate, so the manager's focus should stay on performance expectations. Even confirming contact would breach confidentiality without the employee's signed consent, which is generally sought only in formal referrals. Having the manager ask him directly pressures him to disclose and can discourage use of the program.

91. Answer: D — $15,600

Annual hours = 40 x 12 = 480. Wage cost = 480 x $25 = $12,000. Adding the 30% benefits load gives $12,000 x 1.30 = $15,600. Leaving out benefits gives $12,000, using only one month gives $1,300 (40 x $25 x 1.30), and $3,600 is just the benefits portion.

92. Answer: D — Submit a purchase request with a business case to the required approver before committing to the vendor

Approval thresholds apply to the total commitment, so the manager should seek approval before signing, supported by a business case. Billing monthly to stay under the limit splits the purchase to avoid controls. Having the money in the budget does not replace the required approval, and signing first commits the company before anyone authorized has agreed.

93. Answer: B — A written job description prepared before the job was advertised

The regulations list evidence including the employer's judgment, written job descriptions prepared before advertising or interviewing for the job, the time spent on the function, the consequences of not requiring it, collective bargaining terms and the experience of past and current incumbents. A description rewritten after an accommodation request carries little weight because it may be shaped by the dispute.

94. Answer: C — Reaction ratings do not measure results, so no monetary benefit has been shown.

ROI requires converting business results to money and comparing them with fully loaded costs, and satisfaction ratings provide neither. ROI and BCR are both valid ways to express returns, so the format is not the issue. Collecting the same reaction ratings later still would not show monetary benefits.

95. Answer: B — A semantic barrier caused by unfamiliar jargon

Semantic barriers occur when the sender and receiver do not share the meaning of words or symbols, as with undefined acronyms and insider jargon. The packet's delivery format is not the problem, and nothing in the facts suggests anxiety or distrust is driving the confusion. Defining terms or replacing them with plain words removes the barrier.

96. Answer: C — Holding back part of workers' earned wages until their contracts end

The ILO lists 11 indicators of forced labor, including withholding of wages, debt bondage, retention of identity documents, restriction of movement and excessive overtime. Withholding earned pay keeps workers from leaving freely. A notice requirement, lawful piece rates and paid training do not by themselves restrict a worker's freedom to leave.

97. Answer: A — Blind area

The blind area holds things others know about a person that the person does not know about himself, which describes behavior coworkers see but the manager does not. The hidden area is what he knows but keeps from others. The open area is known to both, and the unknown area is known to no one. Feedback is the main way to shrink the blind area.

98. Answer: D — "We will keep this as confidential as we can and share it only with those who need to know."

An investigation requires sharing information with the accused, decision-makers and sometimes witnesses, so HR can promise only limited confidentiality on a need-to-know basis. Promising complete confidentiality, or a veto over disclosure, is a promise HR cannot keep and damages trust when it is broken. Telling the person that statements may be shared widely overstates the risk and discourages candor.

99. Answer: C — Employee and steward meet the supervisor, then appeal to higher management and HR, then go to arbitration.

Grievance procedures usually begin with an informal or written step involving the employee, the steward and the immediate supervisor, then move through higher levels of management, HR and union officials. If it is still unresolved, the union may take the grievance to binding arbitration, which is the final step. The NLRB handles unfair labor practice charges, not contract grievances, and arbitration comes last.

100. Answer: A — Require offers to be set from the role's pay range and job-related factors

Basing offers on prior pay carries past pay gaps into the new job, which creates pay equity risk and is restricted in many jurisdictions. Setting pay from the job's range and legitimate factors such as skills and experience fixes the root problem. Verifying prior salary, capping the premium or making disclosure voluntary all keep current pay as the anchor, so the inequity continues.

101. Answer: B — Analyze adverse impact by age and review rankings with counsel

Subjective rankings that fall heavily on workers 40 and older create ADEA disparate impact and disparate treatment risk, so HR should analyze the impact and verify that the selection criteria are job-related and reasonable before finalizing. Adjusting the list purely by age is itself age-based decision-making, and steering only older workers toward retirement can look coercive.

102. Answer: D — Call a short recess, then resume and focus on the grievance facts

A brief recess lowers emotions without denying the union its role, and reconvening on the facts keeps the contractual process on track. Removing the steward interferes with the union's representation rights. Ending the meeting skips a step the contract provides, and rescinding the warning concedes the grievance without review.

103. Answer: A — To find and fix workplace problems that might lead employees to seek a union

A vulnerability audit looks at employment practices, such as pay, fairness of discipline, communication and supervisor behavior, to find gaps that could make employees receptive to organizing, so the employer can address them. It should focus on practices, not on identifying individual union supporters, which could amount to unlawful surveillance. An employer cannot lawfully ban employees from unionizing.

104. Answer: B — Create an HR technology lead role to coordinate the tools, data standards and vendor relationships.

The problems stem from fragmented ownership, so a single HR technology lead can set common data rules, manage integrations and coordinate vendors while specialists remain the subject-matter experts for their processes. A monthly meeting shares information but leaves no one accountable for consistency. Handing everything to IT separates the tools from the HR processes they serve, and three data scientists would be costly for a department of 15.

105. Answer: B — The company stays the employer, and its liabilities remain with it under new ownership.

In a stock purchase, only the ownership changes; the legal entity that employs the workers stays the same, so employment continues and the entity keeps its existing liabilities. That is why buyers rely on due diligence and contract protections such as indemnification. Choosing which liabilities to assume is a feature of asset purchases, not stock purchases.

106. Answer: A — Advise against discipline, since the post is likely protected, and look into the safety concerns.

Section 7 of the NLRA protects concerted activity about working conditions, including safety, for most private-sector employees whether or not they are in a union. A post raising concerns shared with coworkers is likely protected, so disciplining him or pressing him to remove it risks an unfair labor practice charge. A broad policy banning criticism of management cannot override that protection.

107. Answer: D — Compare ratings with objective results and discuss them in cross-country sessions

Calibration should anchor ratings to evidence such as goal results and behavior examples and discuss them across countries so the scale means the same thing everywhere. A blanket one-point increase is arbitrary and could inflate weak performers. Accepting the ratings as given leaves strong performers in that country disadvantaged for pay and promotion, and a forced distribution does not fix how the scale is interpreted.

108. Answer: B — Translating organizational objectives into aligned division, team and individual goals

Goal cascading moves organizational objectives down through divisions, teams and individuals so that each level's goals support the level above. Rolling personal goals up into company goals describes a bottom-up approach, which reverses the direction of cascading.

109. Answer: C — Control chart

A control chart plots a measure over time against a center line and upper and lower control limits, which separates common-cause variation from special-cause events. Points outside the limits or unusual patterns signal that something has changed. A Pareto chart ranks causes, a scatter diagram compares two variables, and a fishbone diagram brainstorms causes.

110. Answer: D — Workforce data on talent risks and capabilities tied to the bank's planned business goals

At a planning offsite, HR adds value by showing how workforce capabilities, gaps and risks affect the business goals under discussion. A summary of HR accomplishments looks backward and centers on the HR function rather than the bank's strategy, and system or policy proposals are operational matters for other forums.

111. Answer: A — $20,000

Profit per employee = (revenue - expenses) / employees = ($30,000,000 - $27,000,000) / 150 = $3,000,000 / 150 = $20,000. Dividing revenue alone by headcount gives $200,000, which is revenue per employee, and dividing expenses gives $180,000, which is expense per employee.

112. Answer: B — Explain that exempt status turns on salary and duties, so she remains nonexempt.

Under the FLSA, a job title never determines exemption. An employee must meet the salary tests and the duties test, and routine clerical work following set procedures does not meet the administrative duties test. Raising her salary alone would not make her exempt, and employees cannot waive FLSA overtime rights by agreement.

113. Answer: C — Yes, because the election falls within 12 months of the start of the strike

Under Section 9(c)(3) of the NLRA, economic strikers who are not entitled to reinstatement may vote in any election held within 12 months after the strike begins. Their permanent replacements are also eligible. Voting does not depend on an offer to return, and after 12 months the replaced strikers lose eligibility.

114. Answer: C — Treat this as an accommodation request under the PWFA, discuss options and stop assigning points.

The Pregnant Workers Fairness Act requires employers with 15 or more employees to reasonably accommodate known limitations related to pregnancy, absent undue hardship, and a later start time or excused tardiness for morning sickness is a common example. Penalizing her for needing accommodation can violate the PWFA. The employer cannot force leave when another reasonable accommodation would work, and requiring proof of a high-risk pregnancy is unnecessary documentation.

115. Answer: C — Purchase-of-expertise model

In the purchase-of-expertise model, the client has already defined the problem and buys a specific service or solution from the consultant. The doctor-patient model would apply if the manager had asked HR to find out why hires are failing and recommend a fix. The risk of this model is that the client's own diagnosis may be wrong, so HR may want to confirm it.

116. Answer: A — $2,480

The increase is salary times the matrix percentage: $62,000 x 0.04 = $2,480. Using the rating and the quartile as separate percentages, or rounding the salary before multiplying, produces the other amounts.

117. Answer: B — Begin an external search now, aim for overlap with the current manager, and document key processes.

When no internal candidate is near ready, small firms usually need to hire externally, and starting early allows overlap and knowledge transfer before the incumbent leaves. Promoting someone who isn't ready sets them up to fail, and waiting until departure loses the chance to transfer knowledge.

118. Answer: B — They identify financially material sustainability topics specific to each industry.

The SASB Standards are industry-specific: they identify the sustainability topics most likely to affect a company's financial performance in each of 77 industries, for use in reporting to investors. A framework built around a company's impacts on society and all stakeholders, such as GRI, takes a broader view of materiality. SASB does not certify management systems, which is the role of standards such as ISO 14001.

119. Answer: D — Move all I-9s to a separate file so inspectors see only I-9s and fewer people see the documents

Keeping I-9s together in a separate file is a widely recommended practice: in a government inspection only the I-9s are handed over, not entire personnel files, and managers who review personnel files do not see citizenship or national origin information that could feed a discrimination claim. No rule requires I-9s to be kept in personnel files. Destroying and redoing current employees' forms creates new compliance problems, and scanning into the same personnel files keeps the exposure.

120. Answer: C — Review objective evidence of the decline and how peers were treated, and involve a neutral manager in any PIP decision.

Performance can still be managed after a complaint, but the timing and the supervisor's involvement create retaliation risk, so HR should first confirm the decline is real, documented, and treated as it would be for others, ideally with a neutral reviewer. Approving the PIP without that check ignores the risk, and a blanket freeze on performance action is neither required nor sound practice.

121. Answer: A — Small-group listening sessions led by managers, with concerns tracked and answered

Small-group listening sessions are two-way: employees can raise concerns in a setting that feels safe, and tracking and answering the concerns shows they matter. FAQs, recorded CEO videos and newsletters are useful for sharing information, but they are one-way channels that do not reliably draw out what employees are worried about.

122. Answer: A — A primary care gatekeeper who makes referrals, and coverage limited to in-network providers except emergencies

HMOs typically require members to choose a primary care physician who coordinates care and refers to specialists, and they generally cover only in-network care apart from emergencies. Out-of-network coverage without referrals describes a PPO. A high-deductible plan paired with an HSA is an HDHP, and free choice of any provider with reimbursement describes a traditional indemnity plan.

123. Answer: D — Ask the managers to walk through evidence for several ratings against the written rating definitions.

Calibration works by having managers explain the evidence behind ratings against shared standards, which surfaces leniency and brings consistency without imposing an arbitrary quota. The department may truly have strong performers, so a forced cap could be unfair. HR re-rating employees itself would replace managers' firsthand knowledge with HR's limited view of the work.

124. Answer: C — No, because serious strike misconduct of this kind can disqualify a striker from reinstatement

Strikers who engage in serious misconduct, meaning conduct that would reasonably tend to coerce or intimidate others in exercising their rights (Clear Pine Mouldings), may be denied reinstatement. Threatening a replacement with a weapon clearly meets that standard. A criminal conviction is not required, and the employer should document the conduct and apply the standard consistently.

125. Answer: D — Give as much notice as practicable and briefly explain why the notice period is shorter

The exception reduces the notice period but does not eliminate notice: the employer must give as much notice as is practicable and include a brief statement of the basis for reducing the notice period. Paying wages in lieu of notice is a way to limit liability when notice is short without a valid exception, not a requirement once the exception applies. No state approval is required, and employees are still entitled to notice.

126. Answer: B — Explore a later start time or shift swap, if operations allow, using criteria applied to all requests.

Caregiver status is not a federally protected class requiring accommodation, but flexible scheduling can retain a good performer when operations permit, so long as the same criteria are applied to similar requests. Exempting her from the policy creates inconsistent treatment. Moving straight to discipline is lawful if applied consistently but skips a practical solution, and treating caregivers differently based on sex stereotypes could create risk.

127. Answer: B — $22,400

Participant time cost = employees x hourly rate x hours = 40 x $35 x 16 = $22,400. Using only one 8-hour day gives $11,200, and multiplying just employees by the rate ($1,400) leaves out the hours entirely. Adding a benefits load would raise the fully loaded figure further.

128. Answer: B — The duty to diversify investments to limit the risk of large losses

ERISA requires fiduciaries to diversify plan investments so as to minimize the risk of large losses, unless it is clearly prudent not to. Concentrating 90% of assets in one fund is a textbook diversification problem. The duty of loyalty concerns acting in participants' interest rather than one's own, and nothing in the facts suggests self-dealing.

