SUMMIT
STUDY GUIDES

SHRM-CP

Practice Questions

Set 10

400 Questions

Operational and applied HR knowledge at the SHRM-CP level

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

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How to Use This Set

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

SHRM-CP Practice Set 10

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

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

1. An employee receives a decorative clock from a vendor that exceeds the company's gift value limit. What is the BEST practice for handling it?

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

B. Return it without any note so that the vendor understands the message clearly

C. Hold onto it until the end of the year and then donate it to a local charity

D. Keep it at the employee's desk so that it is used for business purposes only

2. A company paid $7.2 million in wages and salaries and $2.4 million in benefits last year. Annual revenue was $32 million. What is its labor cost as a percentage of revenue?

A. 30.0%

B. 7.5%

C. 22.5%

D. 70.0%

3. A covered employer has 150 full-time employees at one site. It lays off 30 of them in March and, for the same business reason, another 30 in May, 60 days later. How does the WARN Act treat these layoffs?

A. They are aggregated only if they occurred within the same 30-day period, so no notice was owed

B. Each is assessed separately, so no notice was owed because neither layoff reached 50 workers

C. They are aggregated into a 60-person plant closing, since together they exceed the 50-worker plant closing threshold

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

4. A company finds that nearly all successors for director roles come from the same two departments and were nominated through senior leaders' personal networks. What is the BEST lawful step to broaden the pool?

A. Remove the two dominant departments from the program for one cycle so other employees get a turn.

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

C. Ask each senior leader to nominate one more person who differs from them in background or identity.

D. Reserve a set number of successor slots for employees from groups that are underrepresented today.

5. A company asks all employees to sign an acknowledgment of its code of conduct every year. What is the main purpose of the annual acknowledgment?

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

B. To create an employment contract that limits the reasons for which the employer may terminate

C. To waive an employee's right to file outside complaints about matters covered by the code

D. To replace the need for annual ethics training by confirming that employees have read the code

6. A company is writing an AI-use policy for employees who use generative AI to draft deliverables. What should the policy MOST importantly require?

A. That managers approve each separate instance of AI use before the employee's work begins

B. That employees review AI outputs for accuracy and disclose AI assistance where required

C. That employees use AI only for internal documents and never for any client-facing work

D. That employees list the specific prompts they used in every final deliverable they submit

7. The vendor configuring a new applicant tracking system misses a key configuration milestone, putting the go-live date at risk. The contract includes milestone dates. What is the HR project lead's BEST next step?

A. Push back the go-live date by a month to give the vendor ample room to finish the configuration

B. Have the internal IT team take over the configuration work to keep the project on its schedule

C. Invoke the contract's penalty clause right away to signal to the vendor that further delays will not be accepted

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

8. What is the purpose of a right-to-audit clause in an HR vendor contract?

A. To let the vendor review the employer's records to confirm its invoices are accurate

B. To require the vendor to file its audited financial statements with the employer

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

D. To permit the employer to inspect any vendor operation, including other clients' work

9. In hoshin kanri (policy deployment), what does the practice called catchball refer to?

A. A top-down process in which senior leaders assign fixed, non-negotiable targets to each level below

B. A visual board that tracks each team's daily progress toward its assigned targets

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

D. A review in which leaders hand unfinished goals forward to the next planning cycle

10. A leadership development program has an earned value of $120,000 and an actual cost of $135,000 to date. What is the cost variance (CV), and how should it be interpreted?

A. $15,000; the work done so far has cost less than it was budgeted to cost

B. -$15,000; the program has completed less work than was planned to date

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

D. -$15,000; the program will finish exactly $15,000 over its total approved budget

11. A party seeking to modify or terminate a collective bargaining agreement must notify a federal agency if no agreement is reached within the time set by the NLRA. The same agency offers mediators to help the parties settle. Which agency is this?

A. The National Labor Relations Board regional office

B. The National Mediation Board under the Railway Labor Act

C. The Federal Mediation and Conciliation Service

D. The Office of Labor-Management Standards in the DOL

12. An employee finds the answer to a question about holiday pay by searching the HR portal's knowledge base, without contacting anyone in HR. In a tiered HR service delivery model, which tier resolved the question?

A. Tier 0, self-service

B. Tier 3, centers of excellence

C. Tier 1, the HR contact center

D. Tier 2, HR specialists

13. An HR manager has decided the company needs a new remote-work policy. Before announcing it, she drafts talking points, chooses examples, and builds a one-page visual summary that turns her idea into a form employees can follow. Which step of the communication process is she performing?

A. Providing feedback

B. Selecting the channel

C. Decoding the message

D. Encoding the message

14. Two HR specialists will research and draft a new remote work policy, legal counsel will review the draft and give input, and the HR director will give final approval and answer for the result. In a RACI matrix, who should be listed as Accountable?

A. All four people equally, since each one contributes to the result

B. The two HR specialists, who will research and write the policy draft

C. Legal counsel, whose review and advice are needed before approval

D. The HR director, who approves the policy and answers for its outcome

15. A company had 200 employees on January 1, and 170 of them were still employed on December 31. It also hired 20 new employees during the year, all of whom were still employed at year end. What was its retention rate?

A. 15.0%

B. 85.0%

C. 89.5%

D. 95.0%

16. Why does inconsistent enforcement of a code of conduct create risk for an employer?

- **A.** Treating similar violations differently invites disparate-treatment claims and makes employees cynical about the code.
- **B.** Federal law requires employers to apply the same penalty to every violation of a written code of conduct.
- **C.** A code that is not enforced every time becomes an implied contract that limits the employer's right to discipline or terminate.
- **D.** Inconsistent enforcement automatically waives the employer's right to rely on the code in later discipline.

17. A supervisor told his team that a coworker is out on leave for cancer treatment and described her prognosis. The coworker had shared the diagnosis only with the supervisor and HR when requesting leave. What should HR do FIRST?

- **A.** Contact the coworker on leave right away to tell her that her diagnosis and prognosis were shared with the team by her supervisor
- **B.** Meet with the supervisor promptly to explain medical confidentiality rules and stop any further disclosure
- **C.** Issue the supervisor a written warning for the disclosure and place a copy in his personnel file today
- **D.** Send the team an email asking them to keep the coworker's medical information private going forward

18. A team's bonding events are always after-hours happy hours at a bar. Employees with caregiving duties and those who do not drink rarely attend, and they say they feel left out of the relationships that form there. What is the BEST approach for the manager?

- **A.** Vary the events, holding some during work hours with activities that do not center on alcohol.
- **B.** Poll the team and hold whichever single event type wins the most votes for every gathering.
- **C.** Offer to reimburse childcare so that caregivers are able to attend the evening happy hours.
- **D.** Keep the happy hours but stress that attendance is fully optional so that no one feels pressured.

19. To meet a cost-per-hire target of $3,500, a recruiter leaves out the required third-party background check fees for the quarter's hires. Including them would raise cost-per-hire to $3,800. What is the error?

- **A.** The fees are hiring costs but should be counted next quarter, after the hires have started work
- **B.** Background checks are a compliance cost, not a hiring cost, so the fees belong in a separate budget
- **C.** The fees should be counted as internal costs, since HR orders the checks for each candidate
- **D.** Background check fees are an external hiring cost, and omitting them understates cost-per-hire

20. During a talent calibration meeting that HR is facilitating, one plant manager has rated all nine of his direct reports as high potential. Other managers have rated about 10 to 20 percent of their teams that way. What should the HR facilitator do?

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

B. Set aside his team's ratings for now and review them later with him in a private one-on-one meeting

C. Lower his ratings to the group average so his team matches the other managers

D. Accept his ratings, since he knows his own team better than the other managers

21. On a Monday morning, a production employee asks HR for a copy of the current year's OSHA 300 log for his establishment. HR is not sure it has to share the log. What should HR do?

A. Decline the request, since only OSHA inspectors and union officials may review the log.

B. Give him a copy within 15 business days after he submits a formal written request for the log to the safety department.

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

D. Give him a copy only after removing every employee's name from all of the entries.

22. Why should an ethics program periodically assess ethics and compliance risks by business function and location?

A. To produce the annual compliance report that employers must file with the Department of Labor

B. To find out which managers to discipline for failing to prevent misconduct in their departments

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

D. To ensure every department and location receives exactly the same training content, controls and audit frequency

23. Why does telling job applicants in advance what an AI assessment involves, such as a timed game or a recorded video interview, help an employer meet its obligations under the ADA?

A. Advance notice satisfies the ADA by itself, so the employer does not then need to offer accommodations.

B. Notice lets the employer ask applicants about disabilities before deciding who takes the assessment.

C. The ADA requires employers to disclose an assessment's scoring formula to every applicant beforehand.

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

24. A company is deciding whether to commit to paying a living wage in all of its locations. What does a living wage measure that a legal minimum wage may not?

A. The average wage paid for comparable jobs by direct competitors in the same local labor market area

B. The pay level the company needs to reach the median of its industry compensation survey

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

D. The lowest hourly rate an employer may lawfully pay under federal, state and local law

25. An employee takes 12 weeks of unpaid FMLA leave after her child's birth, during which the company pays its share of her health premiums. At the end of leave, she resigns to stay home with the baby. What may the company do?

A. Seek to recover the premiums only if she leaves the job within one year

B. Nothing, since premium recovery is barred once leave has been approved

C. Seek to recover both its premium share and her pay for the first week

D. Seek to recover the share of premiums it paid during her FMLA leave

26. An HR manager drafts a business case for a new onboarding program. It defines the turnover problem, compares three options, estimates costs and expected benefits, and recommends one option. What key element should the HR manager add?

A. Testimonials from employees who support the idea of a new program

B. A history of how the company's onboarding practices have developed

C. An assessment of the risks of each option and how they would be mitigated

D. A detailed script for each manager to use when welcoming a new hire on the first day

27. Single medical coverage costs $600 a month, and employees pay 20% of the premium through payroll deduction. If the company pays employees biweekly, how much is deducted from each paycheck?

A. $55.38

B. $27.69

C. $120.00

D. $60.00

28. An employee returns home after 120 days of active-duty service and wants her civilian job back. Under USERRA, within what period must she apply for reemployment?

A. Within 30 days after her service ends

B. Within 90 days after her service ends

C. Within 14 days after her service ends

D. At the next scheduled shift after an 8-hour rest

29. The manager of a company's office in France proposes an AI tool that analyzes webcam video to infer employees' emotions and flag disengagement during meetings. What is the BEST response from HR?

A. Approve the tool if the emotion data is used only for coaching and not for performance evaluations.

B. Approve the tool if employees receive written notice before the webcam analysis begins in their meetings.

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

D. Approve a limited pilot after the works council has reviewed the tool, the data retention schedule and the notice to staff.

30. A company hires an outside investigative firm to look into suspected employee theft. Under the Fair Credit Reporting Act as amended by the FACT Act, what applies?

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

B. Advance written notice and the employee's signed consent are required before the outside firm can begin any interviews.

C. The FCRA does not apply to employment matters, so the firm's report can be used with no disclosure at all.

D. Notice and consent are required only if the outside firm reviews the employee's credit history or bank records.

31. At the end of a 30-minute meeting, an HR business partner says, "Let me pull together what we've covered: the staffing gap, the overtime costs and your concern about turnover. Did I miss anything?" Which active listening technique is she using?

A. Summarizing

B. Probing

C. Reflecting feelings

D. Paraphrasing

32. A forklift operator is injured at work, files a workers' compensation claim and receives benefits. He then tells HR he plans to sue the company for negligence because a supervisor ignored a known brake problem. What is the MOST accurate guidance HR's counsel would give about this lawsuit?

A. He must choose between a lawsuit and benefits, and he may still switch to a lawsuit

B. He may sue for negligence, because the supervisor knew about the brake problem

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

D. He may sue for negligence, since workers' comp benefits cover his medical costs but not his lost wages

33. An AI scheduling tool now handles all interview scheduling, which took about half of a recruiting coordinator's time. What should the HR manager do when redesigning the coordinator role?

A. Keep the role unchanged and let the coordinator decide how best to use the freed-up time.

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

C. Cut the role to half-time, since the tool now covers half of the coordinator's former duties.

D. Eliminate the role and spread the coordinator's remaining tasks across the team's recruiters.

34. To forecast future skill needs, HR sends a questionnaire to a panel of industry experts who never meet. Their anonymous answers are summarized and returned to them for several rounds until their views converge. What technique is HR using?

A. Delphi technique

B. Dialectical inquiry

C. Brainstorming

D. Nominal group technique

35. Under the ADA, who is a "qualified individual"?

A. A person who meets the job's requirements and can perform all of its functions, including marginal ones, without accommodation

B. A person who has a documented disability and meets the minimum education requirements posted for the position

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

D. A person who can perform the job's essential functions as productively as the best current employee in that role

36. During contract talks, a company with 300 employees averaging $50,000 in base pay is considering a 3% across-the-board raise plus a one-time $500 bonus for each employee. What is the total cost of the package in year one, before benefits roll-up?

A. $450,000

B. $600,000

C. $604,500

D. $1,050,000

37. Each quarter, an HR team pulls a random sample of employee records from the HRIS and checks fields such as pay rate, job title and hire date against offer letters and signed change forms. What is the MAIN purpose of this practice?

A. To satisfy a federal requirement that employers audit personnel files quarterly

B. To confirm that employees have reviewed and approved their own HRIS records

C. To detect inaccuracies and identify process gaps that cause errors in HR data

D. To identify employees whose pay rates fall below the internal market midpoint

38. HR is designing a recognition program for a fully remote 60-person team spread across nine time zones, with almost no shared working hours. Which design feature is MOST important?

A. Manager shout-outs given during a weekly all-team video meeting

B. An annual award mailed to top performers chosen by a panel of senior leaders

C. Asynchronous peer recognition that employees can give and see anytime

D. A monthly live recognition call held at a time set by headquarters

39. An employee was hired on March 1, 2020, and her employment ended on June 30, 2024. Until what date must the employer keep her Form I-9?

A. March 1, 2023

B. June 30, 2027

C. June 30, 2025

D. March 1, 2021

40. A company's compensation philosophy targets base pay at the 75th percentile of the market. What does pay at the 75th percentile mean?

A. Pay set three-quarters of the way between the minimum and maximum of the job's salary range.

B. Pay that is higher than about 75% of the market data for the job.

C. Pay that equals 75% of the market median for the job.

D. Pay that is 25% above the market average for the job.

41. A logistics company uses several types of workers. Under Section 2(3) of the National Labor Relations Act, which worker falls outside the definition of employee?

A. A probationary dock worker in the first 60 days of employment

B. A genuine independent contractor who owns her truck and sets routes

C. A part-time dispatcher who works fewer than 20 hours each week

D. A temporary driver hired for the peak season on a 90-day contract term

42. Which factor MOST directly affects a company's external labor supply for entry-level accountants?

A. The firm's average tenure among current staff accountants

B. The firm's expected growth in audit engagements next year

C. The number of accounting graduates in the region each year

D. The firm's planned promotions from staff to senior accountant

43. An employee leaves the company after one year. She deferred 6% of her pay into the 401(k), and the company matched part of it under a six-year graded schedule that first vests 20% after two years of service. She asks what she gets to keep. What should HR tell her?

A. All of her own deferrals and their earnings, but none of the employer match yet

B. All of her own deferrals and their earnings, plus 20% of the employer match

C. None of the account, because she has not reached the plan's first vesting date

D. Half of her own deferrals and their earnings, since vesting applies to all funds

44. HR must choose one of six locations to pilot a new performance review process before rolling it out companywide. What should be the MAIN criterion for choosing the pilot site?

A. How well the site represents the conditions the process will meet companywide

B. How strongly the site's manager has said he personally supports the new review process and will champion it

C. How high the site's engagement scores are, so that resistance will be lowest

D. How close the site is to headquarters, so the project team can visit easily

45. A software company needs five key engineers to stay through a nine-month system launch, and several have been contacted by recruiters. The CFO has approved a retention budget for the project. Which bonus structure BEST serves the goal?