129. Answer: C — Hold listening sessions and use the input to add quiet rooms and work norms

When the decision itself is set, HR can still reduce resistance by listening to concerns and adjusting how the change is carried out, such as adding quiet rooms and agreeing on noise norms, so employees see that their input matters. Restating the business case does not address the actual concerns. Offering a vote on a decision already made, or blanket full-time remote work, makes promises the organization cannot or should not keep.

130. Answer: A — Purpose, picture, plan and the part each person plays

Bridges' four Ps are purpose (why the change is happening), picture (what the result will look and feel like), plan (the steps to get there) and part (the role each person will play). The other sets sound plausible but are not Bridges' framework; one resembles a business case and another a technology implementation checklist.

131. Answer: C — Lagging measures show results, while leading ones signal whether results will follow

Lagging measures such as profit or retention confirm what was achieved but arrive too late to change course. Leading measures such as training completion or process quality predict future outcomes, so managers can act early. Neither type is limited to financial or nonfinancial measures.

132. Answer: B — It rests on an age stereotype rather than observed behavior and creates ADEA risk

The rating is based on an assumption about older workers rather than documented behavior, which is both a rating error and potential evidence of age discrimination under the ADEA, which protects workers 40 and older. Technology skills can be a legitimate job-related criterion, but only when rated on observed performance, which is missing here.

133. Answer: A — Comparing benefit vendor proposals and recommending which plan the company should adopt

Discretion and independent judgment means comparing and evaluating possible courses of conduct and making or recommending a decision on matters of significance. Evaluating vendor proposals and recommending a plan fits that definition. Checking I-9 documents against the lists, applying a pay grid and following a termination checklist all apply well-established procedures, which does not count, even though errors in them could matter.

134. Answer: D — The Abilene paradox

The Abilene paradox, described by Jerry Harvey, occurs when a group collectively agrees to an action that no individual member actually wants because each misjudges the others' preferences and avoids voicing disagreement. Groupthink is driven by pressure for cohesion and conformity to a view the group actually holds, rather than by mistaken beliefs about one another's preferences.

135. Answer: C — Apologize to the team directly, acknowledge the impact of the joke, and avoid sarcasm in written messages.

Tone is easily lost in writing, and sarcasm often reads as contempt. A direct, sincere apology from the supervisor that acknowledges the impact, rather than explaining the intent, is the best way to rebuild trust. Explaining that it was a joke can sound like an excuse, silence lets resentment grow, and an apology sent by HR shows the supervisor is not taking ownership.

136. Answer: A — Notify the employees and remove the ineligible dependents prospectively under the plan terms.

Under the ACA, coverage can be rescinded retroactively only for fraud or intentional misrepresentation of material fact, and then only with 30 days' advance notice. Without evidence of fraud, HR should give notice and end coverage prospectively according to the plan document, and may tighten verification going forward. Keeping ineligible people on the plan raises costs and can conflict with insurance contracts.

137. Answer: B — Redirect routine questions to shared services and tell employees how to reach it

In a three-pillar HR model, shared services handles high-volume transactional inquiries so business partners can focus on business priorities. Redirecting the questions and teaching employees how to use the center fixes the root cause. Hiring an assistant or batching the questions keeps transactional work with the business partner.

138. Answer: B — The plan rewards lower cost per unit, and higher overtime and scrap left costs above the baseline.

Gainsharing plans share the value of measured gains, here cost savings per unit against a baseline. Producing more units does not create a gain if overtime and scrap pushed cost per unit above the baseline. Explaining the formula with the actual numbers helps employees see what they can influence. Gainsharing is a group plan based on operational measures, not company profit, which is profit sharing.

139. Answer: B — Ethical fading

Ethical fading occurs when framing a decision in business terms such as cost or efficiency causes its ethical dimensions to fade from awareness, so people do not see it as an ethical choice. Groupthink involves suppressing dissent to keep consensus, which is different from failing to notice the ethical issue at all. Moral licensing and escalation of commitment describe other biases.

140. Answer: C — 1.33

HR staff per 100 employees = (HR staff / employees) x 100 = (6 / 450) x 100 = 1.33. Multiplying by 10 gives 0.13 and by 1,000 gives 13.33, and dividing employees per HR staff member (450 / 6 = 75) by 100 gives 0.75, which inverts the ratio.

141. Answer: B — Tell finance promptly and submit a revised figure with the added taxes

The best response to a budget error is to correct it openly and promptly, before approval, so finance can plan for the real cost. Waiting and covering it later hides the error and may squeeze other programs. Cutting the bonus pool changes a compensation decision to cover a mistake, and putting off the fix leaves this year's numbers wrong.

142. Answer: B — Contingent reward

Contingent reward is a transactional leadership behavior in which a leader clarifies what must be done and exchanges rewards for meeting the target. Management by exception means stepping in only when problems occur, and individualized consideration and inspirational motivation are transformational behaviors.

143. Answer: C — About 27%

2% of 5,000 = 100 employees engage in misconduct; the tool flags 90% of them, or 90 true positives. Of the other 4,900, 5% are wrongly flagged, or 245 false positives. Of the 335 employees flagged, 90 / 335 = about 27% are true cases. Sensitivity (90%) and specificity (95%) describe the test, not the share of flags that are correct, and 73% is the share of flags that are false.

144. Answer: D — Consolidating transactional HR work in one unit for scale and consistency

A shared services center pulls routine, transactional HR work (payroll questions, data changes, benefits administration) into one unit to gain economies of scale, standard processes and consistent service. Embedding advisers in business units describes HR business partners, and designing enterprise programs describes centers of excellence. Shared services does not shift decision authority away from managers.

145. Answer: B — Scan external political, economic, social, technological, legal and environmental trends

PESTLE is an external scanning tool that looks at political, economic, social, technological, legal and environmental factors, such as labor supply, automation and new laws, that could change future hiring needs. Rating HR's strengths and weaknesses is an internal assessment. A pay comparison and current vacancy data are useful inputs but do not provide the broad external scan PESTLE is designed for.

146. Answer: B — Can affected employees understand and contest the recommendations the tool makes?

An ethics review looks beyond accuracy to how a tool affects people, and transparency and the ability to contest decisions are core safeguards when an algorithm influences careers. Speed, system integration and vendor references are legitimate procurement questions, but they address efficiency and implementation, not the ethical effects on the employees being evaluated.

147. Answer: D — Avoiding unjustified differences both in how people are treated and in outcomes across groups.

Fairness addresses both treatment and outcomes: a system should not treat people differently without justification or produce unjustified disparities across groups. Applying the same algorithm to everyone covers treatment but ignores disparate outcomes. Mandating identical selection rates amounts to quotas, and explaining model weights describes transparency, a separate principle.

148. Answer: A — "The company may impose any level of discipline, including immediate termination, based on the offense."

Reservation language states that the company may skip steps, so the progressive process is a guideline rather than a promise. Clauses that guarantee each step, a set number of warnings or just cause can be read as contractual commitments that limit at-will employment and expose the employer to claims when it skips steps for serious misconduct.

149. Answer: D — $61,800

Aging moves survey data forward to the current date: $60,000 x (1 + 0.03 x 12/12) = $60,000 x 1.03 = $61,800. Subtracting the increase gives $58,200, aging for only six months gives $60,900, and doubling the rate gives $63,600.

150. Answer: C — Send corrected statements with a brief explanation of the error, and fix the data process.

The plan document, not the statement, controls the match, so the company does not owe the overstated amounts. But leaving known errors uncorrected undermines trust, so HR should promptly send the affected employees corrected statements with a clear explanation and fix the root cause before the next cycle. Recalling every statement is out of proportion to an error that affected a defined group.

151. Answer: C — Matrix dual reporting, in which managers must negotiate priorities for shared staff

In a matrix organization, employees report to both a functional manager and a project manager. Dual reporting gives flexibility but creates competing demands, so the two managers must agree on priorities. Unity of command is the principle a matrix structure departs from, a projectized structure gives full control to the project manager, and span of control concerns how many people one manager supervises.

152. Answer: C — It covers most job contracts but exempts transportation workers

In Circuit City (2001), the Court held that the FAA's exemption for contracts of employment of seamen, railroad employees and other workers engaged in foreign or interstate commerce applies only to transportation workers. Arbitration agreements in other employment contracts are covered by the FAA.

153. Answer: C — Coercing, threatening, or interfering with anyone exercising ADA rights or helping others exercise them

The ADA's interference provision makes it unlawful to coerce, intimidate, threaten, or interfere with anyone exercising ADA rights or aiding or encouraging others to do so, such as pressuring an employee to withdraw an accommodation request. Pre-offer disability inquiries are restricted by a different ADA provision, and reasonable documentation requests for an accommodation that is not obvious are generally permitted.

154. Answer: B — Fundamental attribution error

The fundamental attribution error is the tendency to attribute others' outcomes to personal factors such as effort or ability while underweighting situational causes, here a supplier shortage outside the coordinator's control. The horns effect would involve one negative trait lowering unrelated ratings, which is not what is described.

155. Answer: B — Compare absence data with overtime schedules to see whether absences track the extra hours before changing policy.

Linking the absence trend with scheduling data tests whether fatigue or work-life conflict from the overtime is driving the increase, which tells HR what to fix. Tightening penalties may suppress absences briefly while worsening fatigue and turnover. Ending the mandate assumes causation from timing alone and ignores the production need behind it.

156. Answer: C — Group mentoring

Group mentoring pairs one experienced mentor with several mentees at once, so mentees benefit from both the mentor and one another. Peer mentoring involves colleagues at about the same level, reverse mentoring has a junior employee advising a senior one, and team coaching works with an intact team on its shared performance rather than on individual careers.

157. Answer: A — Parsing resumes and tracking each candidate's progress through hiring stages

An ATS manages recruiting: posting jobs, collecting and parsing applications, moving candidates through stages, scheduling interviews and supporting compliance reporting. Payroll, benefits administration and time tracking are handled by other HR systems, even when they are part of the same software suite.

158. Answer: C — Within 72 hours of becoming aware of the breach, where feasible

Article 33 of the GDPR requires a controller to notify the competent supervisory authority without undue delay and, where feasible, within 72 hours after becoming aware of a breach, unless it is unlikely to result in a risk to individuals. Late notifications must include reasons for the delay. Waiting for a full investigation is not permitted, because information may be provided in phases.

159. Answer: B — Job sharing

Job sharing divides one full-time position between two or more part-time employees who share its responsibilities. Work sharing is different: it reduces hours across a group of employees, often with partial unemployment benefits, to avoid layoffs. Job rotation moves employees through different roles for development.

160. Answer: D — About 7.4%, which falls short of the 15% policy

The differential is measured from the subordinate's pay: ($58,000 - $54,000) / $54,000 = 7.4%, well below the 15% policy. Dividing by the supervisor's pay instead gives 6.9%, using the $4,000 gap as a percentage gives 4%, and treating 15% as a ceiling rather than a minimum misreads the policy.

161. Answer: C — Invite all 60 employees, since a census is feasible and avoids sampling error.

In a small population, surveying everyone is practical, gives every employee a voice on a decision that affects them all and eliminates sampling error. A small manager-chosen group is likely to be unrepresentative. A random sample of 10 would still carry large sampling error and does not remove nonsampling issues such as wording or nonresponse, so it is weaker than a census here.

162. Answer: A — Affiliative

Goleman found the affiliative style, which puts people and emotional bonds first, most effective for healing rifts in a team and rebuilding trust after stressful events. Pacesetting would add pressure to a fragile team, and coercive leadership damages climate. Coaching focuses on long-term development rather than repairing broken trust.

163. Answer: A — The plaintiff must prove age was the but-for cause; a motivating-factor showing is not enough.

In Gross v. FBL Financial Services (2009), the Supreme Court held that the ADEA does not authorize mixed-motive claims, so the plaintiff must prove that age was the but-for cause of the action. Title VII, by contrast, allows a plaintiff to establish liability by showing a protected trait was a motivating factor, with remedies limited if the employer proves the same-decision defense. But-for cause does not mean sole cause, so the sole-reason description overstates the standard.

164. Answer: A — Reliability

Reliability is the ability to perform the promised service dependably and accurately, which is exactly what consistent, on-time and error-free confirmations show. Responsiveness is willingness to help and to provide prompt service when asked, assurance is staff knowledge and courtesy that inspire trust, and tangibles are the physical facilities, equipment and materials.

165. Answer: B — Threat, because it is an outside condition that could harm the hospital

In SWOT, strengths and weaknesses are internal, while opportunities and threats are external. A regional labor shortage affects all area hospitals and comes from outside the organization, so it is a threat. It may expose internal weaknesses, such as slow recruiting, but the shortage itself is not internal.

166. Answer: A — That the investigation is complete, appropriate action was taken, and she should report any retaliation or further concerns.

Complainants should know the matter was taken seriously and closed, that the company acted, and how to report retaliation or new problems. Details of another employee's discipline and the full report are usually kept confidential. Saying nothing at all leaves the complainant believing nothing happened, which undermines trust in the reporting process, and steering her toward the accused is inappropriate.

167. Answer: B — Promptly, as soon as she learns of the new relationship

Conflict policies require disclosure as soon as a conflict arises so it can be managed before it affects any decision. The annual certification is a periodic backstop, not the only disclosure point; waiting until January would leave months in which she manages the vendor with an undisclosed interest. Waiting for a contract renewal ignores the many day-to-day decisions she makes about the vendor.

168. Answer: C — $52,000

The median requires sorting first: $45,000, $47,000, $49,000, $52,000, $55,000, $58,000, $61,000. With seven values, the median is the 4th, $52,000. $49,000 is the 4th value in the unsorted list, $53,000 is the midpoint of the lowest and highest salaries, and $52,429 is the mean ($367,000 / 7).

169. Answer: A — A private live video meeting with the employee's manager and HR present

Remote employees deserve the same respect as on-site staff, so each should hear the news in a private, live conversation, typically by video, with the manager and HR present, followed by written details. Email and voicemail feel impersonal and allow no immediate questions. A group call strips away privacy and makes it hard to address each person's situation.

170. Answer: B — To keep an accurate history and let retroactive and future-dated changes process correctly

Effective dating stores each change with the date it applies, so the system keeps a full history and can calculate retroactive pay, process raises entered in advance and report what a record looked like on any past date. The entry date and effective date are often different, which is the point of the feature. Effective dating does not limit how many edits are made or replace approval workflows.

171. Answer: B — Ask the analyst to help frame the issue so it gets a root-cause review through IT's process.

Cross-functional relationships are most valuable when they help HR navigate the other function's process and secure a lasting fix. Informal favors outside the ticket system bypass controls, hide the problem and strain the relationship. Escalating over a willing contact damages goodwill, and training HR to keep correcting errors leaves the root cause unresolved.

172. Answer: A — Shifting explanations can be used as evidence that the stated reason is pretext

Inconsistent or changing reasons for an adverse action are classic evidence of pretext, because they suggest neither reason is the real one. HR should find out what actually drove the decision and make sure the record is accurate rather than adding new rationales. WARN applies only to plant closings and mass layoffs, and ordinary business memos are not privileged.

173. Answer: C — Yes, because refusing an act the employee reasonably believes is unlawful is protected opposition.

The opposition clauses of the ADEA and Title VII protect employees who refuse to take part in practices they reasonably and in good faith believe are discriminatory. The employee need not file a charge, and protection does not depend on being in the protected class. Opposition can be informal; it is not limited to formal complaints.

174. Answer: A — So each workweek totals 40 hours and nonexempt staff earn no overtime

FLSA overtime is based on each fixed workweek, and hours cannot be averaged across two weeks. Splitting the 8-hour Friday puts 4 hours in each workweek, so each week totals 36 + 4 = 40 hours and no federal overtime is owed. The FLSA has no daily overtime rule, which is why the 9-hour days are not the concern.

175. Answer: D — No, because a group petition about a supervisor's treatment of staff is likely protected

Employees acting together to protest a supervisor's treatment of them, including asking for a supervisor's removal, is generally protected when the supervisor's conduct directly affects their working conditions. The clinic does not have to grant the request, but it may not punish the nurses for making it. A policy requiring individual complaints cannot override Section 7 rights.

176. Answer: C — The leavers who responded may differ from those who did not, so confirm with other data first.

With a 15% response rate, nonresponse bias is a serious risk: the employees who chose to respond may have had different reasons for leaving than the 85% who did not. HR should check the finding against other sources, such as stay interviews, pay data, or turnover by pay level, before presenting it as the main driver. There is no universal response-rate cutoff that makes results valid, and anonymity does not remove nonresponse bias.

177. Answer: C — Yes, because incapacity due to pregnancy is a serious health condition

FMLA regulations treat any period of incapacity due to pregnancy, or prenatal care, as a serious health condition, even if the employee does not receive treatment during the absence and even if the absence lasts fewer than 3 consecutive days. The more-than-3-days and treatment rules apply to the general continuing-treatment category, not to pregnancy. No overnight hospital stay is required.

178. Answer: D — Report the theme with identifying details removed and route the concern to the right leader.

HR should keep the confidentiality promise by removing identifying details while still acting on the substance, for example by summarizing it as a theme for the manager's leader or HR business partner. Sharing the verbatim comment could expose the respondent to retaliation. Deleting it discards useful feedback, and contacting her would reveal that her survey answers were traced to her.

179. Answer: A — Empathy

In SERVQUAL, empathy means caring, individualized attention, including convenient hours and understanding each customer's specific needs. Responsiveness is about willingness to help and speed of service, assurance is competence and courtesy that inspire confidence, and reliability is delivering the promised service accurately and dependably.

180. Answer: D — Proximity bias

Proximity bias is the tendency to favor people who are physically closer or more visible, which in hybrid settings disadvantages remote workers regardless of their output. Affinity bias is favoring people who share one's background or interests, which is not what drives this pattern. Judging results with clear outcome measures helps counter proximity bias.

181. Answer: C — Remove the pay questions or coordinate them with the union first

Asking represented employees directly about wages and premiums for the next contract can be seen as direct dealing, which bypasses the union on mandatory bargaining subjects. Anonymity does not fix this, because the problem is dealing with employees instead of their representative. The union represents everyone in the bargaining unit, members or not, so limiting the questions to nonmembers does not help.

182. Answer: D — Ordinal; the gaps between points may not be equal, so means need care

Likert responses are ordered categories, which makes them ordinal: "agree" is higher than "neutral," but the distance between points is not known to be equal. Analysts often report means of Likert items, but they should recognize that this treats the data as interval and should also show medians or response distributions. The responses are more than nominal because they have a clear order.

183. Answer: C — People can use all five modes and can learn to choose them by situation

The Thomas-Kilmann model treats the five modes as behaviors, not fixed personality types. Everyone is capable of each mode, people often have habitual preferences, and effectiveness comes from learning to match the mode to the situation. Claiming that only collaborating is learnable misstates the model, which treats every mode as useful in the right circumstances.

184. Answer: D — Working with division leaders to align people practices with their business goals

An HR business partner works alongside business leaders to understand their goals and bring HR solutions that help achieve them. Transactions usually move to shared services, and enterprise program design sits with centers of expertise. An HRBP may become involved in complaints, but acting as the division's complaint desk is not the core purpose of the role.

185. Answer: C — Ability

Ability is the set of skills and competencies that give a party influence within a specific domain; accurate, expert answers demonstrate it and make HR a credible source. Benevolence reflects goodwill and integrity reflects adherence to acceptable principles, neither of which is the main driver here. Intimacy is an element of Maister's trust equation rather than a Mayer factor.

186. Answer: C — Show cost-per-hire alongside retention by source to compare the full value of each

Cost-per-hire measures acquisition cost only. When referral hires stay twice as long, the organization replaces them less often, which can make referrals the better value overall. Putting cost and retention side by side gives the manager an informed basis for the decision. Ending, expanding or splitting the program before that comparison would act on incomplete information.

187. Answer: C — Investigate, then hold the executive accountable to the same standards as everyone else.

What leaders tolerate tells employees what the culture really values; letting a top performer bully others signals that results excuse misconduct and erodes trust and engagement. HR should investigate and apply the same standards to everyone. An informal mention by the manager who has already ignored the behavior is unlikely to change it, and moving the complainants punishes the wrong people and can look retaliatory.

188. Answer: D — The problem, the recommended solution, its cost and the expected return

An executive summary gives decision-makers the essentials up front: the problem, the recommendation, what it costs and what it will return. Detailed project plans, research reviews and analyses of each alternative belong in the body or appendices. Including them in the summary buries the key points busy executives need.

189. Answer: B — Document her account and open an investigation, since current employees may still be affected.

An exit interview complaint still puts the employer on notice, and the alleged conduct may be affecting other employees who remain. HR should document the details and investigate, even if the departing employee chooses not to participate further. Taking no action or waiting for more complaints risks continuing harm and liability, and tying a review to a release would look like an attempt to buy silence.

190. Answer: C — There is no ZOPA, because the employer's maximum is $4,000 below the candidate's minimum

A ZOPA exists only when the buyer's maximum is at or above the seller's minimum. Here $68,000 - $72,000 = -$4,000, so there is a $4,000 gap and no salary both parties would accept. A deal requires one side to move its reservation point, for example through a higher budget, a signing bonus or other terms; splitting the difference at $70,000 would fall outside both limits.

191. Answer: C — Avoid actual, apparent or potential conflicts and disclose any that arise.

The SHRM Code asks HR professionals to maintain stakeholder trust by avoiding activities that create actual, apparent or potential conflicts of interest. It also calls on them to follow published conflict policies, refrain from seeking preferential treatment, and disclose conflicts to relevant stakeholders. The Code expressly reaches apparent conflicts and sets no dollar threshold.

192. Answer: D — Reaction ratings show satisfaction, not whether participants changed how they work.

Level 1 reaction data show how participants felt about the course, but satisfaction does not prove that they learned or applied new behaviors. Evidence of behavior change requires Level 3 measures such as observation or follow-up with supervisors. Reaction ratings do not measure business results, and the size of the rating does not make it a measure of behavior.

193. Answer: C — Bonding leave is unavailable, since it must end within 12 months of birth

FMLA leave to bond with a newborn must be concluded within 12 months after the birth, so entitlement for bonding expired two months ago. His available weeks of leave do not matter if the reason no longer qualifies. Intermittent bonding leave requires employer agreement and is also limited to the first 12 months. The company could offer leave under its own policy or state law, but not as FMLA leave.

194. Answer: A — Review the contract's subcontracting and data protection terms, including approval rights

HR first needs to know what the contract allows: whether subcontracting requires notice or consent, what data protection and security obligations flow down to subcontractors and what rights the employer has to object. That review determines the next steps. A reputation letter is weak assurance, notifying employees comes after the facts are known, and terminating assumes a breach that may not exist.

195. Answer: A — No; the NLRA protects nonsupervisory employees' right to discuss pay, union or not.

Section 7 of the NLRA protects concerted activity, including talking about wages, for nonsupervisory employees whether or not a union is present. A blanket ban on discussing pay is unlawful even if it is applied consistently. Singling out pay talk for a working-time ban is also risky; the safer course is to remove the rule.

196. Answer: A — An espoused value

Espoused values are the beliefs and values an organization states publicly, which may or may not match how people actually behave. Here the stated value conflicts with actual practice, so it is espoused but not enacted. The real basic underlying assumption, revealed by behavior, appears closer to "information is shared only on a need-to-know basis."

197. Answer: B — People cooperate by trading things they value, known as currencies

Cohen and Bradford describe influence as exchange: you learn what the other party values (their currencies) and offer something of equal worth in return, which works even without formal authority. Position-based influence is exactly what the model is designed to work around. Aligning ethos, pathos and logos describes Aristotle's rhetoric, and matching style to readiness is Hersey and Blanchard's situational leadership.

198. Answer: D — To design HR services around the needs of distinct employee groups

Personas are composite profiles that represent groups of employees with similar needs, behaviors and pain points. They help HR apply design thinking so services, communications and channels fit how different groups actually work. They are not tools for evaluating individuals, writing job descriptions or benchmarking pay.

199. Answer: A — Throughout the project, then consolidated and reviewed during project closure

Current best practice is to capture lessons learned continuously across the project life cycle, while details are fresh, and then consolidate and review them at closure so they can be stored for future projects. Waiting until the end means many insights are forgotten or lost when team members move on. Limiting collection to successful milestones or to problems misses lessons from both what went wrong and what went right.

200. Answer: C — Invite voluntary enrollment, explain that numbers are used only for alerts, and secure the data.

Opt-in enrollment with a clear statement of how numbers will be used and protected builds trust and participation, and it respects employee privacy. Reusing data collected for payroll for a new purpose without notice undermines that trust, and requiring personal phones as a job condition creates privacy and cost issues. Relying on managers alone is slower and leaves gaps when they are unavailable.

201. Answer: A — As a pregnancy-related medical condition, so treating her worse because of it is sex discrimination.

Courts and the EEOC treat lactation as a related medical condition of pregnancy under the PDA, so adverse treatment because an employee is lactating is sex discrimination under Title VII. Separately, the FLSA as amended by the PUMP Act requires break time and a private space for pumping, but that does not displace Title VII protection. Lactation is not limited to a six-week window, and an ADA disability showing is not needed.

202. Answer: D — 0.70, which falls below the 80% rule of thumb

The impact ratio compares a group's selection rate with that of the group with the highest rate: 42% / 60% = 0.70, which is below 0.80 and suggests possible adverse impact. Comparing Group C with Group B (42% / 48%) gives 0.875, but the comparator must be the highest-selected group. The 0.18 figure is the gap in percentage points, and 0.80 is Group B's ratio.

203. Answer: B — Set her pay at no less than $68,000, since policy bars pay below the range minimum

The 8% increase would put her at $60,000 x 1.08 = $64,800, below the $68,000 minimum. Because policy bars pay below the minimum, HR must raise her to at least $68,000 at the time of promotion. Delaying the catch-up to a later review or relying on green-circling would violate the stated policy.

204. Answer: D — It may prefer co-religionists but still may not discriminate based on race or sex.

Section 702 lets religious corporations, associations and educational institutions employ people of a particular religion, and the Supreme Court has upheld its application to secular jobs. The exemption covers religion-based preferences only, so the organization remains subject to Title VII's other protections. The broader bar on all claims is the separate ministerial exception, which applies only to employees with key religious functions.

205. Answer: B — Position Analysis Questionnaire

The Position Analysis Questionnaire (PAQ) is a standardized, worker-oriented instrument that rates jobs on about 190 elements, which allows jobs to be compared quantitatively. The Management Position Description Questionnaire is designed specifically for managerial jobs, and functional job analysis focuses on what the worker does with data, people and things rather than using the PAQ's standardized elements.

206. Answer: D — Verify the posts and their author, then review them against the confidentiality and social media policies.

HR should confirm the facts, including who wrote the posts and what they disclose, and then apply the relevant policies consistently. Mocking named customers and revealing their account details is not protected concerted activity about working conditions, so off-duty status does not shield it. Immediate termination skips fact-finding, and contacting customers is a later decision for the business and legal team.

207. Answer: D — Up to 3 years of back pay plus an equal amount in liquidated damages

The FLSA statute of limitations is 2 years, extended to 3 years for willful violations, and a knowing misclassification is a classic willful violation. Employees can also recover liquidated damages equal to the unpaid wages, which a court may reduce only if the employer shows good faith and reasonable grounds. The FLSA does not provide punitive damages for unpaid overtime, and state contract limitation periods do not govern FLSA claims.