A. A permanent base-pay increase for the five engineers effective right away

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

C. An immediate signing-style payment made now with no conditions attached

D. Half of the bonus paid now and half at year-end, whether or not the launch is finished

46. An organization wants to evaluate a new compliance course at Kirkpatrick Level 2. Which method should it use?

A. Observing whether participants follow the procedures on the job

B. Comparing compliance violation rates before and after the course

C. Giving participants a knowledge test before and after the course

D. Asking participants to rate the course and instructor at the end

47. Leaders at a company are concerned about the strategy execution gap. What does this term refer to?

A. The gap between the company's strategy and a competitor's strategy

B. The difference between a strategy's planned budget and actual spending during execution

C. The difference between the results a strategy promises and what it delivers

D. The time between a strategy's approval and the start of its execution

48. Under Kathy Kram's model of mentoring functions, which mentor behavior is a career function rather than a psychosocial function?

A. Offering friendship and a confidential sounding board

B. Serving as a role model of professional conduct

C. Affirming the mentee's competence and sense of worth

D. Recommending the mentee for a high-visibility project

49. The COO tells the HR manager to delay a planned hiring freeze so operations can fill six open roles. The same day, the CFO directs HR to put the freeze in place immediately to protect the quarter's budget. What should the HR manager do FIRST?

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

B. Follow the COO's direction because the open roles affect operations and customers more directly.

C. Follow the CFO's direction because budget controls generally take priority over operational staffing needs.

D. Let the six roles proceed but freeze all other hiring so each executive gets part of what was requested.

50. A plant pays hourly workers a quarterly production bonus announced in advance to anyone who meets output targets. Payroll computes overtime using only the base hourly rate. What should HR do?

A. Relabel the bonus as discretionary so it is excluded from future overtime calculations

B. Include the bonus in the regular rate and recalculate overtime for the affected weeks

C. Keep the practice, because bonuses paid quarterly are excluded from the regular rate

D. Add the bonus to the regular rate only for the final week, when it is actually paid

51. A company reports net income of $1 million, interest expense of $200,000, income tax expense of $300,000, depreciation of $400,000 and amortization of $100,000. What is its EBITDA?

A. $2.0 million

B. $1.5 million

C. $1.9 million

D. $1.7 million

52. A 63-year-old operations supervisor with good reviews is fired and replaced by a 44-year-old. The plant manager tells HR there is no age risk because the replacement is also over 40 and protected by the ADEA. How should HR respond?

A. Agree, because an ADEA claim requires that the replacement be under 40 and outside the protected class.

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

C. Agree only if the replacement was hired within 90 days of the termination, which is when the rule applies.

D. Explain that any replacement younger than the employee by even one year automatically shows age bias.

53. Which concept explains retention through the combined effect of an employee's fit with the job and community, links to people and groups, and what the employee would sacrifice by leaving?

A. Psychological contract theory

B. Equity theory of motivation

C. Employee engagement model

D. Job embeddedness theory

54. In an unadjusted pay analysis, the median annual pay for one group is $54,000 and the median for the comparison group is $60,000. Expressed as a percentage of the comparison group's median, what is the unadjusted median pay gap?

A. 90.0%

B. 10.0%

C. 6.0%

D. 11.1%

55. During a performance conversation about missed quality targets, an employee raises his voice and argues that the targets are unfair. What should the manager do?

A. Agree to revisit the targets so that he will be more willing to accept the feedback

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

C. End the meeting at once and refer the employee to HR for possible discipline

D. Restate the quality data firmly and move straight on to the improvement plan

56. Several experienced engineers oppose a new design review process. They understand it fully but have analyzed the data and believe it will cost more in delays than it saves in rework. According to Kotter and Schlesinger, what is the reason for their resistance?

A. Parochial self-interest

B. Misunderstanding and lack of trust

C. Low tolerance for change

D. Different assessments

57. Relocation spending at a growing engineering firm has exceeded budget for two years. Every relocating employee, from entry-level engineers to executives, receives the same full-service package. What is the BEST approach?

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

B. Stop offering relocation help for entry-level roles and hire only candidates who already live near the firm's offices

C. Cap relocation spending per employee at the current average cost and require employees to pay any amount above it

D. Ask finance to raise the relocation budget, since the firm's growth makes the higher relocation spending unavoidable

58. Under Title VII disparate impact analysis, why is an arrest record alone a weaker basis for rejecting an applicant than a conviction record?

A. An arrest alone does not establish that the person engaged in the conduct

B. Arrest records are sealed by federal law and unavailable to employers

C. A conviction is presumed job-related for every position under Title VII

D. Title VII bars all private employers from asking applicants about arrests

59. A U.S. software company sells its domestic product line abroad through sales offices controlled by headquarters. Products, pricing models and core processes are developed in the U.S. and changed only slightly for foreign markets. Which international strategy does this describe?

A. Transnational strategy

B. Global strategy

C. International strategy

D. Multidomestic strategy

60. On a five-point agreement item about belonging, 420 employees responded: 180 chose Agree, 90 chose Strongly Agree, and the rest chose Neutral, Disagree or Strongly Disagree. What is the percent favorable?

A. 43%

B. 64%

C. 75%

D. 36%

61. HR ran a carefully controlled pilot of a new onboarding program in its Denver office, randomly assigning new hires to the new or old program, and found a clear improvement in 90-day retention. Leaders now want to roll it out in all offices. Which statement BEST describes the evidence?

A. Both are strong, since a clear improvement in a controlled pilot establishes generality.

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

C. External validity is strong, since random assignment makes results apply to every office.

D. Internal validity is weak, because a single office is too small to show cause and effect.

62. HR is benchmarking onboarding. One team member compares the company's 90-day new-hire retention rate with industry peers. Another studies how a respected peer company structures its first-week schedule, buddy assignments and manager check-ins. Which statement BEST describes these two efforts?

A. The first is process benchmarking and the second is performance benchmarking

B. The first is strategic benchmarking and the second is internal benchmarking

C. The first is internal benchmarking and the second is competitive benchmarking

D. The first is performance benchmarking and the second is process benchmarking

63. How does a crisis management team typically differ from an emergency response team?

A. The crisis team acts only after an event is over, while the emergency response team acts only during the event.

B. The crisis team is made up of outside experts, while the response team is made up of employees.

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

D. The crisis team handles natural disasters, while the response team handles human-caused events.

64. After a reorganization, an HR specialist finds that her former duties have been split among other teams and her new manager has not defined her role. Several weeks have passed. What is the BEST action for the specialist?

A. Continue performing her previous duties until her manager has time to define a new role for her

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

C. Ask HR leadership to transfer her to another team where her role is clearly defined

D. Take on any tasks that colleagues request so that she stays visibly busy and useful

65. A sales hire left after five months. The company spent $8,000 to recruit him and $5,000 to train him, estimates $12,000 in lost productivity and paid $3,000 in severance. What was the estimated cost of this bad hire?

A. $25,000

B. $28,000

C. $16,000

D. $13,000

66. An HR generalist is hired as the first HR employee at a 70-person startup that has doubled in size in a year. There is no handbook, offer letters vary by manager, and no one is sure whether new hires complete Forms I-9. What should the HR generalist tackle FIRST?

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

B. Write a full employee handbook so that all policies are documented before anything else is addressed.

C. Launch an engagement survey to learn what employees want from the new HR function going forward.

D. Design a performance management system so managers can begin consistent reviews this quarter.

67. After several complaints, an HR generalist gives a production supervisor feedback that his abrupt, harsh tone is upsetting his team. The supervisor dismisses it, saying his team hits its targets and that HR does not understand production. What is the BEST approach for the HR generalist?

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

B. Drop the issue for now because the supervisor's team is meeting its production targets and goals.

C. Escalate the matter to the plant manager right away so the supervisor clearly understands it is now a formal concern.

D. Arrange for the supervisor to attend a communication skills workshop and check in again in a few months.

68. A sales VP wants new territory reps to spend their first month riding along with a veteran rep, because past hires learned faster in the field than in the classroom. How should HR help structure the ride-alongs?

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

B. Replace the ride-alongs with classroom product training, since field experience is hard to standardize.

C. Let each new rep ride with the veteran for a month and pick up whatever situations come up in the field.

D. Have the veteran handle the new rep's accounts until the new rep has observed every type of sales call.

69. A call-center employee endured a supervisor's crude sexual jokes for eight months. She signed for the company's anti-harassment policy, which offers a hotline and several HR contacts, but she never complained. She suffered no demotion or pay loss and now files a charge. How does her failure to complain affect the employer's position?

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

B. It bars her claim outright, since she waived it by not reporting internally

C. It has no effect, since supervisor harassment makes the employer strictly liable

D. It helps only if the company also disciplines the supervisor before the trial

70. An HR manager enriches several jobs by adding variety and autonomy. Most employees become more motivated, but a few report more stress and no gain in satisfaction. Which concept from the job characteristics model BEST explains the difference?

A. Hygiene factors must be fixed before enrichment can motivate anyone

B. Equity comparisons with coworkers offset the gains from enrichment

C. Enrichment lowers task identity for employees who prefer routines

D. Growth need strength moderates how people respond to enriched jobs

71. Customer service representatives are rated partly on customer wait times, which depend mainly on staffing levels that the reps do not control. Which measurement problem does this create?

A. Halo effect
B. Central tendency rater error
C. Criterion contamination
D. Criterion deficiency

72. HR is designing a process for managers to nominate employees for a high-potential development program. Senior leaders want the process to be fair and defensible if employees question who was chosen. What is the MOST important step?

A. Keep the list of nominees confidential so that no one can dispute the decisions
B. Limit nominations to employees with top performance ratings in each of the past three years
C. Let each manager nominate the people they believe have the most potential
D. Define written criteria for potential and apply them to every nominee with evidence

73. Two analysts who co-author weekly reports are in conflict. One wants to use the company's approved AI tool to draft sections, while the other refuses to put her name on AI-drafted content. Their manager asks HR to help resolve it. What should HR do?

A. Split the reports so that each analyst writes separate sections and signs only her own work going forward.
B. Meet with both to clarify interests and policy, then help them agree on how AI is used and reviewed.
C. Support the analyst who wants to use AI, since the company has approved the tool for this kind of work.
D. Have the manager decide which approach the team will use and then inform both analysts of the result.

74. Which form of opposition activity is MOST likely to lose protection under Title VII's anti-retaliation provision?

A. Signing a petition that protests perceived discrimination in shift assignments
B. Refusing to carry out a supervisor's instruction to reject applicants by race
C. Telling a manager that a peer's jokes about religion seem offensive and unlawful
D. Repeatedly disrupting operations with confrontational protests on the shop floor

75. A company wants a high-performing plant manager in Brazil to learn corporate processes and build relationships with senior leaders at U.S. headquarters before promoting her to regional director. Which approach BEST meets this goal?

A. A short business trip to attend the annual leadership meeting
B. An inpatriate assignment at U.S. headquarters for a set period
C. An expatriate assignment to a sister plant in another foreign country
D. A virtual mentoring program with a headquarters executive

76. During a negotiation with a department head over a proposed reorganization, which behavior by the HR manager BEST demonstrates active listening?

- **A.** Restating the department head's concerns and interests in her own words and asking if she got them right
- **B.** Preparing her counterarguments while the department head talks so she can reply without any delay
- **C.** Taking detailed notes silently while the department head speaks and saving all of her questions for the very end
- **D.** Nodding throughout the conversation and then moving directly to explaining HR's preferred proposal

77. Several coworkers complain to a supervisor that a team member has a strong body odor that is affecting the shared workspace. The supervisor asks HR how to address it. What is the BEST approach?

- **A.** Ask a coworker the employee trusts to mention the issue informally over lunch
- **B.** Meet privately, raise the issue kindly and factually, and ask if any support is needed
- **C.** Issue a written warning under the grooming policy and schedule a follow-up meeting in two weeks
- **D.** Send a team-wide reminder about hygiene expectations so that no one is singled out

78. Which conduct by an employer is consistent with its duty to bargain in good faith under Section 8(d) of the NLRA?

- **A.** Meeting at reasonable times and explaining its proposals, while declining to agree to a union demand
- **B.** Changing employees' health plan contribution rates during negotiations without first bargaining with the union
- **C.** Refusing to provide wage data the union requested and needs to evaluate the employer's offer
- **D.** Insisting that the union drop a permissive subject before any talks on wages may begin

79. A company provides employer-paid life insurance. Because premiums rise with age, the employer wants to give workers over 60 a smaller death benefit than younger workers receive. Under the ADEA, when is this allowed?

- **A.** When the reduced benefit is offset by a matching increase in the older workers' base salary.
- **B.** When the older workers sign a written waiver agreeing to the reduced benefit level in advance.
- **C.** When the employer spends at least as much per older worker as it spends per younger worker.
- **D.** When the benefit reduction applies only to workers who have reached the plan's normal retirement age.

80. A rural hospital has been unable to fill night-shift registered nurse positions despite months of postings on major job boards. Few licensed nurses live in the area. What is the MOST effective sourcing strategy?

A. Extend the posting period on the current job boards and wait for more applicants.

B. Post the openings on more national job boards with longer, more detailed ad copy and photos.

C. Rely on agency travel nurses permanently to cover all of the night-shift openings.

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

81. What is the core idea of the notice and choice principle in fair information practices?

A. Individuals receive notice after a data breach and may choose whether the organization must compensate them.

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

C. Organizations give notice of their data practices once, after which data may be used for any purpose chosen.

D. Organizations notify regulators whenever personal data is collected and let regulators choose permitted uses.

82. A company uses a cloud HRIS vendor to store data on its employees in Germany and France. The vendor processes the data only on the company's documented instructions. What is the vendor's role under the GDPR?

A. Controller

B. Data protection officer

C. Joint controller

D. Processor

83. HR is replacing two fixed holidays with two floating holidays so employees can observe days that matter to them. Which step is MOST important to include when rolling this out?

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

B. Assign floating holiday dates centrally so scheduling stays fully predictable

C. Require employees to state in writing which religious event each floating day will mark

D. Limit use of floating holidays to employees who belong to a religious group

84. In contract negotiations, management is costing a $1.00 per hour wage increase for 100 hourly employees who each work 2,080 hours per year. The company applies a 25% roll-up for wage-driven benefit costs. What is the total annual cost of the increase?

A. $156,000

B. $208,000

C. $52,000

D. $260,000

85. A fully remote customer support team of 25 agents needs to improve how it handles angry customers. The agents work across three time zones, and the training budget allows several short live sessions. What is the BEST virtual approach?

A. Send agents a reading list of de-escalation articles and ask each one to submit a short written summary.

B. Have agents listen to recordings of top performers' difficult calls and write reflections on what they heard.

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

D. Assign a recorded webinar on de-escalation theory, followed by an online quiz that each agent must pass before the end of the month.

86. A company has current assets of $2.4 million and current liabilities of $1.6 million. What is its current ratio, and what does it indicate?

A. 0.67, meaning it may have trouble paying its bills as they come due

B. 1.5, meaning it earns $1.50 of profit for each $1 of short-term debt

C. 1.5, meaning it holds $1.5 million more in cash than it currently owes to its suppliers and lenders

D. 1.5, meaning $1.50 of current assets for each $1 of current liabilities

87. A background check for a project manager finalist shows that she did not complete the bachelor's degree listed as earned on her application. The application, which she signed, states that false information may lead to withdrawal of an offer. What is the BEST way to handle this?

A. Continue with the hire, since project management skill matters more than whether she finished the degree.

B. Continue with the hire, but note the discrepancy in her file in case performance problems come up later.

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

D. Withdraw the offer right away without contacting her, since the signed application allows withdrawal.

88. HR is about to launch a new customer-service course. Several managers mention they do not know what their staff will learn in it. What is the BEST action before launch?

A. Ask each employee to summarize the course content for his or her manager after returning to work from the training.

B. Add the course to the learning catalog so managers can browse its description if they wish.

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

D. Send managers the course agenda once their employees have completed the training program.

89. An employee left the company and is rehired 18 months after her original Form I-9 was completed. The work authorization she presented then is still valid. What may the employer do?

A. Complete a new Form I-9, since rehires always require a brand-new form and documents

B. Have her redo Section 1 of her original Form I-9 and re-sign it

C. Rely on her original Form I-9 without completing anything new

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

90. A manager suggested to an employee with recent performance problems that he contact the company's employee assistance program. The manager now asks HR whether the employee called the EAP and what was discussed. What is the BEST response?