208. Answer: A — It offers standard task, skill, and knowledge data to adapt to the role's actual duties.

O*NET is the U.S. Department of Labor's occupational database, describing tasks, skills, knowledge, abilities and work context for hundreds of occupations. It is a useful starting point, but the employer must tailor the content to its own job. O*NET descriptions carry no legal approval and do not set pay or FLSA exemption status, which depends on the actual duties and salary.

209. Answer: A — Horn effect

The horn effect is when one negative trait or behavior lowers ratings across unrelated dimensions. The halo effect is the reverse, a single positive trait raising everything. A strictness error would show up as low ratings for all employees, not one employee's unrelated categories.

210. Answer: B — Have IT security complete a security assessment of the vendor before the contract is signed

A vendor that will hold highly sensitive employee data must pass a security review, such as checking its independent audit reports, encryption, access controls and breach history, before the company commits. Losing a discount costs far less than a breach or a contract with an unsafe vendor. A vendor's own written assurance is not an assessment, and reviewing security after signing or relying on a cancellation clause leaves the company locked into the risk.

211. Answer: B — A coworker repeatedly leaves a teammate off project emails and then blames her for the missed deadlines

Peer bullying often takes indirect forms such as deliberate exclusion and sabotage, and repeatedly withholding information so that a coworker fails, then blaming her, is both. A work assignment based on an assessed skill gap is a legitimate decision, and a single argument is a conflict. Turning down social invitations is a personal choice that does not target the coworker's work or well-being.

212. Answer: B — 15%

Percentage change = (new - old) / old x 100 = ($92,000 - $80,000) / $80,000 x 100 = 15%. Dividing the $12,000 change by the new budget gives about 13%, which uses the wrong base. 12% treats the dollar change in thousands as a percentage, and 115% is the new budget as a share of the old one.

213. Answer: C — Engagement and absence

The strongest relationship is the one with the largest absolute value of r. Engagement and absence have r = -0.62, which is larger in magnitude than any other pair, including absence and overtime at 0.45, the strongest positive correlation. The negative sign means absence falls as engagement rises.

214. Answer: C — Local managers see limited advancement and their morale and retention decline.

When top foreign posts always go to headquarters staff, host-country nationals hit a ceiling, which tends to lower morale and drive turnover of local talent. Loss of headquarters control and inconsistent practices are drawbacks of polycentric staffing, and ethnocentric staffing usually raises costs because expatriates are expensive.

215. Answer: B — Treat her as before, avoid discussing the complaint, and consult HR before any job action

The supervisor should keep treating her normally, leave the complaint to the investigation, and let HR review any employment decision affecting her. Raising the complaint with her can look like intimidation, cutting her off from her supervisor can be seen as an adverse change, and sudden heightened scrutiny of her performance is a common source of retaliation claims.

216. Answer: B — Empathy

Empathy in Goleman's model is the ability to sense and understand other people's emotions and concerns, including unspoken ones conveyed through nonverbal cues. The HR partner read the supervisor's feelings from his behavior and followed up to understand his perspective. Self-awareness and self-regulation concern recognizing and managing one's own emotions, not other people's.

217. Answer: D — Parallel-forms reliability, showing both versions give consistent scores

When two versions will be used interchangeably, parallel-forms (alternate-forms) reliability shows that a candidate would receive about the same score on either version, so retesters are neither helped nor harmed by the form they get. Test-retest and internal consistency evidence describe a single version, and inter-rater reliability matters for subjectively scored measures.

218. Answer: C — Confirm that the documents support the decision and that similar cases with nonsupporters were handled the same way.

The NLRA bars discipline because of union activity, not legitimate discipline that would have occurred anyway. Under Wright Line, an employer defeats a charge by showing it would have taken the same action without the protected activity, so HR should first confirm the record and consistency with past cases. Proceeding without checking ignores the elevated risk, and questioning coworkers about his union activity would be unlawful interrogation.

219. Answer: A — That the employer would not have terminated her but for her protected complaint

In Nassar (2013), the Court held that Title VII retaliation claims require but-for causation: the adverse action would not have happened without the protected activity. The lower motivating-factor standard applies to status-based discrimination claims, not retaliation. But-for does not mean sole cause, and no fixed time window establishes causation, although close timing can be evidence of it.

220. Answer: A — Meet with him to review each rating against the performance data and criteria before calibration

The partnering approach is to help the manager test his ratings against the evidence and the rating definitions, so he arrives at calibration able to justify or revise them himself. Changing his ratings unilaterally takes away his accountability, and escalating first damages trust before he has had a chance to respond. Approving them as is leaves inflated ratings tied to pay, which can undermine merit pay and later performance actions.

221. Answer: C — Avoiding, which is unassertive and uncooperative

Avoiding means the person pursues neither his own concerns nor the other party's, so it is low on both dimensions. Accommodating is also unassertive, but it actively satisfies the other person's concerns rather than withdrawing from the issue.

222. Answer: A — A retaliation claim under the OSH Act, given the timing and inconsistent discipline after his report.

Section 11(c) of the OSH Act protects employees who raise safety concerns, including internal reports to supervisors, and the close timing plus harsher treatment than others is strong evidence of a causal link. HR should pause the decision and check whether legitimate, consistent reasons existed before the report. The belief that only complaints to OSHA are protected is a common mistake.

223. Answer: D — Pay near the job's market reference point fits solid performance; pay above it needs added skills or results

Reference points tell managers where pay for a given job should sit; a fully competent performer is typically paid around the market reference, and pay well above it should be backed by skills, scope or sustained results. Treating the band maximum as freely available is exactly the cost-control risk of broadbanding, and budget room alone does not justify the move.

224. Answer: A — Refreezing

Refreezing stabilizes a change by aligning systems such as appraisals and rewards so that new behaviors become the norm. Unfreezing creates readiness, moving is when people learn and adopt the new behaviors, and diagnosing is a step in action research rather than one of Lewin's three stages.

225. Answer: A — $66,000

Commission is 5% x $1,000,000 = $50,000 plus 8% x $200,000 = $16,000, for a total of $66,000. Applying 5% to all sales gives $60,000, applying 8% to all sales gives $96,000, and $16,000 is only the amount above quota.

226. Answer: B — $36,000

The benefit is 1.5% x 30 years x $80,000 = 0.45 x $80,000 = $36,000 per year. Using the $90,000 final-year salary instead of final average pay gives $40,500. Leaving out years of service gives $1,200, and misplacing the decimal (0.15% x 30 x $80,000) gives $3,600.

227. Answer: A — Financial

Operating margin, the share of revenue left after operating costs, is a profitability measure, which places it in the financial perspective. Cost-control efforts may come from internal processes, but the resulting margin is a financial outcome.

228. Answer: C — A preferred provider organization (PPO)

A PPO covers out-of-network care, though at higher deductibles and coinsurance, and generally does not require referrals to see specialists. HMOs and EPOs generally cover only in-network care except emergencies, and HMOs usually require primary care referrals. A limited-purpose FSA is a reimbursement account for dental and vision expenses, not a medical plan.

229. Answer: D — Share the results with her team and work with them to choose priorities

Sharing results promptly and planning with the team shows that feedback was heard and builds ownership of the actions. A plan written alone may miss what is really behind the scores and gets less commitment. Asking individuals how they answered undermines confidentiality.

230. Answer: D — Implement a case management system that logs, assigns and tracks each request

A case management (ticketing) system gives every request one record, a clear owner, a status and an audit trail, which addresses both duplicate handling and lost requests. A shared inbox is tempting, but it still lacks assignment and tracking, so two people can answer the same email or none can. An FAQ may reduce volume but does not fix how requests are handled.

231. Answer: B — Explain that adjusting scores by group is prohibited, and review the test's validity and impact instead

The Civil Rights Act of 1991 prohibits adjusting scores, using different cutoff scores or otherwise changing test results on the basis of race, color, religion, sex or national origin (often called race-norming). Separate cutoffs are just as unlawful as added points. The proper response is to review whether the test is valid for the job and whether an equally valid alternative has less adverse impact.

232. Answer: C — Text-based documents with tagged headings and alt text

Screen readers cannot read text inside a scanned image, so the documents need to be in a true text format with structure such as tagged headings and alternative text for images. Higher-resolution scans are still images, and printed copies do not help a reader who is blind. Audio summaries may leave out details and are harder to search or keep current than accessible originals.

233. Answer: A — An annual report of plan finances and operations filed with the government

Form 5500 is the annual return/report most ERISA plans file electronically with the Department of Labor (shared with the IRS and PBGC), generally by the last day of the seventh month after the plan year ends, with an extension available. It reports plan finances, participants and operations. The 90-day item describes the summary plan description, and the quarterly item resembles participant fee disclosures.

234. Answer: C — Review usage data and talk with employees to find the actual barriers

HR should first gather facts, such as usage data and conversations, to learn why adoption is low, since barriers often involve workflow fit, unclear expectations or training gaps that affect people of all ages. Targeting older employees for training, coaching or questioning acts on an age stereotype and could create age discrimination risk. Solutions should follow the actual cause.

235. Answer: B — Pair an all-staff announcement with manager one-on-ones that cover each person's situation and options.

The move itself is common news suited to a broad announcement, but its effect differs by person, so a private conversation is the right channel for individual impacts and options such as schedule flexibility. An email alone leaves employees to sort it out and offers no dialogue. Town halls are poor places to discuss personal circumstances, and waiting for people to come forward misses those who are quietly planning to leave.

236. Answer: B — Ask her what works best and arrange an ASL interpreter or live captions

Under the ADA's interactive process, HR should ask the employee what is effective for her and then provide real-time access, such as a qualified ASL interpreter or live captioning, so she can take part as the meeting happens. Slides, summaries and after-the-fact captioned videos do not provide equal access to live content, and front-row seating does not convey speech to a deaf employee.

237. Answer: D — Escalation of commitment

Escalation of commitment is the tendency to keep investing in a failing course of action because of resources already spent (sunk costs). Confirmation bias is seeking evidence that supports existing beliefs, the availability heuristic is judging likelihood by how easily examples come to mind, and overconfidence bias is overestimating the accuracy of one's own judgments. The executives' reasoning focuses explicitly on the past investment.

238. Answer: A — Work with key stakeholders to define the system's requirements and priorities

Before seeing demonstrations, HR should define requirements with stakeholders such as training, IT, compliance and operations, so vendors can be evaluated against the company's actual needs. Demos without defined requirements tend to steer buyers toward impressive but unneeded features, and price or popularity alone ignores fit with the company's needs.

239. Answer: B — Ethnocentrism

Ethnocentrism is judging other cultures by the standards of one's own and assuming one's own way is better. Cultural relativism is the opposite: understanding practices within their own cultural context. Polycentrism is a staffing and management orientation that defers to local practices, and acculturation is the process of adjusting to a new culture.

240. Answer: B — He may share that opinion as long as he makes no threats or promises with it

Section 8(c) of the NLRA protects an employer's expression of views, argument, or opinion about unionization as long as it contains no threat of reprisal or promise of benefit. Supervisors are not required to stay silent during a campaign, and the law does not limit lawful opinions to written form. Linking a vote against the union to better wages would be an unlawful promise of benefit.

241. Answer: C — Help both understand the style difference and agree on feedback norms

The conflict stems from different communication styles rather than intent, so helping both understand the difference and agree on how feedback will be given addresses the root cause. Banning critical feedback or requiring the engineer to adapt puts the burden on one side. Routing all feedback through the manager adds a bottleneck and does not build understanding.

242. Answer: B — Charging new hires an initiation fee far above the local norm and much higher than for current members

Section 8(b)(5) prohibits a union from requiring employees covered by a union-security agreement to pay initiation fees the Board finds excessive or discriminatory. The Board looks at the practices of other unions in the industry and the wages paid. A uniform fee in line with industry practice and ordinary periodic dues are lawful, and a request to discharge for nonpayment after notice is the one lawful union-security remedy.

243. Answer: A — Helpful mechanisms

Weisbord's six boxes are purposes, structure, relationships, rewards, leadership and helpful mechanisms. Helpful mechanisms are the coordinating technologies, such as planning, control, budgeting and information systems, that help people get work done. Structure addresses how work is divided, relationships cover how people and units interact, and the informal organization is a component of the Nadler-Tushman congruence model rather than a Weisbord box.

244. Answer: B — High-context culture

Hall described high-context cultures as those where much of the meaning lies in context, relationships and nonverbal signals, while low-context cultures rely on explicit, direct verbal messages. Particularism and collectivism come from other frameworks (Trompenaars and Hofstede) and describe rule application and group orientation, not communication style.

245. Answer: C — Meeting with her privately to document missed targets and set a plan with clear goals and deadlines

Legitimate performance management is specific, documented, delivered respectfully and aimed at improvement, which describes a private meeting that sets clear goals and deadlines. Public criticism humiliates the employee even if the mistakes are real, and singling her out for unequal workloads is a classic bullying tactic. Saving up feedback for an ambush review denies her a chance to improve and looks punitive rather than developmental.

246. Answer: A — Compare it with the store's trend and industry rates, and split it by voluntary versus involuntary and role

A metric means little without comparison points and segmentation. Trend data shows whether turnover is rising, benchmarks show whether it is unusual, and splitting by type and role shows whether departures are regrettable or concentrated. Reassuring her without analysis gives no basis for the conclusion, and three months of data for 50 people is too small a sample to show a reliable trend.

247. Answer: A — Designate the HRIS as the system of record for job titles and feed them one way into the ATS

When two systems hold the same data element, one must be named the authoritative source and the other should receive that data through an integration rather than independent edits. Two-way sync keeps both systems open to editing, so conflicting changes can still overwrite good data. Manual checks and quarterly reconciliations catch some errors but leave the root cause in place and depend on people remembering to do them.

248. Answer: A — Attitudes toward technology, privacy, and authority vary, shaping how messages are received.

Cultural norms about privacy, technology, hierarchy and communication style shape how employees interpret the same message, so effective global communication adapts content and delivery while keeping the core facts consistent. No privacy law requires word-for-word translation. Assuming non-U.S. employees resist AI more is a stereotype, and local rewriting is not chosen to save money.

249. Answer: D — Several developers jointly asking management to change an on-call rotation they all find unfair

Section 7 protects employees' concerted activity for mutual aid or protection, and it applies whether or not a union exists. A joint request to change an on-call schedule is group action about working conditions. A product boycott unrelated to employment terms lacks the mutual aid or protection element, and an individual refusal based on technical preferences is neither concerted nor about working conditions.

250. Answer: D — Aspirational OKRs are set past what seems reachable, so partial progress is expected

In OKR practice popularized by Google, aspirational (stretch) objectives are deliberately set beyond what the team expects to achieve, so an average score around 0.6 to 0.7 is a sign of ambitious goal setting, not failure. Consistently scoring 1.0 would suggest the goals were not ambitious enough. Scores are tracked and are not rounded, and committed OKRs are graded separately.

251. Answer: D — Calmly show him the records, ask for his explanation, and restate the expectation

When an employee denies documented facts, the manager should stay calm, present the objective evidence, give the employee a chance to explain (there may be a record error or an underlying issue), and restate the standard. Demanding an admission turns the meeting into a power struggle. Dropping the issue ignores clear documentation, and polling coworkers is unnecessary when records exist and can damage privacy and trust.

252. Answer: C — Scatter diagram

A scatter diagram plots pairs of values for two variables, such as overtime hours and error counts, so HR can see whether they move together. A histogram shows the distribution of a single variable. A Pareto chart ranks categories by frequency, and a flowchart maps process steps. A pattern in a scatter diagram shows correlation, not proof of cause.

253. Answer: C — Extend the plan for a defined period focused on the remaining goal

When an employee has shown real, documented progress, a short, defined extension focused on the unmet goal is fair and keeps expectations clear. Closing the plan leaves a known gap unresolved, termination ignores strong progress, and restarting all three goals discounts the improvement already achieved.

254. Answer: D — Individualized consideration

Individualized consideration is the transformational component in which leaders attend to each follower's needs and act as a coach or mentor. Intellectual stimulation challenges followers to question assumptions, inspirational motivation communicates a compelling vision, and active management by exception is a transactional behavior in which the leader monitors for mistakes and corrects them.

255. Answer: D — Gather workload, service level and overtime data and link the hires to business results

A strong headcount request shows the workload trend, its effect on service levels or costs such as overtime, and what the new hires would deliver in business terms. Approving without data skips the analysis leaders expect. Competitor headcount may not reflect this company's volume or processes, and employee statements show strain but not the business case.

256. Answer: B — Explain that rankings inform but don't replace judgment, and propose human review of a broader slate.

AI rankings are a decision aid, and treating a narrow cutoff as final shifts accountability to the tool and can magnify any bias or error it contains. The recruiter should consult with the manager and propose a reasonable human review of more qualified applicants. Vendor validation does not guarantee the tool fits this job, and escalating before discussing the concern skips the consultation the recruiter is positioned to provide.

257. Answer: B — A spreadsheet of employee ID numbers that is shared along with a file linking IDs to names

PII is information that identifies a specific person directly or can be linked to a person when combined with other data. An employee ID is linked to a person when a file connecting IDs to names is shared with it, so it is PII. Headcount totals, averages for large groups and enrollment percentages are aggregate data that do not single anyone out.

258. Answer: D — Assess fatigue risk and limit consecutive shifts and overtime hours on the night shift

The rise in errors tracks the start of mandatory overtime, which points to fatigue, so the fix is to assess the risk and change scheduling, such as limiting consecutive shifts and total hours. Training does not address tired workers, and a bonus for no reported errors can discourage reporting. Caffeine and extra breaks may help a little but do not remove the cause.

259. Answer: D — Explain that HR will share information only with those who need to know, but cannot promise total secrecy.

HR cannot promise absolute confidentiality because some concerns, such as harassment, safety or legal violations, require investigation and limited disclosure. Being honest up front about need-to-know limits preserves trust; making a promise HR may have to break, or hearing the concern before setting expectations, damages it later. Refusing to listen discourages reporting.

260. Answer: C — Work with the manager to base the description on the role's current business needs.

A job description should describe the job the organization needs done, not the personal interests of the person who held it. Duties and qualifications that are not job-related can shrink the applicant pool and create legal risk. The departing employee can supply useful input, but the description should reflect current business needs and be owned by the manager and HR.

261. Answer: C — Hospitals of similar size operating in the same region

Useful benchmarks come from peers that match on industry, size and labor market, because those factors drive turnover for a role like registered nurse. National all-health-care data mixes very different settings and labor markets. Best-in-class giants and cross-industry local employers differ too much in scale or in job type to produce a fair comparison.

262. Answer: A — Acting on stereotypes about how women should behave is sex discrimination

Price Waterhouse held that penalizing a woman for not conforming to gender stereotypes is discrimination because of sex. The case also shaped mixed-motive analysis, so sex does not have to be the only reason for the decision. Partnership decisions are covered by Title VII under Hishon v. King & Spalding, and appearance comments can be evidence of stereotyping without any dress code.

263. Answer: C — Human resource management interventions

Cummings and Worley group performance management, rewards, and talent and career development under human resource management interventions. Human process interventions address group and interpersonal dynamics, technostructural interventions address structure and job design, and strategic change interventions address the organization's strategy, culture and environment.

264. Answer: D — The practices reinforce one another, so their combined effect exceeds any single one

Bundles work because complementary practices, such as selective hiring, training and performance-based pay, strengthen one another, so the system produces more than the sum of its parts. Bundles still need to fit the business strategy, and administrative cost or employee preferences about timing are not what drives the performance effect.

265. Answer: D — Knowledge

ADKAR's Awareness is understanding why the change is needed, which the message achieved, and employees' support shows Desire. What they lack is Knowledge: information and training on how to change. Reinforcement comes after people have adopted the change, to keep it in place.

266. Answer: C — Ask the broker to put the deadline and its basis in writing, and check alternatives in the time left.

Artificial deadlines are a common pressure tactic, so HR should test whether the deadline is real by asking for it in writing and its basis, and use the time to check its alternatives. Signing immediately rewards the tactic without due diligence. Refusing to deal with the broker may cost the company a real deadline, and the commission demand still accepts an unvetted renewal.

267. Answer: D — Help the two managers meet and agree on her priorities

Conflicting demands are a built-in tension of the matrix, and the best first step is to get the two managers to resolve priorities together so the employee is not forced to choose. Defaulting to the functional manager or leaving the choice to the analyst ignores the shared authority of the matrix, and reassignment is premature before the managers have tried to align.

268. Answer: A — Accommodating

Accommodating fits when the issue matters far more to the other person than to oneself, because yielding costs little and satisfies the party with the real stake. Collaborating is tempting, but investing time to integrate both sides' concerns is unwarranted when one side has almost nothing at stake. Splitting the coverage would leave the peer's critical need only partly met.

269. Answer: B — Measure the staffing gap by role and shift and contact alternate staffing agencies at once

HR should quickly quantify the gap and engage alternate agencies, which can supply workers fastest, while also considering direct seasonal hiring and adding a backup supplier to the continuity plan. Replacing a seasonal workforce with permanent hires is slow and may not fit demand. Heavy mandatory overtime raises fatigue and safety risks, and a failed agency is unlikely to be able to transfer its workers.

270. Answer: A — Customer-based divisional structure

Dividing the organization by the type of client served is a customer (market) divisional structure. A geographic design would split by region, a horizontal structure organizes around end-to-end processes, and a functional structure groups people by specialty rather than by who they serve.

271. Answer: A — Use an approved secure tool, check each summary against her notes, and make the findings herself.

Investigation records are highly confidential, so only an approved tool with proper data protections should be used, and the investigator must verify each summary because AI can omit or distort details. Credibility assessments and findings must remain the investigator's own judgment. Removing names does not make a public tool safe, and original notes should be kept as part of the investigation record.

272. Answer: D — 0.67, which is below 0.80 and flags possible adverse impact for closer review.

Selection rates are 30 / 50 = 60% for men and 16 / 40 = 40% for women. The impact ratio is the lower rate divided by the higher rate: 40% / 60% = 0.67, which is below 0.80 and signals the need for further analysis. Subtracting the rates (0.20) or dividing raw hire counts (16 / 30 = 0.53) are common errors, and the rule of thumb is a screening flag, not proof of discrimination.

273. Answer: B — Laissez-faire leadership, usually linked to role confusion and lower team performance

Avoiding decisions and being absent when needed is laissez-faire, or non-leadership, which research associates with role ambiguity, conflict and poorer performance. Participative, servant and delegating leaders remain engaged; delegating in particular is a deliberate choice for capable employees, not an absence of leadership.

274. Answer: C — A panel that includes trained coworkers and decides an employee's appeal of discipline

A peer review panel is a nonunion dispute resolution method in which a panel, usually made up mostly of trained peer employees plus management members, hears an employee's appeal of discipline or a policy application and issues a decision. Its purpose is to make complaint resolution fairer and more credible. A panel that bargains over pay and conditions would be a different thing, and could become an unlawful employer-dominated labor organization.

275. Answer: A — Yes, because the $50,000 expected annual loss exceeds the control cost

Expected annual loss equals probability times impact: 0.10 x $500,000 = $50,000. Because the control costs $30,000 a year, it saves about $20,000 a year in expected terms and is justified. The $5,000 figure comes from misplacing the decimal (1% instead of 10%), and comparing the control cost with the full impact ignores probability.

276. Answer: D — Follow the standard reference policy and share only what is shared for all former staff

Title VII's anti-retaliation protection extends to former employees, as the Supreme Court held in Robinson v. Shell Oil, and a negative or withheld reference prompted by a charge is a classic retaliation claim. Applying the same reference practice used for everyone removes the retaliatory motive. Refusing a reference only to her is itself different treatment, and accuracy does not cure a reference given because of protected activity.

277. Answer: D — Help her define measurable outcomes, track them for a set period and then decide

A decision with real retention and engagement consequences should rest on evidence, and defining and tracking outcomes shows whether productivity actually differs. Self-reported feelings of productivity are not an objective measure. Activity monitoring tracks inputs such as keystrokes rather than results and can damage trust.

278. Answer: D — Enabling action by removing barriers

Kotter's step of empowering broad-based action, or enabling action by removing barriers, involves changing structures, systems and processes that block people from acting on the vision, such as an approval chain that discourages new behavior. Communicating the vision explains the change but does not remove the structural obstacle. Short-term wins and consolidating gains come later and build on results already achieved.

279. Answer: D — $37.50

For piece-rate workers, the piece-rate earnings already pay straight time for all hours, so only a half-time premium is added. The regular rate is $575 / 46 = $12.50, and the premium is 0.5 x $12.50 x 6 = $37.50. Applying 1.5 times the rate gives $112.50 and double-counts straight time, while dividing by 40 hours instead of 46 overstates the regular rate and gives $43.13.

280. Answer: B — Decline, since health plan data may not be used for employment purposes, and suggest other analyses

Under HIPAA, protected health information from a group health plan may not be used for employment-related decisions, and the ADA requires medical information to be kept confidential and separate from personnel files. Linking claims to performance by employee ID is still identifiable, and aggregate reporting does not change the impermissible use. Seeking employee consent in this context is likely to be seen as coercive and still creates discrimination risk.

281. Answer: C — Entry and contracting, discovery, feedback and decision to act, implementation, extension or termination

Block's model starts by contracting for the work, then gathers and analyzes data (discovery), feeds the findings back so the client can decide what to do, implements the chosen action, and ends by extending, recycling or ending the engagement. Putting discovery before contracting means collecting data without an agreed purpose or access. Implementing before feedback skips the client's decision to act.

282. Answer: B — Exclude them, since the evaluation rates the job's needs, not the incumbent's

Job evaluation measures the requirements of the job, not the qualifications or performance of the person in it. Extra credentials that the job does not need belong in individual pay decisions or development talks, not in the job's grade. Counting them, even at partial weight, would inflate the job's value whenever a more qualified person held it.

283. Answer: B — A criminal and employment history check compiled by an outside background screening company

A consumer report is information about a person's character, reputation or history compiled by a consumer reporting agency, a third party that assembles such information for others, and used for purposes such as employment. A background check from a screening company qualifies. Information the employer gathers directly through its own staff, such as reference calls, profile reviews or in-house tests, is generally not a consumer report.

284. Answer: D — Clear answers on what the tool will and will not do, including any effects on jobs

Rumors fill gaps in information about what people care about most, typically how a change will affect their work and jobs. Answering those questions directly, including what is still undecided, removes the uncertainty that rumors feed on. Technical details, executive endorsements and cost-savings rankings do not answer employees' personal questions, and the cost focus may even fuel job-loss fears.

285. Answer: D — A short pulse survey on a few targeted items, repeated every few weeks

Pulse surveys are short, frequent, and focused, which suits tracking reaction to a specific change and adjusting quickly. A full census survey is long and comprehensive, so running it early or quarterly adds survey fatigue and delays results without focusing on the policy. Waiting until January gives no data in time to adjust the policy.