A. Tell her HR will check the EAP usage reports and let her know if his name appears among the callers

B. Ask the EAP provider whether the employee has called and share only that he did, without the details

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

D. Suggest she ask the employee directly whether he called the EAP, since she made the referral herself

91. A unit loses an average of 40 work hours per month to unscheduled absences. The average wage is $25 per hour, and benefits add 30% to wage costs. What is the annual direct cost of these lost hours?

A. $12,000

B. $1,300

C. $3,600

D. $15,600

92. The HR manager wants to buy an online pre-employment assessment tool that costs $15,000 a year. Company policy requires director-level approval for purchases above $10,000. What should the HR manager do?

A. Sign the contract now to lock in the price and get the director's approval before the first invoice arrives

B. Proceed with the purchase, since the cost of the tool is already included in the HR department's approved budget

C. Ask the vendor to bill the license monthly so that each invoice falls under the $10,000 approval threshold

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

93. Under EEOC regulations, which piece of evidence is relevant to whether a job function is essential?

A. How quickly the employee could learn the function through training

B. A written job description prepared before the job was advertised

C. A job description revised after the employee asked for accommodation

D. The preferences of coworkers who would take over the function instead

94. A trainer reports that a time management workshop delivered a 300% ROI, based on participants' end-of-session ratings averaging 4.8 out of 5. What is the main flaw in this claim?

A. Ratings above 4.5 usually reflect leniency, so the ROI should be discounted.

B. The ratings should be gathered 90 days after training to support an ROI figure.

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

D. The ROI should be stated as a benefit-cost ratio rather than as a percentage.

95. New hires at a hospital report that the onboarding packet is hard to follow because it uses terms like FTE, PTO bank, and per diem differential without defining them. What type of communication barrier does this represent?

A. A psychological barrier caused by new-job anxiety

B. A semantic barrier caused by unfamiliar jargon

C. An emotional barrier caused by distrust of HR

D. A physical barrier caused by the delivery format

96. An HR director is helping the procurement team build a supplier audit checklist based on the International Labour Organization's indicators of forced labor. Which supplier practice is one of those indicators?

A. Requiring workers to give two weeks' notice in writing before they resign

B. Scheduling paid safety training sessions outside regular shifts

C. Holding back part of workers' earned wages until their contracts end

D. Paying workers piece rates that meet the legal minimum wage

97. A manager's 360-degree feedback report shows that many coworkers see him frequently interrupting others in meetings, a habit he says he had no idea about. In the Johari window, this behavior falls in which area?

A. Blind area

B. Open area

C. Hidden area

D. Unknown area

98. At the start of an investigation interview, which statement about confidentiality should HR make?

A. "Nothing you say will be shared with the accused or anyone else unless you agree to it first."

B. "We cannot keep any of this confidential, so assume your statements may be shared widely."

C. "Everything you tell me today will stay completely confidential between the two of us."

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

99. In a typical union grievance procedure, which sequence is MOST common?

A. Employee and steward meet HR, then go to arbitration, then appeal to the plant manager if still unhappy with the result.

B. Union files for arbitration, then the employee and steward meet the supervisor to try to settle.

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

D. Employee files with the NLRB, then meets the supervisor, then appeals to higher management and HR.

100. An HR director learns that a recruiter sets every offer at 10% above the candidate's current salary. Recent offers for the same analyst role range widely, and women hired into the role average less than men. What should the HR director do?

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

B. Keep the practice but ask candidates to share their pay voluntarily

C. Cap the premium above current pay at 10% so all offers are consistent

D. Have the recruiter verify current salary with the prior employer before making each offer

101. A company's draft layoff list was built from managers' subjective rankings of their staff. HR notices that the list includes a disproportionate number of employees age 40 and older. What should HR do before the list is finalized?

A. Offer the older employees early retirement instead of layoff

B. Analyze adverse impact by age and review rankings with counsel

C. Finalize the list, since performance rankings are a lawful basis

D. Remove enough older workers from the list to balance the age mix

102. In a step-one grievance meeting over a disputed written warning, the union steward and the supervisor start shouting at each other. HR is present for management. What is the BEST action for HR?

A. End the meeting and treat the grievance as automatically moving to step two

B. Rescind the warning on the spot to settle the dispute quickly

C. Ask the steward to leave so the meeting can continue calmly

D. Call a short recess, then resume and focus on the grievance facts

103. A nonunion manufacturer asks HR to assess its vulnerability to union organizing. HR plans to review pay equity, consistency of discipline and how managers communicate with employees. What is the MAIN purpose of this audit?

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

B. To determine whether the company can lawfully adopt a policy banning unions

C. To find out which employees are likely to support a union if a campaign starts

D. To gather evidence for the employer to use in an NLRB election campaign later

104. A 15-person HR department has adopted AI tools for recruiting, benefits questions and scheduling. Each tool is managed by a different HR specialist, and integration problems and inconsistent data rules are growing. What structural change would BEST address the problem?

A. Hire a data scientist for each of the tools so that every system receives its own technical expert.

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

C. Keep each tool with its current specialist, but add a monthly meeting where they share any updates.

D. Move responsibility for all three AI tools to the IT department, so that HR no longer manages them.

105. In a stock purchase, a buyer acquires all of the shares of a company. What happens to that company's employment relationships and existing employment liabilities?

A. Employees are terminated at closing and must be rehired by the buyer under new terms.

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

C. Employment continues, but pending claims stay with the former shareholders who sold.

D. The buyer becomes the employer and chooses which of the liabilities it agrees to assume.

106. After a product recall, a nonunion employee posts on social media that management ignored safety concerns he and several coworkers raised, and coworkers comment in agreement. Senior leaders want him disciplined. What is the BEST response from HR?

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

B. Support discipline, since the NLRA protects only union members who discuss working conditions.

C. Advise asking him to delete the post, and support discipline only if he refuses to take it down.

D. Support discipline, since the company's social media policy bans posts that criticize management in public.

107. In a global calibration review, HR sees that managers in one country rarely give the top rating on a 5-point scale. Local leaders explain that culture there discourages describing anyone as outstanding, even when results are strong. What is the BEST way to calibrate fairly?

A. Raise every rating from that country by one point to offset the cultural effect on scores

B. Require that all countries use a forced distribution with fixed percentages

C. Accept the ratings as given, because local managers know their people best

D. Compare ratings with objective results and discuss them in cross-country sessions

108. In performance and strategic planning, what does goal cascading mean?

A. Letting each employee set personal goals and then rolling them up into company goals

B. Translating organizational objectives into aligned division, team and individual goals

C. Ranking goals by priority so that lower-ranked ones are dropped when resources tighten

D. Reviewing progress on each goal at set intervals throughout the performance period

109. HR tracks the average weekly time-to-fill for open roles and plots it against a center line with upper and lower limits based on past performance. The goal is to tell normal week-to-week variation from unusual changes that need investigation. Which tool is HR using?

A. Fishbone diagram
B. Scatter diagram
C. Control chart
D. Pareto chart

110. The HR manager at a regional bank has been invited for the first time to the senior leadership team's annual planning offsite. Leaders will set business goals for the next three years. What should the HR manager bring to contribute most effectively?

A. Updated drafts of the employee handbook and key HR policies for the leadership team to review
B. A business case for the new HR information system the department wants to buy
C. A detailed summary of the HR department's accomplishments over the past year
D. Workforce data on talent risks and capabilities tied to the bank's planned business goals

111. A firm had $30 million in revenue and $27 million in total expenses last year, with 150 employees. What is its profit per employee?

A. $20,000
B. $180,000
C. $2,000
D. $200,000

112. A department manager retitles a nonexempt payroll clerk as 'payroll coordinator' and tells her she will no longer receive overtime pay. Her duties, which involve processing time records and entering data under set procedures, have not changed. What should HR do?

A. Approve the change if her new salary meets the FLSA salary level for exemption.
B. Explain that exempt status turns on salary and duties, so she remains nonexempt.
C. Reclassify her as exempt and pay a quarterly bonus to offset the overtime she will lose.
D. Approve the change if she signs a written acknowledgment of her exempt status.

113. Eight months after an economic strike began, employees file a petition to decertify the union. Several strikers were permanently replaced and have not returned. Can these replaced strikers vote in the election?

A. Yes, but only if they have each made an unconditional offer to return to work
B. No, because permanent replacement ends a striker's eligibility to vote
C. Yes, because the election falls within 12 months of the start of the strike
D. No, because only their permanent replacements are eligible to vote

114. A pregnant employee at a 75-person company has been 1 to 2 hours late several mornings because of severe nausea, and her supervisor has assigned attendance points. She asks whether she will be fired. What should HR do?

A. Place her on FMLA leave right away, since pregnancy-related absences must be taken as FMLA leave.

B. Excuse the points only if she gives a doctor's note certifying that the pregnancy is high risk.

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

D. Continue the points, since the PWFA covers only work restrictions and not attendance issues.

115. A hiring manager has concluded that his team's poor hires come from weak interviewing. He asks HR to deliver a two-hour structured-interviewing workshop for his supervisors next month. Under Edgar Schein's consulting models, which model does this request reflect?

A. Doctor-patient model

B. Process consultation (helping) model

C. Purchase-of-expertise model

D. Action research model

116. An employee earning $62,000 receives a performance rating of 4 and her salary falls in the second quartile of her range. The merit matrix shows a 4% increase for that cell. What is her annual increase?

A. $2,480

B. $2,000

C. $2,520

D. $2,560

117. A 60-employee company learns its operations manager will leave in four months. No internal employee is close to ready for the role. What is the BEST plan?

A. Wait until the manager leaves, then hire an interim manager while the company reviews its options.

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

C. Split the duties among existing supervisors for the long term so the company avoids a costly hire.

D. Promote the most senior supervisor now and give her four months of intensive training for the role.

118. What distinguishes the SASB Standards, now maintained by the International Sustainability Standards Board (ISSB), from many other sustainability reporting frameworks?

A. They require disclosure of a company's impacts on all stakeholders and society.

B. They identify financially material sustainability topics specific to each industry.

C. They certify that a company's management system meets international standards.

D. They set one common set of social impact metrics that applies alike to companies in every industry.

119. Before an internal compliance audit, an HR manager finds that each employee's Form I-9 and copies of identity documents are filed in that employee's personnel file. What is the BEST corrective action?

A. Leave the I-9s in the personnel files, because federal rules require them to stay with each record

B. Destroy the I-9s of current employees and complete new forms for all of them in a separate file

C. Scan the I-9s into the personnel file system and destroy the paper originals after a month

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

120. An employee complained to HR that her supervisor belittles her in meetings. A month later, that supervisor tells HR her work has slipped and he wants to put her on a performance improvement plan. What should the HR manager do FIRST?

A. Tell the supervisor that no performance action may be taken against this employee for at least six months after a complaint.

B. Approve the PIP, because performance management cannot be suspended simply because an employee has filed a complaint.

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

D. Ask the employee whether she agrees her performance has slipped before deciding whether a PIP is appropriate for her.

121. An HR team wants a communication channel that will BEST surface employee concerns during an AI tool rollout. Which channel should it use?

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

B. A detailed FAQ posted on the intranet and updated regularly after the launch

C. A weekly email newsletter summarizing the AI project's progress, milestones and upcoming training dates

D. A recorded video message from the CEO explaining the reasons for the rollout

122. Which features are MOST characteristic of a health maintenance organization (HMO)?

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

B. Reimbursement of any provider the employee chooses, after a deductible and coinsurance are applied

C. No referral requirement, and partial coverage for out-of-network care at higher cost sharing

D. A high deductible that must be met before most covered care is paid, paired with a health savings account the employee owns

123. In a calibration meeting, HR notices that one department has rated 70% of its employees as "exceeds expectations," far above other departments. What should HR do as facilitator?

- **A.** Require the department to lower its ratings until no more than 20% of its staff are rated as exceeds expectations.
- **B.** Accept the ratings as submitted, since calibration should respect each manager's judgment of staff.
- **C.** Have HR re-rate the department's employees on its own and use HR's ratings in place of theirs.
- **D.** Ask the managers to walk through evidence for several ratings against the written rating definitions.

124. During an economic strike, a striker pulls out a knife and threatens a replacement worker at the plant gate. When the strike ends, the union makes an unconditional offer for all strikers to return. Must the employer reinstate this striker?

- **A.** Yes, unless the striker was convicted of a crime arising from the incident at the plant gate
- **B.** No, but only if the employer first hired a permanent replacement into the striker's former job
- **C.** No, because serious strike misconduct of this kind can disqualify a striker from reinstatement
- **D.** Yes, because misconduct away from the work floor does not affect a striker's reinstatement rights

125. Without warning, a parts supplier's largest customer cancels its contract, and the supplier must lay off 200 workers in three weeks. Assuming the WARN Act's unforeseeable business circumstances exception applies, what must the employer still do?

- **A.** Pay each affected worker wages in lieu of the remaining weeks of the full 60-day notice period
- **B.** Get written approval from the state dislocated worker unit before carrying out the layoff
- **C.** Notify only the state and local government, because the exception waives notice to employees
- **D.** Give as much notice as practicable and briefly explain why the notice period is shorter

126. A single parent at a call center has been 15 minutes late four times in a month because her child's day care does not open until 7:30 a.m. and her shift starts at 7:45 a.m. She has otherwise performed well. Which option should HR consider FIRST?

- **A.** Grant a later start time as a reasonable accommodation, since parental status is protected federally.
- **B.** Explore a later start time or shift swap, if operations allow, using criteria applied to all requests.
- **C.** Issue progressive discipline at once, since caregiving issues are personal and outside HR's role.
- **D.** Exempt her from the tardiness policy, since her lateness is caused by circumstances outside her control.

127. Forty hourly employees, each paid $35 per hour, attend 16 hours of required training. What is the cost of participants' time away from work, before benefits?

A. $44,800
B. $22,400
C. $11,200
D. $1,400

128. The investment committee of a company's 401(k) plan places 90% of plan assets in a single small-cap stock fund because the members believe it will outperform. There is no sign of self-dealing. Which ERISA fiduciary duty is most directly at issue?

A. The duty to pay only reasonable expenses of administering the plan
B. The duty to diversify investments to limit the risk of large losses
C. The duty of loyalty to act solely in the interest of the plan's participants and beneficiaries
D. The duty to follow the terms of the governing plan documents

129. Leadership has decided, for cost reasons, to move a 200-person office to an open-plan layout next quarter. Employees are pushing back, citing noise and the difficulty of focused work. What is the BEST approach for HR?

A. Allow anyone who objects to the new layout to work from home full time
B. Let each team vote on whether it will keep its private offices after the move
C. Hold listening sessions and use the input to add quiet rooms and work norms
D. Restate the cost savings and ask employees to give the new space a chance

130. According to William Bridges, leaders launching a new beginning should communicate four elements. Which set lists them?

A. Purpose, picture, plan and the part each person plays
B. People, process, platform and performance measures
C. Purpose, priorities, process and the payoff for people
D. Problem, proposal, price and the payback period

131. Why does a well-designed balanced scorecard pair outcome (lagging) measures with performance driver (leading) measures?

A. Pairing them gives every perspective the same number of measures to report
B. Leading measures are always financial, while lagging measures are nonfinancial
C. Lagging measures show results, while leading ones signal whether results will follow
D. Lagging measures are more accurate, so leading measures serve only as backup checks on the results

132. A manager rates a 58-year-old project lead low on "adaptability to new technology." The review cites no examples, and when HR asks, the manager says people of that generation usually struggle with new systems. What is the PRIMARY concern with this rating?

A. It is acceptable because technology skills are a legitimate job-related performance factor
B. It rests on an age stereotype rather than observed behavior and creates ADEA risk
C. It reflects a central tendency error that calibration would normally correct
D. It reflects a recency error because it overlooks the employee's long tenure

133. Which task BEST shows the exercise of discretion and independent judgment for purposes of the administrative exemption?

A. Comparing benefit vendor proposals and recommending which plan the company should adopt

B. Applying the posted pay grid to set a transferee's salary step based on years of service

C. Following a written checklist to process terminations in the HR information system

D. Checking that each new hire's I-9 documents appear on the lists of acceptable documents

134. A team agrees to hold its offsite in a distant city. Afterward, members discover that none of them wanted that location, but each assumed the others did and went along. What is this phenomenon called?

A. Group polarization effect

B. Social loafing

C. Groupthink

D. The Abilene paradox

135. A shift supervisor sent his team an email with a sarcastic joke comparing their output to "a snail on vacation." Several employees were offended and complained to HR. The supervisor says it was just a joke. How should HR coach the supervisor to repair the situation?

A. Say nothing further, since bringing the joke up again is likely to draw even more attention to it.

B. Send a follow-up email explaining that the comment was meant as a joke and was not meant to offend anyone.

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

D. Let HR send an apology to the team on the supervisor's behalf so that the message is handled neutrally.

136. A dependent eligibility audit of the company's health plan finds 40 enrolled dependents who do not meet the plan's eligibility rules. There is no evidence of fraud. What should HR do?

A. Notify the employees and remove the ineligible dependents prospectively under the plan terms.

B. Remove the dependents immediately without notice, since they were never eligible for coverage.

C. Cancel the dependents' coverage back to their enrollment dates and recover all claims paid.

D. Leave the dependents enrolled until open enrollment so that the employees are not disrupted.

137. A newly appointed HR business partner for a sales division spends most of each day answering employees' routine benefits and payroll questions. The company has an HR shared services center, but sales employees rarely use it. The partner has had no time to work on the division's sales talent priorities. What is the BEST step?

A. Ask the division leader to fund and hire an assistant to handle the routine questions

B. Redirect routine questions to shared services and tell employees how to reach it

C. Set aside one afternoon each week to answer all routine questions at once

D. Keep answering the questions to protect employee goodwill in the division

138. Plant employees ask why the quarterly gainsharing plan paid nothing even though output rose 10%. The plan pays a share of savings when labor and material cost per unit falls below a baseline. During the quarter, overtime and scrap costs rose sharply. What is the BEST explanation?

A. The plan rewards individual productivity, so team output increases do not count toward payouts.

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

C. The plan pays only once a year, so quarterly results will be added together at year end.

D. The plan pays only when company-wide profit targets are met, and the company missed its quarterly operating profit goal.

139. In a cost-cutting meeting, leaders discuss reducing safety inspections purely in terms of savings and schedule, and no one mentions employee risk. Which concept describes how the ethical side of the decision dropped out of view?

A. Escalation of commitment

B. Ethical fading

C. Moral licensing

D. Groupthink

140. A company has 6 full-time HR staff and 450 employees. What is its HR staffing ratio expressed as HR staff per 100 employees?

A. 0.75

B. 0.13

C. 1.33

D. 13.33

141. While reviewing the budget for next year, an HR manager realizes she left out the employer payroll taxes on the year-end bonus pool. The budget has already been submitted to finance but has not yet been approved. What is the BEST corrective action?

A. Reduce the bonus pool so that bonuses plus taxes fit within the submitted figure

B. Tell finance promptly and submit a revised figure with the added taxes

C. Leave the budget as is and note the missing taxes in next year's submission

D. Wait until bonuses are paid and cover the taxes from other HR budget lines

142. A supervisor tells her team that each member will earn a $1,000 bonus if the team meets its quarterly production target. Which leadership behavior does this represent?

A. Management by exception

B. Contingent reward

C. Inspirational motivation

D. Individualized consideration

143. A company with 5,000 employees estimates that 2% of them engage in a particular type of misconduct. An AI monitoring tool detects 90% of actual misconduct (sensitivity) and correctly clears 95% of employees who are not engaged in it (specificity). About what share of the employees the tool flags are actually engaged in the misconduct?

A. About 73%

B. About 95%

C. About 27%

D. About 90%

144. What is the primary purpose of establishing an HR shared services center?

A. Moving HR decision rights from line managers to the corporate HR office

B. Placing HR generalists inside each business unit to advise its leaders

C. Housing specialists who design enterprise programs such as pay plans and leave policies

D. Consolidating transactional HR work in one unit for scale and consistency

145. An HR manager is planning hiring needs for the next two years and wants to use a PESTLE analysis. What is the BEST way to apply it?

A. List current vacancies and the average time-to-fill for each open role over the past twelve months

B. Scan external political, economic, social, technological, legal and environmental trends

C. Compare the company's pay and benefits with those of its five main competitors

D. Rate the strengths and weaknesses of the HR team against its current goals

146. HR is conducting a pre-deployment ethics review of an AI tool that recommends employees for internal promotion. Which question BEST complements testing the tool's accuracy?

A. Has the vendor provided references from other clients of a similar company size?

B. Can affected employees understand and contest the recommendations the tool makes?

C. Will the tool integrate with the company's existing HRIS and payroll systems without custom coding?

D. Can the tool produce its recommendations faster than the current manual process?

147. In discussions of ethical AI in HR, which description BEST captures the principle of fairness?

A. Explaining to every applicant how the model weighed each input in reaching its recommendation.

B. Applying the same algorithm to every applicant, regardless of whether outcomes differ by group.

C. Requiring identical selection rates for every demographic group in each hiring decision made.

D. Avoiding unjustified differences both in how people are treated and in outcomes across groups.

148. A company wants its progressive discipline policy to preserve management's ability to terminate immediately for serious misconduct. Which handbook clause best does this?

- **A.** "The company may impose any level of discipline, including immediate termination, based on the offense."
- **B.** "Discipline will proceed through each step in order so that every employee is treated consistently and fairly."
- **C.** "Termination will occur only for just cause and only after a final written warning has been given."
- **D.** "Employees will receive at least two written warnings before the company considers termination."

149. A salary survey reports a market rate of $60,000 for a role, with data effective 12 months ago. Market pay for the role has been rising about 3% per year. What is the aged market rate as of today?

- **A.** $63,600
- **B.** $60,900
- **C.** $58,200
- **D.** $61,800

150. After total rewards statements went out, payroll discovers that they overstated the 401(k) match for 200 employees because of a formula error. The actual match deposited was correct under the plan. What should HR do?

- **A.** Increase the match for the 200 employees to equal the amounts shown on their statements.
- **B.** Leave the statements as they are, since the actual plan contributions were correct.
- **C.** Send corrected statements with a brief explanation of the error, and fix the data process.
- **D.** Recall all statements company-wide and suspend the total rewards statement program until next year's cycle.

151. A payroll analyst is assigned to an HR technology project and now reports to both the HR project lead and her finance manager. She receives conflicting deadlines from the two. Which feature of the organizational structure is causing this situation?

- **A.** A projectized structure, in which project managers control team members' time and set all priorities
- **B.** A wide span of control, in which managers supervise more employees than usual
- **C.** Matrix dual reporting, in which managers must negotiate priorities for shared staff
- **D.** Unity of command, in which each employee takes direction from a single supervisor

152. In Circuit City Stores, Inc. v. Adams, how did the Supreme Court define the scope of the Federal Arbitration Act in employment?

- **A.** It covers only arbitration clauses found in collective bargaining agreements
- **B.** It exempts all employment contracts from its coverage
- **C.** It covers most job contracts but exempts transportation workers
- **D.** It covers employment contracts only for senior executives

153. Besides prohibiting retaliation, the ADA contains a separate interference provision. Which conduct does this provision MOST directly prohibit?

A. Failing to post the required EEO notice that explains employees' rights under the ADA and other federal laws

B. Requiring an employee to submit medical documentation that supports a reasonable accommodation request

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

D. Asking a job applicant about a disability before making a conditional offer of employment to that applicant

154. A logistics coordinator missed several shipment deadlines during a quarter in which a documented supplier shortage delayed inbound materials for the entire warehouse. His manager rates him low on dependability, attributing the misses to a lack of effort. Which error does this reflect?

A. Central tendency error

B. Fundamental attribution error

C. Horns effect

D. Strictness (severity) rating error

155. Three months after a plant began mandatory weekend overtime, unscheduled absences rose 35%. The plant manager wants HR to tighten the attendance points system. What is the BEST response?

A. Tighten the points system as requested, since stronger penalties will offset the recent rise in unscheduled absences.

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

C. End the overtime mandate right away, since the timing shows it is the cause of the rise in absences.

D. Offer an attendance bonus to employees who have no absences during weeks with mandatory overtime.

156. A senior engineer meets monthly with five junior engineers from different teams to discuss career questions, and the juniors also learn from one another's issues. What type of mentoring is this?

A. Peer mentoring

B. Reverse mentoring

C. Group mentoring

D. Team coaching

157. Which of the following is a typical function of an applicant tracking system (ATS)?

A. Parsing resumes and tracking each candidate's progress through hiring stages

B. Calculating payroll deductions and taxes for employees after they are hired

C. Recording employee hours worked and accruing paid time off for each pay period

D. Administering benefits enrollment and dependent eligibility for new hires

158. An HR system at a company's Spanish subsidiary is hacked, exposing employees' bank details. Under the GDPR, when must the employer normally notify the supervisory authority?

A. Within 30 days, after completing a full forensic investigation

B. Within 24 hours of the breach occurring, regardless of awareness

C. Within 72 hours of becoming aware of the breach, where feasible

D. Within 10 business days of notifying the affected employees

159. Two employees who each want to work part time split the duties, schedule and accountability of a single full-time marketing coordinator position. What is this arrangement called?

A. Phased retirement

B. Job sharing

C. Work sharing

D. Job rotation

160. A supervisor earns $58,000, and her highest-paid direct report earns $54,000. Company policy calls for supervisors to earn at least 15% more than their highest-paid direct report. What is the current differential, and does it meet the policy?

A. About 7.4%, which is within the 15% policy limit

B. About 6.9%, which falls short of the 15% policy

C. About 4.0%, which falls short of the 15% policy

D. About 7.4%, which falls short of the 15% policy

161. The owner of a 60-person company wants to understand employee preferences before changing medical plans and suggests surveying 10 employees chosen by managers. What should HR recommend?

A. Randomly pick 10 employees instead, since a random sample removes all sources of bias.

B. Survey the 10 chosen employees, then confirm the results with a manager meeting.

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

D. Survey 30 employees selected by HR to reach the minimum sample size for statistics.

162. A department has just gone through a painful restructuring that included layoffs, and the remaining team members are distrustful and divided. According to Goleman's leadership styles, which style is MOST useful in this situation?

A. Affiliative

B. Coaching

C. Pacesetting

D. Coercive

163. In a case where both age and legitimate reasons played a role in a termination, how does the causation standard under the ADEA differ from the standard for a Title VII claim?

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

B. The plaintiff must prove age was the sole reason for the decision, ruling out all other factors.

C. The plaintiff wins by showing age was a motivating factor, with remedies limited by a same-decision defense.

D. The burden shifts to the employer to prove it would have made the same decision regardless of age.

164. Every open enrollment cycle, HR sends each employee an accurate benefits confirmation by the promised date, with no errors in coverage or deductions. In the SERVQUAL model of service quality, which dimension does this BEST demonstrate?

A. Reliability

B. Responsiveness

C. Tangibles

D. Assurance

165. HR at a regional hospital is preparing a SWOT analysis for the workforce plan. A regional shortage of registered nurses is driving up wages and lengthening time-to-fill at every area hospital. How should HR classify this factor?

A. Weakness, because it limits the hospital's ability to fully staff its units

B. Threat, because it is an outside condition that could harm the hospital

C. Opportunity, because it lets the hospital stand out as an employer

D. Weakness, because it points to a gap in the hospital's recruiting

166. HR has finished investigating a harassment complaint and the accused employee received a final written warning. What should HR typically tell the complainant at the close of the investigation?

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

B. The specific findings, the discipline issued to the accused, and a copy of the final investigation report for her own records.

C. That the matter is confidential, so HR cannot share anything about the outcome or whether any action was taken.

D. That the accused has been warned and that she should contact the accused directly if any further issues arise.

167. An employee completed the company's annual conflict-of-interest certification in January. In May, her husband accepts a sales role with one of the vendors she manages. Under a typical conflict-of-interest policy, when should she disclose this?

A. At the next annual certification cycle in January of next year

B. Promptly, as soon as she learns of the new relationship

C. Once her husband has completed his probationary period

D. Only if the vendor's contract comes up for renewal or rebid

168. An analyst lists seven salaries in the order they appear in a report: $52,000; $47,000; $61,000; $49,000; $58,000; $45,000; $55,000. What is the median salary?

A. $53,000

B. $52,429

C. $52,000

D. $49,000

169. A company must lay off 12 employees who work fully remotely in several states. The leadership team suggests emailing the notices to avoid scheduling difficulties. What is the BEST method for delivering the news?

A. A private live video meeting with the employee's manager and HR present

B. A voicemail left for each employee with a request for a prompt callback

C. A group video call announcing the layoff to all 12 employees together

D. An individual email sent to each employee at the same time of day

170. In an HRIS, why are transactions such as pay-rate changes entered with an effective date rather than simply overwriting the old value?

A. To make sure every change takes effect on the date that the HR user enters it into the system

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

C. To prevent HR users from editing a record more than once in the same payroll period

D. To let managers approve pay changes without HR staff reviewing the change first

171. The interface between the HRIS and the payroll system has failed three pay cycles in a row, and HR staff fix the errors by hand each time. The HR manager has a good working relationship with an IT analyst. What is the BEST way to use this relationship?

A. Bypass the analyst and escalate the issue directly to the CIO to get immediate attention.

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

C. Ask the analyst to train HR staff to correct the interface errors on their own each cycle.

D. Ask the analyst to fix the interface quietly whenever it fails, outside of IT's formal ticket system.

172. A manager's termination memo for a warehouse lead cites poor performance. After the employee, who recently returned from pregnancy-related leave, files an EEOC charge, the manager emails HR that the position was cut for "budget reasons." What is HR's main concern?

A. Shifting explanations can be used as evidence that the stated reason is pretext

B. Two valid reasons strengthen the defense, so both should be cited going forward

C. The memo is privileged, so only the later email would need to be produced

D. A budget-based termination requires WARN Act notice to the affected worker

173. A supervisor tells an employee to delete job applications from candidates over 50, and the employee refuses. Under federal anti-discrimination law, is the refusal protected from retaliation?

A. Only if the employee is age 40 or older and so belongs to the group the instruction targeted.

B. Only if the employee also files a charge with the EEOC or a state agency within a reasonable time after refusing.

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

D. No, because the anti-retaliation provisions protect only complaints made through formal channels.

174. A company adopts a 9/80 schedule in which employees work eight 9-hour days and one 8-hour day over two weeks, with every other Friday off. It sets the FLSA workweek to begin at the midpoint of the 8-hour Friday. Why?

A. So each workweek totals 40 hours and nonexempt staff earn no overtime

B. So the 9-hour days do not trigger the FLSA's daily overtime requirement

C. So the two weeks can be averaged together to total 80 hours for overtime

D. So the 8-hour Friday is treated as a paid holiday rather than a workday

175. Nurses at a private, nonunion clinic sign a petition asking the clinic director to remove a charge nurse they say berates staff and assigns patients unfairly. The director believes the petition is disrespectful and asks HR whether the organizers can be disciplined. What should HR say?

A. Yes, if the clinic has a policy that requires complaints to be submitted individually

B. No, but only if the clinic decides to grant the petition and removes the charge nurse

C. Yes, because the choice of supervisors is a management right that employees cannot contest

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

176. Only 15% of departing employees complete the company's exit survey. A department head wants to tell senior leaders that pay is the top reason employees leave, based on those responses. What caution should HR raise?

A. The top reason can be cited once responses reach 25%, the usual minimum for a valid result.

B. The top reason is reliable, since exit survey answers are usually more candid than interviews.

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

D. The top reason can be cited with a note that anonymous answers are free from response bias.

177. A pregnant employee misses two days of work because of severe morning sickness. She did not see her doctor during those two days. Can the absences qualify as FMLA leave?

A. No, because she did not receive treatment from a provider during the absence

B. No, because she was not incapacitated for more than 3 consecutive days

C. Yes, because incapacity due to pregnancy is a serious health condition

D. Yes, but only if she is hospitalized overnight for the morning sickness

178. While compiling engagement survey results, an HR analyst finds an open-ended comment that names a specific manager as dismissive and includes details about the respondent's project and schedule that would identify her. Survey participants were promised confidentiality. What is the BEST way to handle the comment?