286. Answer: D — It is weak, because $150 a month is unlikely to be substantial for a business this size.

Groff holds that an employer shows undue hardship only when the burden is substantial in the overall context of its business, considering the nature, size and operating cost of the employer. A modest premium-pay cost at a 3,000-employee retailer is unlikely to meet that standard. The 'more than de minimis' reading that would have supported the denial is no longer the test, and nothing in Title VII exempts overtime costs or requires the employee to pay for her own accommodation.

287. Answer: A — 5.0%

Vacancy rate = open positions / total budgeted positions x 100 = 15 / 300 x 100 = 5.0%. Dividing by filled positions only (285) gives 5.3%, and dividing by 315 adds the openings to the budget a second time. A result of 20% comes from inverting the ratio (300 / 15).

288. Answer: C — Check whether her duties can be done remotely and the payroll effects of her new location

HR should decide on business grounds: whether the job's essential functions can be done well remotely, and what working from another location means for payroll withholding, registration and compliance. Applying consistent criteria lets the company make exceptions without creating a precedent for every role. Approving or denying immediately skips that analysis, and a location-based pay cut is a separate pay decision that should not be the condition for keeping her.

289. Answer: B — Compare promotion rates and time to promotion for that group with those of other employees.

Linking the exit themes to actual advancement data tests whether the perception reflects a measurable difference, and it shows where in the process to focus. Launching a program before analysis may target the wrong cause. Leaders' opinions about fairness are not evidence of outcomes, and re-contacting former employees adds little compared with internal promotion records.

290. Answer: D — Completing the assignment while performing well below expectations

Expatriate failure covers not only premature return but also assignees who stay yet underperform or fail to meet assignment objectives, which wastes the large investment. Requesting an extension or accepting a permanent local role usually signals successful adjustment, and extra home leave is a cost issue rather than a failure.

291. Answer: A — The Equal Pay Act covers only sex-based pay differences and requires no proof of intent, while Title VII covers more protected classes.

The Equal Pay Act addresses only sex-based pay differences for substantially equal work, and the employee does not have to prove discriminatory intent; once a prima facie case is shown, the employer must prove a defense. Title VII covers pay and all other employment terms, and it protects race, color, religion, sex and national origin. The claim about employer size reverses the coverage rules: the EPA follows FLSA coverage, while Title VII applies at 15 employees.

292. Answer: C — $41,600

Ten associates need $1.00 an hour ($19.50 - $18.50) and twenty need $0.50 ($19.50 - $19.00), for a total of (10 x $1.00) + (20 x $0.50) = $20.00 an hour. Annual cost is $20.00 x 2,080 = $41,600. The figure of $62,400 gives all 30 a $1.00 raise, $31,200 gives all 30 a $0.50 raise, and $93,600 gives all 30 the full $1.50 differential.

293. Answer: A — Do not require a letter; assume sincerity unless there is an objective reason to doubt it

Employers should ordinarily assume a religious accommodation request is sincere, and may seek limited information only when there is an objective reason to doubt it. Even then, a clergy letter cannot be a fixed requirement, since some beliefs are personal or not tied to a congregation. Requiring a written account of teachings or recognition by coworkers sets improper hurdles.

294. Answer: C — Point to the agreed scope and ask the vendor to remove the fee or offer a matching concession in return.

A late request for one more item after agreement is a nibble. The effective response is to hold to the agreed terms and require something of equal value in exchange for any new concession. Paying the fee, in full or in part, rewards the tactic and invites more of it. Reopening every term is an overreaction that puts the whole deal at risk.

295. Answer: D — Break acceptance rates out by school to find where offers are being declined and learn the reasons.

An overall rate can hide a problem concentrated at one or two schools, so segmenting acceptance by school shows where offers lose candidates and lets the fix target the real cause. An across-the-board raise may be costly and may miss a non-pay cause such as a competitor's local presence. Surveying people who accepted tells HR little about why others declined.

296. Answer: D — Share what HR has found about local schools and support, and help the family assess it

HR should give the candidate accurate information on local education options, and offer help such as a pre-assignment visit or education consultant, so the family can make an informed decision before the assignment is confirmed. Withdrawing the offer on HR's own judgment could be association-based disability discrimination under the ADA and takes the decision away from the employee. Leaving the family to sort it out after the move raises the risk of a failed assignment.

297. Answer: D — To plan each screen's text, visuals, audio, and interactions for review before it is built

A storyboard is a screen-by-screen plan showing text, graphics, audio, interactions and navigation. Stakeholders and subject matter experts can review and correct it before costly programming begins. Objectives and needs findings belong in design documents, schedules in project plans, and learner reactions in evaluation.

298. Answer: D — The payout is based on profit, not sales, and higher costs such as materials and freight cut operating profit

Because the plan pays a percentage of operating profit, what matters is revenue minus operating costs. Sales can rise while profit falls if costs rise faster. Equipment purchases are generally capitalized rather than expensed at once, so they would not lower operating profit this way. The plan is not tied to a sales target, and more eligible employees would shrink individual shares but not the overall pool, which is what fell.

299. Answer: A — Trainee characteristics, training design, and the work environment

Baldwin and Ford (1988) identified three training inputs: trainee characteristics such as ability and motivation, training design such as practice and identical elements, and the work environment such as supervisor support and opportunity to use skills. These inputs drive learning and retention, which in turn drive generalization and maintenance on the job. Reaction, learning and behavior are Kirkpatrick's evaluation levels, not transfer inputs.

300. Answer: B — Process conflict

Process conflict concerns how work gets done, including sequencing, logistics and the division of duties. Task conflict is the tempting answer, but it refers to disagreement about the content of the work or decisions themselves, and here the team agrees on the goals.

301. Answer: D — Communicable to others

Kotter says an effective vision should be communicable, meaning it can be explained in about five minutes; a ten-page document that managers cannot relay fails that test. Nothing in the scenario shows that the vision is hard to picture, unrealistic or unappealing to stakeholders.

302. Answer: A — Contrast effect

The contrast effect occurs when a candidate is judged against the previous candidate rather than against the job's standards. The candidate met every benchmark, so the lower rating reflects the comparison with the exceptional candidate before her. Rating each candidate against anchored criteria reduces this error.

303. Answer: D — Offer the job to a qualified replaced striker before hiring from outside

Under Laidlaw, permanently replaced economic strikers who unconditionally offered to return stay employees and are entitled to preferential recall when their former or substantially equivalent jobs open up. The employer must offer the job to a qualified replaced striker before hiring a new person, unless the striker has found regular, substantially equivalent work elsewhere or the employer has a legitimate and substantial business reason. The 12-month period applies to voting eligibility, not to recall rights.

304. Answer: D — She meets it, because the 9 months and 4 months are added together

The 12 months of employment do not have to be consecutive, and periods of employment separated by a break in service of less than 7 years generally must be counted. A four-year break is under 7 years, so her 9 months and 4 months total 13 months. HR must still apply the separate 1,250-hours test for the 12 months before leave begins, but the length-of-service requirement is satisfied by law, not by company policy.

305. Answer: A — Quantify cost savings, hours saved and compliance risk reduced, and show ROI and payback period.

Proposals land best when they speak the audience's language. A CFO weighs investments by financial return, so translating benefits into dollars, hours saved and reduced risk, with standard measures such as ROI and payback, gives the CFO what is needed to decide. Ease of use, competitor adoption and feature lists may support the case but do not show a return.

306. Answer: D — Manager-led discussions of realistic dilemmas drawn from the company's own risks, such as gifts from vendors

Discussions of relevant, realistic scenarios led by employees' own managers build practical judgment and make ethics part of everyday conversation, which is what changes behavior. Posters and a CEO email raise awareness but are passive. A speed quiz on exact wording rewards memorization rather than understanding of how to handle real situations.

307. Answer: A — Involve the team as a group and reach the decision by consensus.

The Vroom-Yetton model points toward a group (participative) decision when the team holds information the leader lacks, when acceptance is critical to implementation, and when members share the organization's goals so they can be trusted to decide in its interest. All three conditions are met here. Consulting the group but deciding personally fits when goal alignment is doubtful, while deciding alone ignores both the information gap and the need for acceptance.

308. Answer: D — It prepares several people for a range of roles, so the company can adapt as needs change.

Talent pools develop a group of candidates for families of roles, which gives the company flexibility when vacancies, structures or strategies change and reduces dependence on one named successor. Readiness assessments are still needed, pool membership does not guarantee promotion, and spreading development across a pool is the opposite of focusing on one candidate.

309. Answer: C — Med-arb

Med-arb is a hybrid in which the process begins as mediation and, for any unresolved issues, the same neutral switches to arbitration and issues a binding decision. Arb-med is tempting because it combines the same two processes, but in arb-med the arbitration hearing comes first and the award is typically sealed while the parties attempt mediation.

310. Answer: C — Pay if needed to avoid harm, then report the payment promptly so it can be recorded accurately

Payments made under an imminent threat to a person's health or safety are generally not bribes under the FCPA, because they lack corrupt intent, so the policy should put safety first. The payment must still be reported and recorded accurately in the company's books. Requiring refusal or prior approval can put the employee in danger, and haggling or labeling the payment as a facilitation payment misdescribes what happened.

311. Answer: A — Talk with the department head and agree on a prompt, accurate follow-up message to staff.

The statement was premature and inaccurate, so HR should quickly work with the department head to correct the record with the facts: the pilot is under review and no decisions have been made. Promising that no jobs will ever be affected overcorrects with a guarantee no one can make. Waiting lets fear and rumor spread, and escalating to the CEO before addressing the message with the leader skips the fastest fix.

312. Answer: A — At least 3 years

FLSA regulations require employers to preserve basic payroll records, such as hours worked and wages paid, for at least 3 years. Supplementary records used to compute wages, such as time cards and wage-rate tables, must be kept for at least 2 years, which is the tempting near-miss. Longer periods may be required by tax or state rules, but the FLSA minimum for payroll records is 3 years.

313. Answer: A — When it is designed to identify or could reveal a mental health impairment, such as depression.

The ADA bars medical examinations before a conditional job offer, and a psychological test is treated as medical if it is designed to identify, or can identify, a mental impairment. Tests of job-related traits such as conscientiousness are generally not medical. Who scores the test and whether it applies to every job do not determine whether it is a medical exam.

314. Answer: D — Gaining the learners' attention

Gagné's sequence begins with gaining attention, which readies learners to receive instruction, followed by informing learners of the objective and stimulating recall of prior learning. Presenting content is the fourth event. Stating the objective is a common guess for the first step, but it comes second.

315. Answer: D — It will generally be read to bar sympathy strikes, since nothing shows the parties meant to exclude them

Under NLRB precedent (Indianapolis Power & Light), a broadly worded no-strike clause is generally interpreted to cover sympathy strikes unless contract language or bargaining history shows the parties intended to exclude them. Because the waiver must still be clear and unmistakable, the analysis turns on the clause and its context, but the Board does not require the words "sympathy strike" to appear. Here the language is broad and the history is silent, so the clause most likely applies.

316. Answer: A — Require review beyond the tool's top picks and monitor its results for adverse impact

Relying entirely on the AI ranking removes meaningful human review and could hide adverse impact if the tool screens out protected groups. HR should require human review beyond the tool's top picks and check selection rates by group. Raising the cutoff to 20 still depends entirely on the ranking, and retraining on current top performers can reproduce existing bias.

317. Answer: C — Humane orientation

GLOBE measured nine cultural dimensions, including humane orientation (the degree to which a society rewards fairness, generosity and caring) and performance orientation, which have no direct counterpart in Hofstede's model. Power distance and uncertainty avoidance appear in both frameworks. Indulgence versus restraint is one of Hofstede's dimensions and is not part of GLOBE.

318. Answer: B — Let each person collect belongings privately or have them delivered, using escorts only when a real risk exists

Best practice treats laid-off employees with respect: they can gather belongings privately (or have them delivered promptly), and security escorts are reserved for situations with a genuine risk. Escorting everyone out signals distrust and harms the morale of those who stay, even if it looks consistent. Late-Friday notices are widely discouraged because they leave people with no support over the weekend, and a 30-day wait to return personal property is needlessly slow.

319. Answer: B — Review shared night-shift conditions, such as lighting, staffing and fatigue, first.

Repeated incidents in the same area and shift with different, experienced operators point to a possible systemic cause in the work environment or process. Examining shared conditions first finds the real cause and avoids blaming people for a system problem. Discipline or retraining before that review targets individuals without evidence. Dismissing the pattern ignores an early warning.

320. Answer: D — Explain that sharing the data with employees builds ownership and checks the diagnosis before action.

Data feedback is a core OD step: it validates the diagnosis with the people who provided the data, creates shared understanding and builds commitment to the change. Implementing first and sharing later skips that validation and invites resistance. Emailing a summary is one-way communication that misses the discussion that makes feedback useful.

321. Answer: B — Political frame

Bolman and Deal's political frame views organizations as arenas where groups with different interests compete for scarce resources through coalitions, bargaining and power. The structural frame emphasizes roles, rules and coordination, the human resource frame focuses on fit between people and the organization, and the symbolic frame centers on culture, meaning and ritual.

322. Answer: B — Assess whether a loose-fitting powered air respirator gives adequate protection

The employer should look for an accommodation that meets both the religious need and OSHA rules, such as a loose-fitting powered air-purifying respirator, which does not depend on a facial seal, if it gives adequate protection. If no safe option exists, reassigning those tasks could also be considered. Skipping the fit test violates OSHA, while requiring a shave or removing him from the job skips the search for an accommodation.