A. Contact the respondent directly to ask if she wants to file a formal complaint about it.

B. Share the comment verbatim with the manager so that he understands the specific concern.

C. Delete the comment from the data set entirely so that the respondent cannot be identified at all.

D. Report the theme with identifying details removed and route the concern to the right leader.

179. An HR representative sets up evening call-back hours for night-shift employees and takes time to learn each caller's situation before suggesting options. In the SERVQUAL model of service quality, which dimension does this BEST reflect?

A. Empathy

B. Reliability

C. Responsiveness

D. Assurance

180. In a hybrid workplace, managers tend to give stretch assignments and higher ratings to employees they see in the office most often, even when remote employees produce similar results. What is this pattern called?

A. Affinity bias

B. Central tendency error

C. Halo effect

D. Proximity bias

181. HR at a unionized manufacturing plant plans an engagement survey for bargaining-unit employees. A draft section asks employees which pay and shift-premium changes they would prefer in the next contract. What should HR do BEFORE launching the survey?

A. Add a statement that the survey results will not bind the company in bargaining

B. Make the survey anonymous so no employee's view can be traced

C. Remove the pay questions or coordinate them with the union first

D. Send the pay questions only to employees who are not members

182. An engagement survey uses a 5-point scale from strongly disagree to strongly agree. At what level of measurement are these responses, and what caution applies when analyzing them?

A. Nominal; the labels are only categories, so only counts can be shown

B. Ratio; the scale has a true zero, so ratios between scores are valid

C. Interval; the points are equally spaced, so any statistic can be used

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

183. In a training session, a supervisor says, "Everyone has one conflict style, and it cannot really change." Which statement BEST corrects this misconception, based on the Thomas-Kilmann model?

A. Only collaborating can be learned; the other four modes are innate traits

B. People have one fixed mode but can learn to hide it under stress

C. People can use all five modes and can learn to choose them by situation

D. Conflict style is set by job role, so it changes only with promotion

184. A mid-sized company is moving several HR generalists into HR business partner roles assigned to specific divisions. What is the primary role of an HR business partner?

A. Designing company-wide programs such as compensation structures and HR policies

B. Serving as the main point of contact for employee complaints within the division

C. Processing transactions such as payroll changes and benefits enrollment for a unit

D. Working with division leaders to align people practices with their business goals

185. Line managers increasingly bring workforce questions to an HR business partner early because her answers have consistently been accurate and well sourced. In Mayer, Davis, and Schoorman's model, which basis of trust is she building?

A. Integrity

B. Intimacy

C. Ability

D. Benevolence

186. A manager wants to stop the employee referral program because job board hires have a lower cost-per-hire. HR data show that referral hires stay about twice as long as job board hires on average. What is the BEST response from HR?

A. Cut the referral program in half as a compromise between cost and retention

B. Raise the referral bonus so that employee referrals bring in a larger number of candidates for each opening

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

D. Agree to end referrals, since cost-per-hire is the standard efficiency measure

187. Several employees tell HR that a top-performing account executive regularly belittles and yells at coworkers, and that their manager has ignored it because of the executive's sales numbers. What should HR do?

A. Ask the manager to mention the issue informally to the executive at the next one-on-one meeting.

B. Coach the coworkers on ways to handle difficult personalities so the team's results are not hurt.

C. Investigate, then hold the executive accountable to the same standards as everyone else.

D. Move the complaining employees to another team so they no longer work with the executive.

188. An HR director is writing the executive summary for a business case asking for funds to expand a leadership development program. What should the summary contain?

A. A detailed review of the research supporting leadership development

B. The full project plan with tasks, owners, dependencies and dates for each phase

C. Each alternative considered and the full analysis behind each one

D. The problem, the recommended solution, its cost and the expected return

189. During an exit interview, a departing employee says her manager regularly made racist remarks about her and other Black employees. She says she does not want to be involved further. What should the HR representative do NEXT?

A. Wait to see whether other employees raise similar complaints before opening an investigation.

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

C. Note her comments in the exit file but take no action, since she is leaving the company.

D. Ask her to sign a release before reviewing the allegations, to limit the company's potential exposure.

190. During an offer negotiation, the hiring company's maximum budget for a role is $68,000, and the candidate has privately decided she will not accept less than $72,000. Based on these reservation points, what is the zone of possible agreement (ZOPA)?

A. There is a ZOPA centered at $70,000, which is the midpoint between the two reservation points

B. There is a ZOPA of $72,000 to $68,000, which the parties can close by meeting in the middle

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

D. There is a ZOPA of $4,000, which lies between the employer's maximum and the candidate's minimum

191. Under the conflicts-of-interest provision of the SHRM Code of Ethical and Professional Standards in Human Resource Management, what is expected of HR professionals?

A. Leave conflict matters to legal counsel rather than raising them directly.

B. Avoid actual conflicts only, since apparent ones are outside the Code.

C. Avoid actual, apparent or potential conflicts and disclose any that arise.

D. Disclose conflicts only when they involve a financial gain over $1,000.

192. After a customer service course, 95% of participants rated it excellent on the end-of-session survey. The sales director says the ratings prove that service behavior has improved. What is the main problem with this conclusion?

A. Reaction ratings measure business results but not whether knowledge was gained.

B. End-of-session ratings should have been gathered from customers instead of from the participants.

C. A 95% favorable rating is too high to be statistically reliable for decisions.

D. Reaction ratings show satisfaction, not whether participants changed how they work.

193. A father asks to start 8 weeks of FMLA bonding leave with his child, who was born 14 months ago. He has not used any FMLA leave this year and meets all eligibility requirements. What should HR tell him?

A. Bonding leave is available, since he has his full 12 weeks to use this year
B. Bonding leave is available, but only if he takes it on an intermittent basis
C. Bonding leave is unavailable, since it must end within 12 months of birth
D. Bonding leave is available until the child reaches 18 months of age

194. The company's benefits administration vendor announces that it will move customer support to an overseas subcontractor whose staff will be able to see employee data. What should HR do FIRST?

A. Review the contract's subcontracting and data protection terms, including approval rights
B. Notify employees that their personal data will soon be handled outside the country
C. Ask the vendor to confirm in writing that the subcontractor has a good reputation and prior HR clients
D. Terminate the vendor contract for breaching its confidentiality obligations

195. A nonunion retailer's handbook says employees may not discuss their own pay with coworkers. A store employee who is not a supervisor asks HR whether this rule is enforceable. What is the BEST answer?

A. No; the NLRA protects nonsupervisory employees' right to discuss pay, union or not.
B. Yes, as long as the rule is applied the same way to every employee in the company, including managers.
C. No, but the company may still bar pay discussions during working hours only.
D. Yes; the NLRA applies only to employees who are represented by a labor union.

196. A company's website and onboarding materials list "transparency" as a core value. In practice, budget decisions are made privately and employees learn about reorganizations through rumors. In Schein's model of culture, "transparency" at this company is BEST described as:

A. An espoused value
B. An enacted value
C. A basic underlying assumption
D. A visible artifact

197. The Cohen and Bradford model of influence without authority rests mainly on which idea?

A. Persuasion succeeds when emotional, ethical and logical appeals are aligned
B. People cooperate by trading things they value, known as currencies
C. Influence comes chiefly from the formal position and title a person holds
D. Followers comply when a leader matches style to their level of readiness

198. An HR team is redesigning its service delivery and creates several employee personas, such as "frontline shift worker," "remote knowledge worker" and "new parent." What is the main purpose of these personas?

A. To write job descriptions for roles that are difficult to fill

B. To rate individual employees' performance against their job profiles

C. To group employees into segments for pay benchmarking surveys

D. To design HR services around the needs of distinct employee groups

199. According to project management best practice, when should lessons learned be collected on an HR project such as a compensation system redesign?

A. Throughout the project, then consolidated and reviewed during project closure

B. Only after a significant problem occurs and its root cause has been fully identified

C. Only at project closure, once all of the final results are known and measured

D. Only at major milestones that are reached on time and within the approved budget

200. A company with three plants wants to send emergency text alerts to employees' personal mobile phones. Many employees have not given the company their cell numbers. What is the BEST approach?

A. Enroll only managers' numbers and rely on them to call their teams during any emergency event.

B. Require each employee to give a personal cell number as a condition of continued employment.

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

D. Pull personal numbers from payroll records and enroll every employee automatically for coverage.

201. A returning mother is given poor shift assignments after asking to express breast milk at work, while other employees with similar requests for short breaks are not treated this way. Under Title VII as amended by the PDA, how is lactation treated?

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

B. As protected only during the first six weeks after childbirth, when recovery leave typically ends.

C. As a personal choice that is not protected, so only the FLSA's break-time and private-space rules for pumping can apply to her.

D. As a disability under the ADA, so she must prove a substantial limitation to establish her claim.

202. Selection rates for a promotion exam were 60% for Group A, 48% for Group B and 42% for Group C. What is the impact ratio for Group C?

A. 0.18, which falls below the 80% rule of thumb

B. 0.80, which meets the 80% rule of thumb

C. 0.875, which is above the 80% rule of thumb

D. 0.70, which falls below the 80% rule of thumb

203. An employee earning $60,000 is promoted two grades. Company policy provides an 8% promotional increase and states that no employee may be paid below the range minimum. The new grade's minimum is $68,000. What should HR do?

A. Give the standard 8% increase now and green-circle her until her merit raises

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

C. Promote her only one grade so the 8% increase keeps her within that range

D. Give the standard 8% increase to $64,800 and raise her to $68,000 at her next annual review

204. A nonprofit organization operated by a religious denomination wants to give hiring preference to members of its faith for an accounting position. Under Section 702 of Title VII, what is the effect of this preference?

A. It may lawfully prefer co-religionists, but only for jobs with religious duties.

B. It is exempt from all of Title VII, including bans on race and sex discrimination.

C. It may prefer co-religionists only if it has fewer than 15 employees in total overall.

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

205. Which job analysis tool is a structured, worker-oriented questionnaire that rates jobs on nearly 200 standardized job elements?

A. Management Position Description Questionnaire

B. Position Analysis Questionnaire

C. Functional job analysis

D. Critical incident technique

206. A customer service representative posts sarcastic comments on her public social media account mocking several customers by name and describing their account problems. Another employee brings screenshots to HR. What should HR do FIRST?

A. Terminate the representative immediately, since customers' names and account problems were disclosed on a public account.

B. Contact the customers named in the posts to apologize before speaking with the representative.

C. Take no action, since posts made on a personal account during off-duty hours are protected speech.

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

207. An audit reveals that a manager knowingly classified hourly technicians as exempt to avoid paying overtime. If the technicians sue under the FLSA, what back-wage exposure does the employer face?

A. Up to 6 years of back pay, matching the statute for breach of contract

B. Up to 3 years of back pay, with punitive damages set by a jury at trial

C. Up to 2 years of back pay, with liquidated damages only if fraud is shown

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

208. An HR generalist is writing a job description for a newly created data analyst position. How can O*NET BEST support this work?

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

B. It supplies legally approved job descriptions that employers may adopt word for word without changes.

C. It certifies which qualifications are job-related enough to defend against bias claims.

D. It sets the federally required pay range and exemption status for each occupation.

209. A manager learns that an employee is often a few minutes late to meetings. On the annual review, the manager gives the employee low ratings for technical skill, teamwork and customer service, though data in those areas show solid results. Which rating error is this?

A. Horn effect

B. Halo effect

C. Recency error

D. Strictness error

210. HR has picked a preferred HRIS vendor after a long evaluation, and the contract must be signed by Friday to lock in a discount. IT security was never consulted, and the system will store Social Security numbers and bank details. What should the HR manager do NEXT?

A. Sign the contract by Friday and have IT security review the vendor during implementation

B. Have IT security complete a security assessment of the vendor before the contract is signed

C. Ask the vendor to confirm in writing that it follows industry security standards and sign

D. Add a clause allowing the company to cancel the contract if a security issue is found later

211. Which situation is the BEST example of peer-to-peer bullying?

A. A coworker declines a teammate's lunch invitations because he prefers to eat alone at his desk

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

C. A team lead assigns a teammate to a less popular project after her skills assessment shows a gap

D. Two coworkers argue once, loudly, about who should present their joint findings at the next quarterly review

212. The annual training budget is increasing from $80,000 to $92,000. What is the percentage increase?

A. 115%

B. 15%

C. 13%

D. 12%

213. An HR analyst reviews this correlation matrix: engagement and absence, r = -0.62; engagement and tenure, r = 0.18; engagement and overtime, r = -0.35; absence and tenure, r = -0.08; absence and overtime, r = 0.45; tenure and overtime, r = 0.22. Which pair has the strongest relationship?

A. Absence and overtime

B. Engagement and overtime

C. Engagement and absence

D. Tenure and overtime

214. A company fills every senior position in its foreign subsidiaries with managers sent from headquarters. Which problem is MOST likely to result over time?

A. Assignment costs fall because fewer allowances are paid to local managers.

B. Headquarters loses control over how the subsidiaries are run day to day.

C. Local managers see limited advancement and their morale and retention decline.

D. Subsidiaries develop inconsistent practices that drift from corporate standards.

215. An employee has just filed an internal complaint alleging that her supervisor makes demeaning comments about her national origin. The supervisor, upset, asks HR how he should handle her going forward. What is the BEST guidance?

A. Meet with her privately to clear the air and understand why she went straight to HR instead of him

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

C. Document every performance issue closely so the record is complete if she sues

D. Limit direct contact and route all of her assignments through a peer lead for now

216. During a tense meeting about a reorganization, an HR business partner notices that a supervisor has gone quiet and is avoiding eye contact. Afterward she checks in privately and learns he is worried about his team's job security. Which component of Goleman's emotional intelligence model does this BEST illustrate?

A. Self-regulation

B. Empathy

C. Self-awareness

D. Motivation

217. A company builds two versions of a job knowledge test so that candidates who retest cannot simply memorize items from their first attempt. What reliability evidence is MOST needed?

A. Inter-rater reliability, showing scorers agree on each candidate's answers

B. Internal consistency, showing the items within one version hang together

C. Test-retest reliability, from giving one version twice to the same group

D. Parallel-forms reliability, showing both versions give consistent scores

218. During the critical period before an election, a manager wants to terminate a known union supporter. The employee's attendance problems have been documented for a year, and he received a final warning before the petition was filed. What should HR do FIRST?

A. Ask the employee's coworkers whether he has been active in the campaign, to measure the risk of a charge.

B. Postpone any action until after the election, since no known union supporter may be terminated at all during the critical period.

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

D. Proceed right away, since the documented record means the termination cannot be found to violate the NLRA.

219. An employee claims she was terminated in retaliation for complaining about sex discrimination. Under the Supreme Court's decision in University of Texas Southwestern Medical Center v. Nassar, what must she show about causation?

A. That the employer would not have terminated her but for her protected complaint

B. That the decision occurred within 90 days of her complaint, which establishes causation by law

C. That her complaint was the sole reason for the decision, with no other factors considered at all

D. That her complaint was a motivating factor in the decision, even if other reasons also played a role

220. A customer service manager rated all 12 of his employees as exceeding expectations, although his team missed most of its service targets this year. Merit increases are tied to ratings, and calibration meetings are next week. What should the HR business partner do FIRST?

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

B. Lower several ratings herself so that the team's distribution matches the other teams in the unit

C. Approve the ratings as submitted, since the manager knows his team best and calibration will adjust them

D. Notify his director that his ratings are inflated and should be overruled during the calibration meeting

221. An employee responds to a dispute with a coworker by sidestepping the topic, postponing the conversation and withdrawing from the situation. Which Thomas-Kilmann mode does this behavior reflect?

A. Competing, which is assertive but uncooperative

B. Compromising, which is partly assertive and partly cooperative

C. Avoiding, which is unassertive and uncooperative

D. Accommodating, which is unassertive but cooperative

222. A machine operator tells his supervisor that a press is missing its point-of-operation guard. One week later, the supervisor recommends terminating him for a minor safety violation that others have committed without discipline. What should HR identify as the MOST significant risk?

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

B. No legal risk, because only complaints filed directly with OSHA are protected from employer retaliation.

C. A wrongful discharge claim only, because the OSH Act does not address internal safety complaints.

D. A negligent supervision claim, because the supervisor allowed the guard to remain missing for so long.

223. At a broadbanded company, a manager wants to raise a solid but not exceptional performer to the maximum of her band, arguing that the band allows it. The employee's market reference point for her job sits near the middle of the band. What is the BEST guidance from HR?