323. Answer: B — Many such laws ban counting protected sick time as an absence that leads to discipline.

State and local paid sick leave laws commonly prohibit employers from treating protected sick time as an absence that may lead to discipline, so assigning points for it can be unlawful retaliation or interference. Multistate employers should exclude protected sick leave from points where those laws apply. There is no general federal paid sick leave mandate for private employers, and the FLSA does not regulate attendance points.

324. Answer: B — As compensable under workers' compensation, since it occurred during work activity

Workers' compensation generally covers injuries that arise out of and in the course of employment, and that test applies at a home worksite as well. An injury while moving to join a scheduled work call during work hours is closely tied to her job. The employer's lack of control over the home or failure to inspect it does not remove coverage.

325. Answer: B — A benefits manager's neighbor works for the broker that won an RFP she scored using a blind, preset rubric.

A perceived conflict exists when a reasonable observer could suspect bias even though the decision was not actually influenced; a neighbor at the winning broker, with blind scoring, fits that description. The other situations involve a personal interest that actually shaped a business decision, so they are actual conflicts. Perceived conflicts still warrant disclosure because they can damage trust as much as real ones.

326. Answer: C — But-for causation: the action would not have happened without the protected activity

Nassar held that Title VII retaliation claims require proof that the protected activity was a but-for cause of the adverse action. The more lenient motivating-factor standard applies to status-based discrimination claims, not retaliation. But-for causation does not mean sole cause, since an event can have more than one but-for cause.

327. Answer: B — A group must rank options, and a few dominant members tend to sway open discussions.

The nominal group technique has members generate ideas silently and individually, share them round-robin, discuss them for clarity and then vote or rank privately. This structure balances participation and limits the influence of dominant members when a group must prioritize. Free-flowing idea generation fits brainstorming, remote anonymous forecasting fits the Delphi technique, and root-cause analysis calls for tools such as a fishbone diagram.

328. Answer: C — Asking every candidate the same job-related questions, scored on a common rating scale

Structured interviews rest on consistency: the same job-related questions for everyone, evaluated against predefined anchored scales, ideally scored independently. Tailoring questions to each resume undermines comparability, and a relaxed conversation without set questions is the unstructured format that predicts performance less well.

329. Answer: B — Report exit trends to leaders each quarter and link them to retention actions

Exit data is valuable only when it is grouped, analyzed for trends, and used to drive decisions, so regular reporting to leaders tied to actions turns it into a retention tool. Digitizing the forms improves storage but not use. Sending individual forms to managers can expose employees who criticized them and does not reveal patterns across the organization.

330. Answer: C — He may present it, and it may be adjusted if the result is consistent with the contract and the union may be present.

The Section 9(a) proviso lets individual employees present grievances to their employer and have them adjusted without the union's intervention, as long as the adjustment is not inconsistent with the collective bargaining agreement and the union has been given the opportunity to be present. The employer cannot use this route to agree to terms that conflict with the contract or to cut the union out entirely.

331. Answer: A — Contact the assistance provider to arrange a medical evacuation to a suitable hospital

International assistance providers coordinate medical evacuations, including finding a suitable hospital, arranging air transport and handling clearances, which is why the company holds the contract. Commercial flights may be unsafe or unavailable for a patient who needs urgent care. Pushing the clinic beyond its capacity puts the employee at risk, and insurance details should not delay emergency action.

332. Answer: C — Facilitative mediation

Facilitative mediation keeps the mediator in charge of the process while the parties control the substance; the mediator does not give opinions on the merits. Evaluative mediation is the contrasting approach in which the mediator assesses the strengths and weaknesses of each side's case. Transformative mediation also avoids judging the merits, but it centers on empowerment and recognition rather than on interests and options.

333. Answer: B — The employer, since it chose to use the tool in its hiring decisions

An employer is responsible for the selection procedures it uses, whether it built them or bought them, and Title VII disparate impact liability does not require intent or knowledge of the effect. The vendor may share liability in some circumstances, but that does not shift the employer's own responsibility. A tool can produce disparate impact through proxies even when sex is not an input, which is why the analysis matters.

334. Answer: C — 30 days from the retaliatory action

Section 11(c) of the OSH Act gives employees only 30 days after the retaliatory action to file a complaint with OSHA. That is much shorter than the 180- or 300-day EEOC charge-filing periods many HR professionals know, which is why those figures are tempting. Ninety days is not the 11(c) period either. Because the window is short, a prompt filing is essential.

335. Answer: C — Collect each measure at the same set points for every hire, such as 90 days and one year after start

Measuring every hire at the same points after the start date (for example, 90 days and one year) makes results comparable across hires, sources and time periods. A calendar-year cutoff means some hires are measured after one month and others after eleven, which distorts comparisons. Ad hoc timing and measuring only struggling hires both introduce bias.

336. Answer: A — At the mid-size plant with the eager manager, since its results are likely to transfer to most sites

A pilot should test the tool under typical conditions with stable, supportive leadership so the lessons apply to the wider rollout. The single-shift plant is too unlike the others for its results to transfer. The troubled plant's leadership turnover would make it hard to tell whether problems came from the tool or the site, and launching everywhere at once is a full rollout, not a pilot.

337. Answer: C — It is pseudonymized and remains personal data, because the key allows individuals to be reidentified.

Pseudonymization replaces identifiers with codes, but the data can still be linked back to individuals using additional information, so it remains personal data subject to the GDPR. Only truly anonymized data, which cannot reasonably be reidentified, falls outside the regulation. Securing the key reduces risk but does not change the classification.

338. Answer: A — Make reasonable efforts to accommodate him, and if that fails, place him in an equivalent job he can do.

When a returning servicemember has a disability incurred or aggravated during service, USERRA requires the employer to make reasonable efforts to accommodate it. If he still cannot do the job he would have held or his pre-service job, the employer must place him in another position equivalent in seniority, status and pay that he is qualified for, or the nearest approximation. Putting him on leave or offering any lower-paid opening skips these steps.

339. Answer: A — Review how part-time status affects her retirement plan and benefits eligibility

Before setting up reduced hours, HR must understand how the change affects pension accruals, in-service distribution rules, health benefits eligibility and other plan terms so the arrangement does not create unexpected losses or compliance problems. Converting her to a contractor right away could misclassify a worker who is still directed like an employee. Pushing her to set a retirement date can raise age discrimination concerns.

340. Answer: C — Excuse it, because USERRA requires advance notice but sets no specific minimum notice period.

USERRA requires employees to give advance notice of service, oral or written, unless military necessity makes it impossible, but it does not set a minimum period; the DoD only recommends 30 days when possible. The employer cannot penalize him for following his military schedule or require its own notice rule, and it generally cannot demand documentation for short periods of service. Points, even if later removed, would penalize protected service.

341. Answer: D — 126 signatures

The showing of interest for a decertification petition is 30% of the unit: 420 x 0.30 = 126. A majority (211) is the number needed to win an election, not to file. 84 is 20% of the unit, and 140 comes from treating the requirement as one-third.

342. Answer: A — Meet with her promptly to learn her career goals and what would keep her

Before choosing a retention tool, the manager should understand what is driving her interest, such as pay, growth, timing, or flexibility, so the response fits. An automatic counteroffer may not address her real reasons, removing her penalizes a key successor, and promising a specific promotion creates a commitment the company may not be able to keep.

343. Answer: D — Listen to his account now and set a joint meeting once he has calmed down

Temporary avoiding is appropriate when emotions are too high for productive discussion: HR should hear the concern now but delay any joint conversation until both people can engage constructively. An immediate joint meeting is tempting, but bringing the parties together while one is furious is likely to escalate the conflict. Disciplining the peer before gathering facts is premature.

344. Answer: D — Meet with both together to clarify responsibilities, address the conflict and agree on a handoff process

The manager should bring both parties together to surface the underlying issue, clarify roles and agree on how work will be shared, because the conflict is affecting service. Splitting the work avoids the conflict without fixing it, threatening discipline leaves them to repeat the failed approach, and assigning blame tends to deepen the rift.

345. Answer: D — Pedagogy assumes a dependent learner directed by the teacher, while andragogy assumes a self-directing learner

In pedagogy the teacher decides what, when and how learning happens and the learner is dependent; andragogy assumes adults are self-directing. The other choices reverse the models: andragogy, not pedagogy, emphasizes internal motivation, learners' experience and a problem-centered orientation.

346. Answer: D — Require a specific reason for each award and flag repeated reciprocal giving for review

Requiring a specific reason ties each award to real behavior, and flagging reciprocal patterns targets the abuse directly while keeping peer recognition intact for everyone else. A company-wide redemption cap limits the damage but punishes all users without detecting the problem. Ending peer giving removes the program's main benefit, and public shaming creates fairness and privacy concerns.

347. Answer: D — Link the program to a stated strategic objective and the results it should produce

Budget decision makers fund investments that advance business priorities, so HR should show which strategic objective the program supports and the measurable outcomes expected. Peer spending data shows what others do but not why this company needs the program, and content details or manager requests do not demonstrate business value.

348. Answer: D — 0.95

Compa-ratio = pay / range midpoint = $52,250 / $55,000 = 0.95. Inverting the formula gives about 1.05, dividing by the range maximum gives 0.79, and 0.38 is the employee's range penetration, (52,250 - 44,000) / 22,000.

349. Answer: A — So the accused can respond to each one and identify evidence or witnesses, which keeps the process fair.

Fairness requires that the accused know what is alleged in enough detail to respond fully, offer an explanation and point to evidence or witnesses that may support the response. Findings reached without that opportunity are hard to defend. No federal law requires giving the accused the written complaint, and discipline can be imposed on the evidence without an admission.

350. Answer: D — Percentage of new nurses completing 30- and 60-day check-ins with a preceptor

Preceptor check-ins happen early and influence whether new nurses settle in and stay, so tracking them signals retention risk before departures occur. First-year turnover, replacement cost and exit-interview reasons are all measured after nurses have already left, making them lagging indicators.

351. Answer: B — Explain that her actual duties, not her title, decide exemption, so she likely should be nonexempt.

Exempt status depends on the salary basis and level plus the duties the employee actually performs; a job title or description label carries no weight on its own. Phones, filing and ordering supplies are routine nonexempt work, and Dana directs no one. Rewriting the job description does not change what she actually does, so it would not cure the misclassification.

352. Answer: B — 15.0%

Annual turnover equals separations divided by average headcount: 18 / 120 = 0.15, or 15.0%. Adding separations to the denominator (18 / 138 = 13.0%) understates the rate, and 18.0% treats the number of separations as a percentage. The 85.0% figure is the complement and would represent a retention estimate, not turnover.

353. Answer: B — Automation bias

Automation bias is the tendency of people to over-rely on automated recommendations and fail to apply independent scrutiny, which defeats the purpose of human review. Confirmation bias involves favoring information that supports one's own existing beliefs, not deferring to a system. Algorithmic drift describes a model's performance changing over time, not reviewers' behavior.

354. Answer: C — Help with relocation logistics, cultural adjustment and family settling

International relocations fail most often because of adjustment problems for the employee and family, so support such as housing and banking help, cultural orientation, spouse or partner assistance and a local buddy is most important. Technical training is part of standard onboarding for any hire. A longer probation or a language test singles out the employee based on national origin and does nothing to support the transition.

355. Answer: D — As a weakness, since it is an internal condition that harms performance

Strengths and weaknesses are internal; opportunities and threats are external. Early turnover among the company's own new hires is an internal condition that hurts performance, so it is a weakness. Classifying it as a threat confuses a negative internal fact with an external factor outside the company's control.

356. Answer: D — No, because a waiver cannot cover ADEA claims that arise after the date it is signed.

OWBPA states that an individual may not waive rights or claims that arise after the date the waiver is executed. The rehire decision happened eight months later, so it is a new claim the release cannot reach, no matter how broadly the release is written. Express language about future claims does not change this statutory limit.

357. Answer: B — Base the bonus on a mix of volume, quality scores and customer satisfaction

A single-metric plan invites gaming; balancing volume with quality and customer satisfaction rewards the outcomes the business actually needs. Raising the target makes the rushing worse, removing the incentive gives up the chance to steer behavior, and adding penalties keeps the flawed focus on volume.

358. Answer: B — Use E-Verify only after an offer is accepted and the Form I-9 is completed, by the third business day after start.

E-Verify rules bar prescreening applicants. A case may be created only after the person accepts the offer and Form I-9 is complete, and no later than the third business day after the employee starts work for pay. Screening everyone the same way does not make prescreening lawful, and running checks only for those needing sponsorship adds a discrimination risk based on citizenship or national origin.

359. Answer: D — Building privacy protections, such as minimal data fields and access limits, into the system requirements

Privacy by design means embedding privacy into systems and processes from the outset, with privacy-protective settings as the default, rather than adding it later. The GDPR codifies this as data protection by design and by default. A post-launch review or a notice is useful but reactive, and consent forms do not change how the system itself handles data.

360. Answer: B — The clerk may be disciplined for misusing payroll records, but coworkers' pay talk must be left alone

Employees may discuss their own wages and pay information they learned legitimately, but an employee who uses confidential records obtained only through her job duties, in violation of a lawful rule, can generally be disciplined. The coworkers' discussion of their own pay remains protected, so the employer must not act against it. Treating all wage sharing as protected ignores the distinction between ordinary pay talk and misuse of access to confidential records.

361. Answer: B — To reduce multitasking and expose bottlenecks so work flows to completion faster

Work-in-progress limits restrict how many items can sit in a stage at once, which discourages starting new work before finishing current work, reduces context switching and makes bottlenecks visible when a column fills up. They limit work within stages, not incoming demand or individual assignments. Fixed-length, time-boxed sprints are a Scrum practice, not the purpose of Kanban WIP limits.