A. The employee should be moved to the next band, because pay at the band maximum signals a higher role

B. The raise is fine if the department budget can absorb it, since broad bands are meant to give managers more control

C. The band allows any amount up to its maximum, so the manager may approve the raise at his discretion

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

224. After a hotel chain trains staff in new customer-service behaviors, HR revises the performance appraisal criteria and recognition program to reward those behaviors. In Lewin's model, this step is an example of which stage?

A. Refreezing

B. Moving

C. Unfreezing

D. Diagnosing

225. A sales plan pays 5% commission on sales up to a $1 million quota and 8% on sales above quota. A representative sells $1.2 million. What is her total commission?

A. $66,000

B. $60,000

C. $16,000

D. $96,000

226. A pension plan pays 1.5% of final average pay for each year of service. An employee retires with 30 years of service, a final average pay of $80,000, and a final-year salary of $90,000. What is her annual pension?

A. $40,500

B. $36,000

C. $1,200

D. $3,600

227. A manufacturer adds operating margin to its balanced scorecard. Under which perspective does this measure belong?

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

228. An employee who travels frequently wants a plan that will still pay something when she sees doctors outside the network and that lets her see specialists without a referral. Which plan type BEST fits these needs?

A. A limited-purpose flexible spending account
B. A health maintenance organization (HMO)
C. A preferred provider organization (PPO)
D. An exclusive provider organization (EPO)

229. A supervisor has reviewed her team's engagement survey report with her HR business partner and understands the results. What should she do NEXT?

A. Draft an action plan on her own, then present it to the team to inform them
B. Wait for company-wide results so she can see how her team ranks against others
C. Meet with each employee one-on-one to discuss how each of them answered
D. Share the results with her team and work with them to choose priorities

230. An HR generalist at a 900-employee company notices that employees often email the same question to several HR staff members. This leads to duplicate replies, and some requests are never answered. What is the BEST operational fix?

A. Publish an FAQ and ask employees to read it before contacting HR at all
B. Assign each HR staff member specific departments whose emails they answer
C. Create a shared HR inbox that the whole team monitors and replies from throughout the day
D. Implement a case management system that logs, assigns and tracks each request

231. A recruiter notices that one racial group scores lower on average on a pre-employment cognitive test. She suggests adding points to that group's scores so more of its members pass. What is the BEST response?

A. Set separate passing scores for each group so pass rates are equal across groups and no individual scores need to be changed
B. Explain that adjusting scores by group is prohibited, and review the test's validity and impact instead
C. Approve the adjustment if it is applied in the same way to every applicant in that group
D. Approve the adjustment as a temporary step while the company looks for a different assessment

232. An employee who is blind uses screen-reader software and reports that she cannot read the company's policy documents, which are posted as scanned image PDFs. Which alternative would BEST make the policies accessible to her?

A. Higher-resolution scans of the same printed pages

B. Audio summaries of the policies recorded by HR staff

C. Text-based documents with tagged headings and alt text

D. Printed copies of the policies placed at her workstation

233. A company sponsors a 401(k) plan with 250 participants. Which statement BEST describes the plan's Form 5500 obligation?

A. An annual report of plan finances and operations filed with the government

B. A quarterly fee disclosure sent directly to each participant in the plan

C. A one-time registration filed with the IRS when the plan is first established

D. A summary of plan terms given to new participants within 90 days of enrollment

234. After a new collaboration tool launches, usage in one department is low. The manager tells HR that the older employees are probably the problem. What should HR do FIRST?

A. Ask the older employees to explain why they have not used the tool

B. Schedule extra training sessions for employees in the older age group

C. Review usage data and talk with employees to find the actual barriers

D. Pair each older employee with a younger colleague as a tool coach

235. A company is relocating its headquarters 20 miles away. For some employees the commute will get shorter; for others it will add more than an hour a day. What is the BEST way to communicate the impact on individuals?

A. Hold a town hall where employees can raise their personal commute concerns in front of the whole group.

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

C. Send a detailed all-staff email with a map and transit links, and let employees work out their own impact.

D. Wait for employees with long commutes to contact HR, and then meet only with those who ask for help.

236. A deaf employee who uses American Sign Language (ASL) tells HR that she has missed most of the content at the company's quarterly all-hands meetings. The next meeting is in three weeks. What is the BEST action for the HR manager?

A. Seat her in the front row so that she can see the speakers more clearly

B. Ask her what works best and arrange an ASL interpreter or live captions

C. Record the meeting and add automated captions to the video afterward

D. Send her the slide deck and a written summary after each meeting

237. Two years into a costly leadership academy, evaluations show no improvement in leader performance, but executives vote to fund another year because 'we've already invested $800,000 and can't walk away now.' Which decision bias does this illustrate?

A. Confirmation bias
B. The availability heuristic
C. Overconfidence bias
D. Escalation of commitment

238. An HR manager at a 900-employee manufacturer has been contacted by several LMS vendors offering demonstrations after the company decided to replace its spreadsheet-based training records. What should she do FIRST?

A. Work with key stakeholders to define the system's requirements and priorities
B. Ask peers at other manufacturers which LMS they use and select the most popular
C. Schedule demonstrations with every vendor to see the range of available features
D. Choose the lowest-priced vendor that offers a free trial and a quick setup period

239. A manager on an international assignment says that the local practice of taking long lunch breaks is "inefficient" because it differs from how work is done at headquarters. This view is an example of:

A. Acculturation
B. Ethnocentrism
C. Cultural relativism
D. Polycentrism

240. During a union organizing campaign at a distribution center, a supervisor tells HR he wants to tell his team that he believes the company works better without a third party between managers and employees. He asks whether he can say this. What is the BEST advice?

A. He may share it only in a written memo that HR reviews and sends for him
B. He may share that opinion as long as he makes no threats or promises with it
C. He must not discuss the union at all once a petition is filed with the NLRB
D. He may share it only if he also states that wages will improve without a union

241. An engineer on a global team, raised in a high-context culture, tells his manager he feels disrespected because a colleague bluntly criticizes his designs in team calls. The colleague says he is just being efficient. What should HR coach the manager to do?

A. Advise the engineer that direct feedback is the company norm
B. Tell the colleague to stop giving any critical feedback during team calls
C. Help both understand the style difference and agree on feedback norms
D. Arrange for all feedback to be routed through the manager

242. Under a valid union-security agreement, which union action would MOST likely violate Section 8(b)(5) of the NLRA?

- **A.** Setting a uniform initiation fee for all new members that matches what similar unions in the same industry charge
- **B.** Charging new hires an initiation fee far above the local norm and much higher than for current members
- **C.** Requiring new hires to pay regular periodic dues once they have completed 30 days of employment
- **D.** Asking the employer to remove an employee who has failed to pay required dues after proper notice

243. In Weisbord's six-box model of organizational diagnosis, which box covers the planning, control, budgeting and information systems that help coordinate the organization's work?

- **A.** Helpful mechanisms
- **B.** Informal organization
- **C.** Relationships
- **D.** Structure

244. In Edward Hall's framework, what term describes a culture in which meaning depends heavily on relationships, nonverbal cues and implied messages rather than explicit words?

- **A.** Collectivist culture
- **B.** High-context culture
- **C.** Particularist culture
- **D.** Low-context culture

245. An employee complains that her supervisor is bullying her. Which supervisor behavior is MOST likely legitimate performance management rather than bullying?

- **A.** Assigning her extra tasks that others are not given so she can prove she is committed to the job
- **B.** Holding back routine feedback for months and then raising every concern at once in her annual written review
- **C.** Meeting with her privately to document missed targets and set a plan with clear goals and deadlines
- **D.** Pointing out her mistakes in front of the team so others can learn from the errors she made

246. A store manager sees that her location's annual turnover is 18% and tells HR she is worried she is about to lose her whole team. The store employs 50 people. What is HR's BEST way to put the number in context?

- **A.** Compare it with the store's trend and industry rates, and split it by voluntary versus involuntary and role
- **B.** Reassure the manager that 18% is a normal turnover rate for retail and that no action is needed at this point
- **C.** Recalculate the rate using only the past three months to see whether turnover is getting better or worse recently
- **D.** Convert the rate into a headcount by explaining that 18% means about nine of her 50 employees left in the year

247. Job titles for current employees differ between the company's HRIS and its applicant tracking system, and several internal-transfer offer letters went out with wrong titles. Recruiters and HR staff both update titles manually in their own systems. What is the BEST long-term fix?

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

B. Set up a two-way sync so that a title edited in either system updates the other system

C. Have HR staff and recruiters review and reconcile any title differences at a quarterly meeting

D. Have recruiters check each offer letter against the HRIS manually before it is sent out

248. A global HR team is rolling out an AI scheduling tool in the U.S., Germany, Japan and Brazil. Why should the team adapt its rollout messaging across these countries?

A. Attitudes toward technology, privacy, and authority vary, shaping how messages are received.

B. Employees outside the U.S. generally resist new AI tools more strongly than U.S. employees typically do.

C. Data privacy laws require each country to receive an identical, word-for-word translation.

D. Global messaging costs less when each country writes its own version from the beginning.

249. Employees at a nonunion software company want to raise workplace concerns with management. Which of the following activities is protected under Section 7 of the National Labor Relations Act?

A. A developer refusing a new assignment because she dislikes the project's technical direction

B. A group of developers circulating a petition urging coworkers and friends to boycott a rival's software

C. A developer posting the company's unreleased product roadmap online to embarrass leadership

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

250. A product team scores 0.65 on an aspirational OKR graded on a 0.0 to 1.0 scale. Leadership calls the result a success. Why is this view consistent with common OKR practice?

A. A score of 0.65 means the team met all of its committed goals, which carry more weight in grading

B. Aspirational OKR scores are not tracked, so any reported score counts as success

C. Scores below 0.7 are rounded up at quarter end, so the team counts as meeting it

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

251. In a meeting with his supervisor and HR, an employee flatly denies having any attendance problems. Timekeeping records show nine unexcused late arrivals in the past month. What is the BEST response?

A. Ask coworkers to confirm the late arrivals so that he cannot dispute them

B. Pause the meeting until he admits the problem so the discussion can move on

C. Accept his account for now and monitor his attendance closely for another month before acting

D. Calmly show him the records, ask for his explanation, and restate the expectation

252. HR wants to see whether a relationship exists between the overtime hours worked by each technician and the number of errors that technician makes. Which tool is BEST suited to this purpose?

A. Process flowchart
B. Histogram
C. Scatter diagram
D. Pareto chart

253. At the end of a 60-day PIP, a technician has fully met two of three goals and has made clear, documented progress on the third, though not yet to standard. What is the BEST decision?

A. Close the plan as successful since most of the goals have been met
B. Terminate employment because the plan was not completed in full
C. Extend the plan for a defined period focused on the remaining goal
D. Start a new PIP that covers all three goals from the beginning

254. A team leader meets one-on-one with each employee to learn their career goals and adjusts her coaching to fit each person's needs and development stage. Which component of transformational leadership does this illustrate?

A. Intellectual stimulation
B. Inspirational motivation
C. Active management by exception
D. Individualized consideration

255. A customer support manager asks HR to approve two new positions, saying the team is overworked. He has not provided any data. How can the HR manager BEST help him build a justification?

A. Approve the request, since the manager knows his own team's daily workload better than HR does
B. Compare the team's headcount with similar teams at competitors and match their level
C. Ask team members to write statements about how overworked they have been
D. Gather workload, service level and overtime data and link the hires to business results

256. A hiring manager tells a recruiter that he will interview only the five candidates the AI screening tool ranks highest and wants the other 40 qualified applicants rejected today. What is the recruiter's BEST response?

A. Agree to his plan, since the vendor validated the tool and it saves the hiring manager valuable time.
B. Explain that rankings inform but don't replace judgment, and propose human review of a broader slate.
C. Escalate the matter to the HR director right away without discussing it further with the manager.
D. Agree to his plan, but add two candidates of the recruiter's own choosing to broaden the final slate.

257. An HR analyst is preparing data to share with a benefits consultant. Which data element is personally identifiable information (PII)?

A. A report of average salary by job grade, limited to grades that have at least 20 employees each so no one stands out

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

C. A chart of total headcount by department as of the end of the most recent quarter

D. A summary of the percentage of employees enrolled in each of the company's medical plans

258. Since mandatory overtime began on a 12-hour night shift, errors and near misses have doubled. Production managers say the overtime is needed to meet demand. What should HR recommend?

A. Provide free caffeinated drinks and add a second short break during each night shift

B. Offer a bonus to night-shift workers who complete each month with no errors reported

C. Add a refresher safety training session for all night-shift workers at the start of the next shift

D. Assess fatigue risk and limit consecutive shifts and overtime hours on the night shift

259. An employee comes to the HR generalist's office and says she has a serious concern about her team lead, but she will only describe it if HR promises that nobody else will ever find out. What is the BEST response?

A. Promise complete confidentiality so she feels safe enough to describe the concern in full detail.

B. Tell her HR cannot hear any concern that must be kept confidential and refer her to the hotline.

C. Ask her to describe the concern first, and then decide afterward whether confidentiality can be promised to her.

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

260. A manager's draft job description for a departing marketing specialist lists the incumbent's podcast hobby and her personal side projects as duties of the role. What should HR do?

A. Ask the departing employee to rewrite the description before her last day of work.

B. Approve the draft, since it reflects what the incumbent actually did in the role.

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

D. Post the draft but mark the hobby-related duties as preferred rather than required.

261. A 400-employee regional hospital in the Midwest wants to benchmark its registered nurse turnover. Which comparison group is MOST appropriate?

A. Local employers of similar size across all industries

B. The largest health systems recognized as best in class

C. Hospitals of similar size operating in the same region

D. National turnover data for all health care employers

262. A senior manager was denied partnership after evaluators said she should walk, talk and dress more femininely and wear makeup. What principle did Price Waterhouse v. Hopkins establish?

A. Acting on stereotypes about how women should behave is sex discrimination

B. Comments about appearance are lawful unless they are tied to a dress code

C. Partnership decisions at professional firms fall outside of Title VII

D. A plaintiff must prove sex was the only reason for the adverse decision

263. In the Cummings and Worley typology, changes to performance management, reward systems and career development programs are classified as which type of OD intervention?

A. Strategic change interventions

B. Interpersonal human process interventions

C. Human resource management interventions

D. Technostructural interventions

264. Research on high-performance work systems finds that HR practices implemented as coherent bundles tend to outperform the same practices adopted in isolation. What BEST explains this?

A. Bundles let HR adopt proven practices quickly without having to fit them to the business strategy

B. Employees prefer to receive all HR changes at once instead of spread over time

C. Bundled practices cost less to administer than practices introduced one at a time

D. The practices reinforce one another, so their combined effect exceeds any single one

265. After a company-wide message explains why the company is moving to a new claims system, employees say they support the move. However, they report that they have not been trained and do not know how to process claims in the new system. Under ADKAR, which element is missing?

A. Desire

B. Reinforcement

C. Awareness

D. Knowledge

266. The company's benefits broker calls to say that the insurer's renewal rate expires at 5 p.m. tomorrow and that the company must sign now or face a higher rate. HR has not yet compared alternatives. What is the BEST response?

A. Sign the renewal right away, because missing the deadline could cost the company far more than any savings.

B. Refuse to deal with the broker any further, because the deadline is clearly a manipulative pressure tactic.

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

D. Accept the renewal on the condition that the broker cuts its commission to make up for the rushed decision.

267. In a matrix organization, a financial analyst tells the HR business partner that her project manager and her functional manager have each given her a high-priority assignment due the same day, and she cannot complete both. What should the HR business partner do FIRST?

A. Advise her to follow the functional manager's direction

B. Ask the project sponsor to reassign her to another team

C. Tell her to finish whichever task she judges more urgent

D. Help the two managers meet and agree on her priorities

268. An HR generalist and a peer disagree about which of them covers the front desk on Friday mornings. The generalist realizes the arrangement barely affects her, but it is critical to the peer's ability to attend a standing client meeting. Which Thomas-Kilmann mode is MOST appropriate for her?