362. Answer: C — Generally no, because supervisors are excluded from the NLRA's definition of employee

The NLRA excludes supervisors, defined as individuals with authority to hire, discipline, assign or responsibly direct others using independent judgment, so they generally lack Section 7 protection. Pay is a core protected subject for covered employees, and social media posts can be concerted activity, but neither point helps someone outside the Act's coverage. Narrow exceptions exist, such as when disciplining a supervisor is a way to interfere with employees' rights.

363. Answer: A — The courses help, but promotion depends on showing proficiency, such as through an assessment or work samples.

Under a skills-based policy, the standard is demonstrated ability, not course completion, so HR should recognize the learning while explaining how the employee can show proficiency. Certificates alone do not prove someone can apply a skill at the required level. Saying only ratings count misstates the policy and discourages development.

364. Answer: C — 37.5 days

Weight by openings: (3 x 30 + 1 x 60) / 4 = 150 / 4 = 37.5 days. A simple average of the two requisitions, (30 + 60) / 2 = 45.0 days, treats the single opening as if it counted as much as three. 52.5 days reverses the weights, and 30.0 days ignores requisition B.

365. Answer: C — Provide the data after confirming its definitions and figures are accurate

Under the NLRA, an employer must generally provide information that is relevant to bargaining, and data about unit employees is presumed relevant. Giving accurate, consistently defined data meets that duty and makes the company's position credible. Refusing, selectively providing data or stalling can be found to be bargaining in bad faith.

366. Answer: B — To keep the report as discreet as possible and share it only on a need-to-know basis

Once HR knows of possible harassment, the employer is on notice and generally must look into it and take prompt corrective action, so HR cannot promise total secrecy or inaction. HR can promise discretion, sharing information only with those who need it to investigate and resolve the matter, along with protection from retaliation. Promising to wait until she decides leaves the employer open to liability and could leave her and others at risk.

367. Answer: B — Avoid the poll, since polling on union support without a lawful purpose and safeguards is coercive

Employer polling about union support is generally unlawful interference unless it meets strict Board safeguards, including a purpose of verifying a union's claim of majority support, clear assurances against reprisal and a secret ballot. Here no union has claimed majority status, so the poll has no lawful purpose. Anonymity alone does not cure the problem, and supervisors' opinions would not show employee sentiment.

368. Answer: D — Immigration, tax and corporate presence risks of working in Portugal

Working from another country, even temporarily, can require work authorization and can trigger host-country income and social tax obligations, local employment law and permanent establishment risk for the company. Internet security, time zones and benefits coverage are worth checking but are secondary to whether she can legally work there and what liabilities the stay creates.

369. Answer: B — Consulted parties give input before decisions in two-way exchange; Informed parties get one-way updates.

In a RACI chart, Consulted parties are asked for their expertise or opinion before or during the work, which is two-way communication, while Informed parties are simply kept up to date on progress or decisions, which is one-way. Approving the deliverable is the Accountable role and doing the work is Responsible, and the reversed definition swaps the two roles.

370. Answer: D — Have leaders explain the reasons openly, acknowledge the broken promises and set a path forward.

The employees perceive a breach of the psychological contract, the unwritten expectations about what each side owes the other. Repairing it requires honest explanation, acknowledgment and a credible plan, because trust, not just money, has been damaged. Citing at-will status is legally accurate but deepens the sense of betrayal, and silence or an unexplained bonus leaves the breach unaddressed.

371. Answer: D — Map his critical knowledge, pair him with a successor to shadow him, and document key steps.

A structured knowledge transfer plan identifies the critical knowledge, uses shadowing and mentoring to pass on tacit know-how, and documents what can be written down. A manual alone misses tacit knowledge, and a post-retirement consulting deal may be a useful backup but does not build internal capability.

372. Answer: A — Agree to coach him and attend if needed, but explain he should deliver the warning himself.

Contracting clarifies roles: managing performance is the supervisor's job, and HR's role is to advise and support. Coaching him and offering to attend keeps accountability with him while giving him help. Delivering the warning for him weakens his authority and teaches the employee to see HR as the boss. Refusing all help damages the working relationship.

373. Answer: C — It creates an audit trail and supports consistent review of similar conflicts.

A written register shows who disclosed what, when, and how each conflict was resolved, which supports audits and investigations and lets reviewers treat similar situations consistently. Mitigation plans still need monitoring after they are logged. The register holds personal information and should have restricted access, and it supplements rather than replaces periodic certification.

374. Answer: D — Through amortization, usually on a straight-line basis over the asset's estimated useful life

Intangible assets with finite useful lives, such as a purchased customer list or a multiyear software license, are amortized, typically straight-line, over their useful lives. Depreciation is the term for tangible assets such as equipment. Impairment testing without amortization applies to goodwill and other indefinite-lived intangibles, not to assets with a defined life.

375. Answer: D — Check whether the benchmark is comparable, looking at differences in service scope, volume and service levels

Benchmarks are a starting point for questions, not a conclusion. The department may handle more services, more complex accounts or higher service standards than benchmark companies, which would justify the staffing. Validating comparability and reviewing workload data should come before any reduction plan, hiring freeze or position-by-position cuts.

376. Answer: A — Report the delay plainly, with its cause, its impact and recovery options plus a recommendation.

Sponsors need accurate, timely status to make decisions, and bad news gets worse with delay. The best report states the variance and its cause, explains the impact and offers options with a recommendation. Simply reporting the delay and asking the sponsor what to do is honest, but it leaves the problem-solving with the sponsor when the project lead should bring a proposed path forward.

377. Answer: B — Facilitation and support

Facilitation and support, such as training, time off from other duties and emotional support, is recommended when people resist because of fear and anxiety about adjusting. Education and communication addresses a lack of information about why the change is needed, which is not the issue here. Participation suits initiators who need others' input, and manipulation carries ethical and trust risks.

378. Answer: A — Disclose the relationship to his manager and step aside so that an investigator without the relationship conducts the inquiry.

An investigator must be, and appear to be, impartial; a regular social relationship with the accused creates an actual or perceived conflict that can undermine the findings. The right step is to disclose it and have someone without the conflict investigate. Adding a witness or pausing the golf games does not remove the conflict, and the complainant's consent does not cure it for the accused, the decision-makers or a later reviewer.

379. Answer: B — Include them as legally required benefits, along with employer costs for unemployment and workers' comp

In benefits-cost analysis, employer FICA (Social Security and Medicare), unemployment insurance and workers' compensation are counted as legally required benefits, and they are often a large part of total benefits cost. Leaving them out understates the employer's real cost of benefits. The employee's matching contribution is withheld from pay and does not offset the employer's own cost.

380. Answer: D — Hold off on the warning, since its timing and inconsistent treatment could support a claim of retaliation

Retaliation requires a protected activity, an adverse action and a causal link, and close timing plus inconsistent treatment of a long-tolerated issue are strong evidence of a link. HR should hold the warning and, if lateness is a real concern, address it consistently across the team going forward. Waiting until the complaint closes does not cure the problem, and an involuntary transfer could itself be an adverse action.

381. Answer: A — As an accrued liability for compensated absences

Vacation that employees have already earned and the company will have to pay is an obligation, so under accrual accounting the employer records the expense and an accrued liability for compensated absences as the time is earned. It is not an asset, because the company owes the value rather than holding it, and disclosure alone is not enough when the obligation is probable and estimable.

382. Answer: B — Match the roles by job content and map them to a common job code before comparing pay

Valid comparisons require like-for-like jobs. HR should compare duties, skills and responsibilities to confirm the roles are equivalent, then map them to a standard job code. Averaging the titles without confirming the jobs match could combine different work, and asking managers to justify pay comes after the comparison shows a gap.

383. Answer: A — Answering reorganization items first could color how people rate their general satisfaction.

Question order effects occur when earlier items prime respondents and shift their answers to later ones. Asking about a contentious event first can make negative feelings salient and drag down general satisfaction ratings, so general items go before specific ones. The purpose is accurate measurement, not concealing the topic or shortening the survey.

384. Answer: C — Request a private meeting, give specific examples, and propose a better way to share updates

Upward feedback is most effective when it is private, specific and solution-oriented, such as offering a regular status update that gives the supervisor visibility without constant checking. Going to the skip-level manager first bypasses the supervisor and can damage the relationship. An anonymous survey or a months-later self-assessment delays the fix and gives the supervisor nothing concrete to act on.

385. Answer: A — $81,000

Adjusted rate = $90,000 x (1 - 0.10) = $81,000. Dividing by 1.10 gives $81,818, which is a smaller cut than 10%. Adding 10% gives $99,000, which moves the adjustment the wrong way, and $89,100 applies only a 1% reduction.

386. Answer: A — 5.0%

Absenteeism rate = days lost / (number of employees x scheduled workdays) x 100. Here, 132 / (120 x 22) = 132 / 2,640 = 0.05, or 5.0%. Dividing 132 by 120 alone gives 1.1, which ignores the number of workdays, and 22 / 120 gives 18.3%, which mixes up the inputs.

387. Answer: A — Give her authority to plan analyses and advise on budgets

Adding planning and decision-making responsibility is vertical job enrichment, which addresses a high performer's need for challenge without a promotion. More of the same reports is horizontal enlargement, a title change alone does not change the work, and rotating her into lower-level transactional work is unlikely to provide real challenge.

388. Answer: A — End users and process owners, to confirm the system supports real business processes

UAT is the final testing stage, in which the people who will use the system run real scenarios to confirm it supports their work before sign-off. Developer testing checks that the code functions, and security testing checks access controls. Both are needed but neither shows the system fits business processes.

389. Answer: A — Thank the employee for the input and directly invite others who have not spoken to share their views

A skilled facilitator acknowledges the dominant participant and then actively balances airtime, for example by calling on quieter members or using a round-robin, so the group yields a range of views. Removing the employee publicly is disrespectful and chills participation, and letting one voice dominate produces data that reflects one person rather than the group.

390. Answer: B — It links individual goals to strategic objectives so strategy becomes daily work

Performance management translates strategy into action by cascading strategic objectives into team and individual goals, then tracking and rewarding progress. It does not set strategy or replace budgeting. Documentation is one function, but treating it as the main purpose ignores its role in executing strategy.

391. Answer: B — When resistance comes from missing or inaccurate information and analysis

Education and communication fits when resistance comes from a lack of information or inaccurate information and analysis. Once persuaded, people often help carry out the change, though the approach can be time-consuming. Negotiation fits a powerful group that will lose out, coercion fits urgent change with powerful initiators, and participation fits when initiators need others' information.

392. Answer: A — Half of the seats on the supervisory board, elected by employees

Under Germany's Codetermination Act, companies with more than 2,000 employees must give employee representatives half of the supervisory board seats, with the shareholder-side chair holding a tie-breaking vote. One-third representation applies to companies with roughly 500 to 2,000 employees, and it is on the supervisory board, not the management board. Codetermination does not give unions a veto over closures.

393. Answer: C — Confirm that references will include only her dates and title, as for any other former employee

Applying the neutral-reference policy consistently protects the company from defamation and retaliation claims and treats her like every other former employee. No federal law requires an employer to disclose a PIP to a prospective employer. Conditioning a standard reference on a release, or letting a manager go beyond policy, creates legal risk and inconsistency.

394. Answer: C — The ban on secondary boycotts that pressure a neutral employer to stop dealing with the primary employer

Section 8(b)(4) prohibits a union from inducing a neutral employer's employees, or coercing the neutral, with an object of forcing it to stop doing business with the employer the union actually has a dispute with. The supplier is a neutral and the picket's goal is to cut off its dealings with the manufacturer. Hot cargo rules under Section 8(e) concern contract clauses, not picketing itself.

395. Answer: D — Simultaneity principle

The simultaneity principle holds that inquiry and change are not separate steps: change begins as soon as questions are asked. The constructionist principle says organizations are created through conversations and shared meaning, the positive principle says positive questions and emotions sustain change, and the anticipatory principle says images of the future guide present behavior.

396. Answer: B — Have her rehearse a conversation with her manager, get feedback, then hold a real one with support.

Self-efficacy is built most strongly through mastery experiences, so guided rehearsal with feedback followed by a supported first conversation lets her succeed in steps. Verbal reassurance is a weaker source of self-efficacy and does not give her new evidence of her ability. Postponing the conversations removes the opportunity to perform and lets both her skills and the employee's performance problem get worse.

397. Answer: D — Use email for office staff, and use posters, shift huddles, and texts or kiosks for plant workers.

An effective campaign uses the channels each audience actually sees, which for deskless workers means in-person huddles, posters, kiosks and opt-in mobile messages. Forwarded emails and intranet posts still do not reach people without regular computer access. A single mailed packet helps but is not a reminder campaign, and extending the deadline does not solve the communication gap.

398. Answer: A — Ask each manager about urgency and business impact, decide on that basis, and tell both when to expect it.

Priorities should be set by business need, such as how critical the role is and what happens if it waits, and both managers should know when to expect the work. Ranking by seniority or arrival order ignores impact, and splitting the work leaves both postings incomplete. Clear communication keeps trust with both internal clients.

399. Answer: A — First-year performance ratings, retention at one year and hiring manager satisfaction

Quality of hire looks at what happens after the hire, so it commonly combines new-hire performance, retention over a set period and hiring manager satisfaction. Time-to-fill, cost-per-hire and applicant volume are efficiency measures of the recruiting process. Offer-acceptance rate, source and interview scores describe the pipeline or selection steps, not how good the hires turned out to be.

400. Answer: C — The department's supervisors should receive refresher training on how to handle employee complaints.

Findings state what the evidence shows happened. Recommendations look forward and address root causes and prevention, such as training, policy changes or supervision improvements. The message count, the witness confirmation and the support for the touching allegation are all statements of fact drawn from the evidence, so they belong with the findings.