A. Accommodating

B. Competing

C. Collaborating

D. Compromising

269. The staffing agency that supplies 40% of a distribution center's workforce goes out of business six weeks before peak season. The center has no backup agency under contract. What should HR do FIRST?

A. Ask the closing agency to transfer its contracts for the workers to the center directly

B. Measure the staffing gap by role and shift and contact alternate staffing agencies at once

C. Schedule mandatory overtime for current employees throughout the peak-season period

D. Post ads for permanent full-time warehouse jobs to replace all agency workers before peak season begins

270. A bank organizes its business into retail banking, commercial banking and wealth management groups, each serving a different type of client with its own products and relationship managers. Which structure does this BEST illustrate?

A. Customer-based divisional structure

B. Process-based horizontal team structure

C. Geographic divisional structure

D. Product-based functional structure

271. An HR investigator handling a harassment complaint wants to use an AI tool to summarize her notes from ten witness interviews. Which approach is BEST?

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

B. Use any public AI tool, since summaries without witness names do not raise confidentiality issues.

C. Have the AI tool review the summaries and decide whether the complaint should be substantiated.

D. Use the AI summaries in place of her original notes, which can then be discarded after the case.

272. In one hiring cycle, 30 of 50 male applicants and 16 of 40 female applicants were hired. Using the 80% rule of thumb, what is the impact ratio, and what does it suggest?

A. 0.80, which is the women's applicants divided by the men's and meets the rule of thumb.

B. 0.53, which is the women's hires divided by the men's hires and flags possible adverse impact.

C. 0.20, which is the gap in hiring rates and is below 0.80, so no adverse impact is shown.

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

273. A manager rarely makes decisions, avoids team meetings and is hard to reach when employees need guidance. Which leadership style does this describe, and what outcome is MOST typical?

A. Participative leadership, usually linked to higher engagement among experienced staff

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

C. Delegating leadership, usually linked to faster decisions by highly skilled employees

D. Servant leadership, usually linked to stronger trust and more employee empowerment

274. Which statement BEST describes a peer review panel used to resolve complaints in a nonunion organization?

A. A panel of outside arbitrators whose decisions are reviewed by the NLRB on request

B. A panel of employees chosen by coworkers to bargain over pay and working conditions

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

D. A panel of managers only who review and confirm or reverse a supervisor's disciplinary decision

275. A compliance risk has a 10% chance of occurring in any year and would cost $500,000 if it did. A control that would eliminate the risk costs $30,000 a year. Based on expected loss, is the control justified?

A. Yes, because the $50,000 expected annual loss exceeds the control cost

B. No, because the risk will most likely not occur in any given year

C. Yes, because any control costing less than the $500,000 potential loss pays for itself

D. No, because the $30,000 cost is more than the $5,000 expected loss

276. A former employee who filed an EEOC charge before resigning has listed her old manager as a reference. The manager tells HR he plans to describe her as "litigious and difficult." What should HR advise?

A. Allow the comment if accurate, since truthful statements cannot create legal liability

B. Decline to give her any reference at all, since she has a pending charge against the company

C. Let him give the reference but leave out the charge, keeping his other candid views

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

277. A department head wants to end remote work for her team because she believes remote staff are less productive, but she has no data to support that view, and team output is not formally tracked. What is the BEST HR response?

A. Support ending remote work, since managers have discretion over work location

B. Survey the team on whether they feel productive and decide on that basis alone

C. Require remote staff to install activity-monitoring software to prove their output each day

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

278. A retailer asks store managers to tailor displays to local customers, but every display change still requires approval at three levels of the regional office, so few managers try. Leadership eliminates the approval requirement. Which step in Kotter's change model does this action represent?

A. Communicating the vision for buy-in

B. Generating and celebrating short-term wins

C. Consolidating gains to produce more change

D. Enabling action by removing barriers

279. A piece-rate worker earns $575 in piece-rate pay for 46 hours of work in a workweek. What overtime premium is owed in addition to the piece-rate earnings?

A. $75.00

B. $112.50

C. $43.13

D. $37.50

280. An HR analyst proposes combining data from the company's self-insured group health plan claims with performance ratings to see whether health conditions predict low performance. What is the BEST response?

A. Approve the analysis if the results are reported only in aggregate and are not shared with individual managers

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

C. Ask employees for written consent to use their claims data and include only those who agree in the analysis

D. Approve the analysis if the analyst removes names and uses employee ID numbers to link the two data sets

281. Which sequence correctly lists Peter Block's five phases of a consulting engagement?

A. Discovery, entry and contracting, feedback and decision to act, implementation, extension or termination

B. Entry and contracting, feedback and decision to act, discovery, implementation, extension or termination

C. Entry and contracting, discovery, feedback and decision to act, implementation, extension or termination

D. Entry and contracting, discovery, implementation, feedback and decision to act, extension or termination

282. A manager's job evaluation questionnaire for a staff accountant position lists the incumbent's MBA and two professional certifications. The job description requires only a bachelor's degree in accounting. How should HR treat these credentials when evaluating the job?

A. Include them, because they show the actual knowledge applied in the position today

B. Exclude them, since the evaluation rates the job's needs, not the incumbent's

C. Include them, but give them half weight because the job does not require them

D. Hold the evaluation until the manager decides whether to require the MBA

283. Under the Fair Credit Reporting Act, which of the following is a consumer report for employment purposes?

A. A skills test that the company gives to applicants and then scores using its own staff

B. A criminal and employment history check compiled by an outside background screening company

C. Reference calls to former supervisors made directly by the company's own in-house recruiter

D. A review of the applicant's public professional networking profile by the hiring manager

284. HR is preparing an FAQ for the launch of an AI tool that will automate parts of the accounts payable process. Which content would MOST reduce rumors?

A. A list of the tool's main features ranked by their projected cost savings to the firm

B. Testimonials from executives about the tool's strategic importance to the company

C. A technical summary of the vendor's model architecture and its training data sources

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

285. A company ran its full annual engagement survey in January. In May it rolled out a new hybrid work schedule, and leaders want quick, repeated readings on how employees are reacting so they can adjust the policy over the summer. Which approach BEST fits this need?

A. A full-length census survey run each quarter to capture all drivers

B. Moving next year's full census survey up so that it launches this May

C. Waiting for the next January census so results stay comparable to trend

D. A short pulse survey on a few targeted items, repeated every few weeks

286. A retailer with 3,000 employees denies a sales associate's request to have Saturdays off for her Sabbath. The store manager says covering her shifts would cost about $150 a month in overtime premium pay. Under Groff v. DeJoy, how should HR assess this denial?

A. It is weak only if the associate offers to repay the premium pay out of her own wages.

B. It is sound, because employers need not pay overtime to provide a religious accommodation.

C. It is sound, because any added premium pay is more than a de minimis cost to the business.

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

287. A hospital has 300 budgeted positions, and 15 of them are currently open. What is the hospital's vacancy rate?

A. 5.0%

B. 5.3%

C. 20.0%

D. 4.8%

288. A high-performing project coordinator's spouse is relocating to a city 900 miles away. She says she will resign unless she can work fully remote. The company has no formal remote work policy for her role. How should HR evaluate the request?

A. Deny the request, since granting it would require allowing remote work for everyone in her role

B. Approve the request at once, since losing a high performer costs more than the setup

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

D. Approve it only if she agrees to a pay cut tied to the lower cost of living there

289. Exit interview themes for the past year show that departing employees from one demographic group frequently cite a lack of advancement opportunity. HR wants to determine whether the concern is supported. What is the BEST next analysis?

A. Contact the departed employees again to confirm that their exit interview comments were accurate.

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

C. Survey senior leaders to ask whether they believe promotion decisions have been made fairly.

D. Launch a mentoring program for the group so that advancement concerns are addressed quickly.

290. Expatriate failure is commonly defined to include an assignee's early return home. Which other outcome is also generally counted as expatriate failure?

A. Taking more home leave than the assignment policy originally planned

B. Accepting a permanent role in the host country after the assignment

C. Requesting a one-year extension near the end of the assignment

D. Completing the assignment while performing well below expectations

291. An HR manager is explaining to a supervisor how the Equal Pay Act differs from Title VII of the Civil Rights Act in pay discrimination claims. Which statement is accurate?

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

B. The Equal Pay Act applies only to employers with 15 or more employees, while Title VII applies to every employer covered by the FLSA.

C. The Equal Pay Act covers pay differences based on sex, race and national origin, while Title VII covers only hiring and firing decisions.

D. The Equal Pay Act requires the employee to prove the employer intended to discriminate, while Title VII requires only a statistical disparity.

292. A company raised its starting wage for warehouse associates to $18.00 an hour. To keep a $1.50 differential, tenured associates must earn at least $19.50. Ten tenured associates now earn $18.50 and twenty earn $19.00. Each works 2,080 hours a year. What is the annual cost, before payroll taxes, to restore the differential?

A. $31,200

B. $62,400

C. $41,600

D. $93,600

293. A manager receives an employee's request for a schedule change to attend weekly religious services. He tells HR he will not consider it until the employee brings a letter from a clergy member. What should HR advise?

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

B. Require the letter, since it is the standard proof needed for any religious request

C. Accept the request only if the employee's faith is one that coworkers recognize

D. Ask the employee to describe the faith's core teachings in writing so that HR can review them

294. After weeks of negotiation, HR and an HRIS vendor reach a tentative agreement on price and scope. When the final contract arrives, the vendor has added a $15,000 fee for onboarding support it had previously described as included. What is the BEST response?

A. Split the difference by offering to pay half the fee if the vendor agrees to sign the contract this week.

B. Reopen negotiations on every term in the agreement to regain leverage lost during the earlier rounds.

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

D. Accept the fee to keep the implementation on schedule, since it is small relative to the contract value.

295. A company recruits new engineering graduates from six universities. Its overall offer acceptance rate fell from 70% to 55% this year, and executives want to raise starting salaries at every school. What should the HR manager do FIRST?

A. Stop recruiting at the school with the fewest hires and move its budget to the strongest programs.

B. Survey this year's new hires to learn which factors led them to accept the company's offers.

C. Raise starting salaries at all six schools, since pay is the most common reason that graduates decline offers.

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

296. A strong candidate for a two-year assignment mentions that her child needs special education services. HR learns that the host city has few English-language schools and limited special education support. What should HR do before the assignment is confirmed?

A. Require the candidate to certify that the child's needs will not affect her work

B. Confirm the assignment and leave the family to find a school after they relocate

C. Withdraw the offer quietly so that the family is not placed in a difficult situation in the host city

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

297. What is the main purpose of a storyboard when developing an e-learning course?

A. To collect learners' reactions and suggestions after the course has been launched in the LMS

B. To track the project schedule, budget, and milestones for the developers working on the course

C. To record the learning objectives and the needs analysis findings for each module of the course

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

298. A company had record sales last year, yet its profit-sharing payout fell by a third. Employees are confused and some suspect the formula was changed. The plan pays a percentage of operating profit. What should HR explain?

A. The payout fell because more employees became eligible for the plan, so each person's share of the pool was smaller

B. The payout fell because the company reinvested more of last year's sales in new equipment and expansion projects

C. The payout fell because sales goals are reset each year, so record sales still fell short of the higher annual target

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

299. According to Baldwin and Ford's model of training transfer, which three training inputs influence whether learning is applied on the job?

A. Trainee characteristics, training design, and the work environment

B. Learner reaction, learning gained, and on-the-job behavior change

C. Trainer expertise, training budget, and choice of delivery technology

D. Needs assessment, program design, and evaluation of business results

300. Members of a project team agree on the project's goals but argue about which tasks should be done first and who should handle each one. What type of conflict is this?

A. Relationship conflict

B. Process conflict

C. Role-identity conflict

D. Task conflict

301. A new CEO shares a ten-page vision document and finds that managers cannot explain the vision to their teams. According to Kotter, which characteristic of an effective vision is MOST clearly lacking?

A. Feasible to achieve

B. Desirable to stakeholders

C. Imaginable as a future

D. Communicable to others

302. Right after interviewing an exceptional candidate, an interviewer rates the next candidate as merely average, even though her answers met every benchmark on the interview guide. Which error is MOST likely at work?

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

303. An employer lawfully hired permanent replacements during an economic strike. The strikers have since made an unconditional offer to return, but no positions were open. Six months later, a permanent replacement in a striker's former job quits. What is the employer's obligation?

A. Fill the job freely, since replacement ended the strikers' employment rights
B. Post the job and consider replaced strikers along with outside candidates
C. Offer the job to strikers only if the opening occurs within 12 months
D. Offer the job to a qualified replaced striker before hiring from outside

304. An employee worked for a company for 9 months, left, and was rehired four years later. She has now worked 4 months since rehire. When assessing FMLA eligibility, how should HR treat the 12-months-of-employment requirement?

A. She meets it only if the company's policy credits her prior service
B. She does not meet it, because service before a rehire is ignored
C. She does not meet it, because the 12 months must be consecutive
D. She meets it, because the 9 months and 4 months are added together

305. An HR director wants approval from the CFO to replace three separate HR systems with one integrated HRIS. The CFO has said that every capital request must show a clear financial return. What is the BEST way to frame the proposal?

A. Quantify cost savings, hours saved and compliance risk reduced, and show ROI and payback period.
B. Stress how much easier the new system will make daily work for HR staff and for employees.
C. Present a detailed list of every feature the new system offers compared with each of the current HR tools.
D. Point out that leading competitors already use integrated systems, so the company is behind.

306. A new HR generalist at a 400-employee distribution company is asked to plan an ethics awareness week on a small budget. Which activity would add the MOST value?

A. An all-employee email from the CEO reminding everyone to read and follow the company's code of conduct
B. An online quiz on the code's wording, with prizes awarded to the employees who finish it fastest
C. Posters and screen-saver messages throughout the facility repeating the company's core values and mission each day
D. Manager-led discussions of realistic dilemmas drawn from the company's own risks, such as gifts from vendors

307. A manager must choose a new shift-rotation pattern. The team members have detailed knowledge of the workflow that the manager lacks, the change will fail unless they support it, and they share the organization's goal of reliable coverage. Under the Vroom-Yetton decision model, which approach is MOST appropriate?

A. Involve the team as a group and reach the decision by consensus.

B. Gather information from members individually, then decide alone.

C. Consult the team as a group, then make the decision personally.

D. Decide alone using the information the manager already has.

308. A company is moving from naming one replacement for each executive to developing pools of successors for groups of similar leadership roles. What is the MAIN advantage of the talent pool approach?

A. It lets the company focus its development budget on a single candidate for each role.

B. It removes the need to assess each candidate's readiness for specific senior leadership positions in the company.

C. It ensures that each successor is guaranteed a promotion within a defined time frame.

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

309. In a dispute-resolution process, a neutral first tries to help the parties negotiate a voluntary settlement. If issues remain unresolved, the same neutral then issues a binding decision on them. What is this process called?

A. Arb-med

B. Fact-finding

C. Med-arb

D. Nonbinding mediation

310. A company's expatriate driver in a high-risk country is stopped at a checkpoint by armed officials who demand cash and threaten to detain him. HR is updating the travel security policy to address this situation. What should the policy tell the driver to do?

A. Call a manager and obtain written approval before paying, so that the company can authorize the cost

B. Refuse to pay and wait for embassy help, since any payment to an official breaks the FCPA

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

D. Offer a smaller amount and ask for a receipt that lists it as a routine facilitation payment

311. During a pilot of an AI claims-processing tool, a department head tells his 40 staff that early results "prove" half of their roles are unnecessary. No workforce decisions have been made, and the pilot data are still under review. What should HR do FIRST?

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

B. Wait until the pilot review is fully complete and answer the staff's questions at that time.

C. Report the department head to the CEO for disclosing confidential pilot results.

D. Email the staff that no jobs will be affected by the AI tool now or in the future.

312. An HR coordinator is setting retention periods for payroll records showing employees' hours worked and wages paid. Under the FLSA, how long must these basic payroll records be kept?

A. At least 3 years

B. At least 4 years

C. At least 1 year

D. At least 2 years

313. An employer is considering an AI personality assessment for applicants before any job offer is made. When would this assessment become an impermissible pre-offer medical examination under the ADA?

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

B. When it is given to applicants for some positions but not to applicants for every position.

C. When it measures traits such as conscientiousness or teamwork that relate to the open position.

D. When it is scored by AI instead of by a licensed psychologist trained in personality testing.

314. Under Gagné's nine events of instruction, which event should come FIRST in a lesson?

A. Informing learners of the objective

B. Presenting the new content

C. Stimulating recall of prior learning

D. Gaining the learners' attention

315. A union contract contains a broad no-strike clause stating that "there shall be no strikes of any kind during the life of this Agreement," and says nothing specific about sympathy strikes. Bargaining history is silent. Employees refuse to cross another union's picket line at the facility. How is the clause MOST likely to be applied?

A. It bars sympathy strikes only if the other union belongs to the same national or international union

B. It bars sympathy strikes only if the other union's picket line is itself part of an unprotected strike

C. It cannot reach sympathy strikes, because any waiver of that statutory right must name sympathy strikes expressly

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

316. A recruiter uses an AI tool to rank 300 applicants for an engineering role. She interviews only the 10 highest-ranked candidates and never looks at the rest. What should the HR manager do?

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

B. Have the vendor retrain the tool on the profiles of the company's current top-rated engineers

C. Allow the practice to continue, since the AI tool was purchased to speed up applicant screening

D. Raise the interview pool to the top 20 ranked candidates so that more applicants are considered

317. A global HR team is comparing cultural frameworks. Which dimension was introduced by the GLOBE study and has no direct counterpart among Hofstede's six dimensions?

A. Power distance

B. Indulgence versus restraint

C. Humane orientation

D. Uncertainty avoidance

318. A company is laying off 40 employees at a distribution center. One manager proposes having security walk each person out right after notification and leaving their belongings in boxes at the guard desk for pickup. Which practice BEST supports a dignified exit?

A. Have security escort every employee out immediately so that treatment is identical across the whole group

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

C. Cut off system access before the meeting and mail each person's belongings to them within the next 30 days

D. Notify employees late on a Friday afternoon so that they can clear out their desks quietly after coworkers have left

319. Within a month, two forklift near-misses occurred on the night shift in the same loading area, involving different operators with clean safety records. The plant manager wants to discipline both operators. How should HR advise the manager to proceed?

A. Retrain the two operators and close the matter once they both pass a refresher safety test.

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

C. Discipline both operators, since the near-misses show they did not follow safe work practices.

D. Treat each event separately, since two near-misses are too few to show any pattern at all.

320. HR conducted interviews with a department's employees as part of an OD diagnosis. The department head has read the summary and wants HR to go straight to implementing a new approval process, saying a feedback session with employees would waste time. What is the BEST response from HR?

A. Agree to implement the new process now and share the diagnostic summary with employees afterward.

B. Send employees a written copy of the summary and ask them to email any concerns to the department head.

C. Implement the process as requested because the department head owns decisions for the department.

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

321. An HR consultant analyzing a stalled reorganization focuses on which departments are competing for limited budget, which coalitions have formed and how leaders are bargaining. Which of Bolman and Deal's four frames is she applying?

A. Symbolic frame
B. Political frame
C. Human resource frame
D. Structural frame

322. A maintenance technician keeps a beard for religious reasons. His job includes tasks that require a tight-fitting respirator, and OSHA's respiratory protection standard does not allow facial hair that interferes with the seal. What is the BEST approach?

A. Remove him from his role at once and place him on unpaid leave until the issue is resolved
B. Assess whether a loose-fitting powered air respirator gives adequate protection
C. Let him wear the tight-fitting respirator without a fit test for those tasks
D. Require him to shave, because OSHA safety rules override religious requests

323. A multistate employer uses a no-fault attendance point system. Why could counting paid sick leave against employees in locations with paid sick leave laws create liability?

A. Federal law requires all employers to offer paid sick leave that cannot be penalized.
B. Many such laws ban counting protected sick time as an absence that leads to discipline.
C. Paid sick leave laws require that all absences be excused once a doctor's note is given.
D. The FLSA bars counting any paid absence toward discipline under a point-based policy.

324. A teleworking employee trips over her laptop's power cord and breaks her wrist while walking to join a scheduled client video call during her workday. How is the injury MOST likely to be treated?

A. As covered by her personal health insurance rather than workers' compensation
B. As compensable under workers' compensation, since it occurred during work activity
C. As not compensable, since the employer does not control the home workspace
D. As compensable only if the employer had inspected and formally approved her home office in advance

325. Which situation BEST illustrates a perceived (apparent) conflict of interest rather than an actual one?

A. A buyer accepts a paid weekend trip from a supplier and then renews its contract without competitive bidding.
B. A benefits manager's neighbor works for the broker that won an RFP she scored using a blind, preset rubric.
C. A hiring manager selects his own son for an opening on his team over two better-qualified external finalists.
D. A controller holds a stake in a parts supplier and quietly routes extra purchase orders to that supplier.

326. Under University of Texas Southwestern Medical Center v. Nassar (2013), what causation standard applies to Title VII retaliation claims?

A. Substantial factor: the protected activity played a significant part in the decision

B. Motivating factor: the protected activity was one of several reasons for the action

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

D. Sole cause: the protected activity was the only reason the employer took the action

327. In which situation is the nominal group technique MOST appropriate?

A. A group must generate many ideas quickly and build freely on each other's suggestions.

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

C. A team must find the root causes of a recurring defect in an established process.

D. Experts in different locations must reach a forecast without ever meeting together.

328. A company wants to convert its hiring interviews to a structured format. Which feature is MOST essential to a structured interview?

A. Letting each interviewer choose questions that fit the candidate's resume and background

B. Having the hiring manager make the final call after a group discussion of impressions

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

D. Using a relaxed conversation that helps candidates feel at ease and open up

329. An HR department has collected two years of exit interview forms, but they sit in a file cabinet and have never been analyzed or shared. What is the BEST improvement?

A. Scan the forms into the HRIS so that they are stored more securely over time

B. Report exit trends to leaders each quarter and link them to retention actions

C. Send each exit form to the departing employee's former manager for individual review and comment

D. Stop exit interviews, since the data has not been used in the past two years

330. A bargaining-unit employee wants to present a complaint about his schedule directly to management without going through the union. Under the Section 9(a) proviso of the NLRA, which statement is accurate?

A. He may present it only after the union declines in writing to file a grievance on his behalf within ten working days of his request.

B. He may present it, and the employer may resolve it on any terms the two agree to without notifying the union.

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

D. He may not present it, because every complaint from a unit employee must be filed by the union to be heard.

331. An expatriate working at a remote mining site needs emergency surgery that the local clinic cannot perform. The company has a contract with an international medical and security assistance provider. What should HR do FIRST?

A. Contact the assistance provider to arrange a medical evacuation to a suitable hospital

B. Confirm with the health insurer that evacuation is covered before arranging any transfer

C. Book the employee on the next commercial flight home so he can be treated in his country

D. Ask the local clinic to perform the surgery as best it can to avoid a delay in treatment

332. In one mediation approach, the mediator structures the process and asks questions to help parties uncover interests and generate options, but does not assess the merits or predict how a court would rule. What is this approach called?

A. Evaluative mediation
B. Nonbinding arbitration
C. Facilitative mediation
D. Transformative mediation

333. A company licenses a vendor's AI résumé screening tool, and an internal analysis shows it screens out female applicants at a much higher rate than male applicants. Under Title VII, who is responsible for the disparate impact?

A. The employer, but only if it knew about the impact before it began using the tool
B. The employer, since it chose to use the tool in its hiring decisions
C. Only the vendor, since it designed and trained the screening model
D. No one, since the tool does not consider sex as an explicit input

334. An employee was fired five days after she filed a safety complaint with OSHA. She believes the firing was retaliation and asks an HR professional she trusts how long she has to file a whistleblower complaint under Section 11(c) of the OSH Act. What is the correct answer?

A. 300 days from the retaliatory action
B. 180 days from the retaliatory action
C. 30 days from the retaliatory action
D. 90 days from the retaliatory action

335. An HR team is building a quality-of-hire metric that combines performance ratings, retention and hiring manager feedback. How should it time the measurements?

A. Collect each measure only for hires who are flagged as struggling, so effort goes where it is needed
B. Collect each measure once, at the end of each calendar year, for all hires made during that year
C. Collect each measure at the same set points for every hire, such as 90 days and one year after start
D. Collect each measure whenever the hiring manager has time, so the feedback reflects real observations

336. A manufacturer with five plants plans to pilot an AI shift-scheduling tool at one site. One plant is small and runs a single shift; another has the worst scheduling problems but has had three plant managers in two years. The other three are mid-size, run two shifts, and resemble one another; one has a manager who is eager to take part. Where should HR pilot the tool?

A. At the mid-size plant with the eager manager, since its results are likely to transfer to most sites
B. At all five plants at once, so that HR can compare the results across sites within a single quarter
C. At the single-shift plant, because a small and simple site keeps the cost of any failure as low as possible
D. At the plant with the worst scheduling problems, because it stands to gain the most from the new tool

337. HR replaces employee names in an engagement survey dataset with coded IDs and stores the key linking codes to names in a separate secured file. How is this data classified under the GDPR?

A. It is anonymized as long as the key file is encrypted and is stored on a separate secure server.

B. It is anonymized and is no longer personal data, because the names have been removed from the dataset.

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

D. It is pseudonymized and falls outside the GDPR, because pseudonymization is treated the same as anonymization.

338. A forklift operator returns from deployment with a service-connected back injury and can no longer lift more than 20 pounds. His old job requires frequent heavy lifting. What is the employer's obligation under USERRA?

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

B. Reemploy him only if he can fully perform his old job, since USERRA covers just the pre-service position.

C. Place him on unpaid leave until his doctor clears him to go back to heavy lifting.

D. Offer him any open job, including one with lower pay, since the injury means he left at his own risk.

339. A 63-year-old senior engineer with key technical knowledge tells HR she plans to retire next year but would consider staying longer on reduced hours. The company has no phased retirement program. What should HR do FIRST?

A. Review how part-time status affects her retirement plan and benefits eligibility

B. Ask her to announce a firm retirement date now so that succession planning can begin

C. Offer her a part-time contract as an independent consultant right away

D. Tell her phased retirement cannot be offered until a formal program exists

340. An Army Reserve member tells his supervisor on Wednesday that he has a drill weekend starting Friday, which includes his scheduled Saturday shift. The company's policy requires two weeks' notice for time off. How should this absence be treated?

A. Assign points, because USERRA requires reservists to give at least 14 days' notice of drill.

B. Excuse it only if he provides a copy of his written military orders before the drill weekend begins.

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

D. Assign points, but drop them after he returns and shows proof that he attended the drill.

341. A bargaining unit has 420 employees. An employee wants to file an RD petition to decertify the union. What is the minimum number of employee signatures needed to meet the NLRB's showing-of-interest requirement?

A. 211 signatures
B. 84 signatures
C. 140 signatures
D. 126 signatures

342. A ready-now successor for a director role tells her manager she has received an outside offer with a 15% higher salary. Her role is central to the succession plan. What should HR advise the manager to do FIRST?

A. Meet with her promptly to learn her career goals and what would keep her
B. Promise her the director role when the incumbent retires next year
C. Remove her from the succession plan, since she may not be fully committed
D. Match the outside offer immediately to remove the risk of losing her

343. An employee storms into HR, furious about a comment a peer made in a meeting, and demands an immediate joint meeting with the peer. The comment does not involve harassment or threats. What is the BEST response?

A. Tell him to handle the comment directly with the peer on his own
B. Issue the peer a written warning based on the employee's account
C. Call the peer in right away so both sides can be heard while the issue is fresh
D. Listen to his account now and set a joint meeting once he has calmed down

344. Two benefits specialists have stopped sharing work, and leave-of-absence cases are now falling through the cracks between them. Each blames the other for the breakdown. What is the BEST intervention for the HR manager?

A. Split the caseload so that each specialist handles a separate set of cases and no longer needs to coordinate
B. Meet with each one separately and decide which person is mainly responsible for the breakdown
C. Tell both specialists that continued conflict will lead to discipline unless they resolve it themselves
D. Meet with both together to clarify responsibilities, address the conflict and agree on a handoff process

345. What is a key difference between the assumptions of pedagogy and andragogy about the learner?

A. Pedagogy assumes learning is problem-centered, while andragogy assumes it should be subject-centered
B. Pedagogy assumes learners are motivated internally, while andragogy assumes external rewards are what mainly drive them
C. Pedagogy assumes learners bring rich experience to draw on, while andragogy assumes they bring little
D. Pedagogy assumes a dependent learner directed by the teacher, while andragogy assumes a self-directing learner

346. An audit of a social recognition platform shows that two coworkers have sent each other large numbers of points every week and redeemed them for gift cards. Most of their awards have vague descriptions such as "thanks." Which program control would BEST address this?

A. Publicly name the two employees in a company message to discourage similar behavior

B. Cap the total number of points each employee can redeem for gift cards each year across the company

C. Eliminate peer-to-peer points and allow only managers to give awards on the platform

D. Require a specific reason for each award and flag repeated reciprocal giving for review

347. During the annual budget review, the CFO questions an HR manager's request for funding for a new frontline leadership training program. What is the BEST way for the HR manager to justify the request?

A. Explain that many frontline managers have asked HR for more development options

B. Show that peer companies spend more per employee on leadership training each year

C. Describe the program's content, the vendor's credentials and past participant reviews

D. Link the program to a stated strategic objective and the results it should produce

348. An employee is paid $52,250 in a range of $44,000 to $66,000 with a midpoint of $55,000. What is the employee's compa-ratio?

A. 0.38

B. 1.05

C. 0.79

D. 0.95

349. Why must an investigator present the accused employee with the specific allegations, rather than a general summary, during the interview?

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

B. Because the accused's admission to each specific allegation is required before discipline can be imposed.

C. Because federal law gives every accused employee a right to a written copy of the complaint in advance.

D. So the accused can learn the complainant's identity and the names of every witness who has spoken.

350. A hospital sets a goal of improving first-year retention of newly hired nurses. Which measure is the BEST leading indicator for this goal?

A. Most frequent reasons for leaving given by nurses in their exit interviews

B. Percentage of new nurses who leave the hospital within their first 12 months

C. Average cost of replacing each nurse who resigns during the first year of work

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

351. The owner of a 25-person firm tells HR that Dana, the salaried "Office Manager," is exempt from overtime because of her title. Dana spends most of her day answering phones, filing and ordering supplies. She supervises no one and makes no policy decisions. What is the BEST response?

A. Agree she is exempt, since a manager title combined with a salary satisfies the white-collar tests.

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

C. Keep her exempt but have her track her hours so the firm can defend the classification later.

D. Rewrite her job description to stress management duties so the exemption is better documented.

352. A business unit had 18 voluntary and involuntary separations during the year among employees in one demographic group, whose average headcount for the year was 120. What was the group's annual turnover rate?

A. 18.0%

B. 15.0%

C. 85.0%

D. 13.0%

353. A review finds that recruiters accept 98% of an AI screening tool's recommendations, usually within seconds, even when candidate files contain information the tool cannot assess. Which term BEST describes this pattern?

A. Halo effect

B. Automation bias

C. Algorithmic drift

D. Confirmation bias

354. An engineer relocates from another country to join a U.S. company's team. Beyond the standard onboarding program, what additional support is MOST important to include?

A. An extra week of technical training on the company's software tools

B. A longer probation period because of the added risk of the hire

C. Help with relocation logistics, cultural adjustment and family settling

D. A requirement to complete an English proficiency test in the first month

355. During a SWOT analysis, an HR manager notes that 40% of new hires at the company leave within 90 days. How should this finding be classified?

A. As none of these, since it is an operational metric, not a strategic one

B. As an opportunity, since it shows where onboarding could be improved

C. As a threat, since it is a negative trend that endangers future results

D. As a weakness, since it is an internal condition that harms performance

356. A laid-off 55-year-old signs a valid ADEA release with his severance. Eight months later he applies to be rehired and is rejected, and he believes the reason was his age. Does the release bar an age claim over the rehire decision?

A. No, unless the employer can show that he had been told of the rehire policy before signing.

B. Yes, if the release expressly mentions future rehire decisions and the employee initialed it.

C. Yes, because the release covered all claims connected with his employment relationship.

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

357. A call center pays agents a monthly bonus based only on the number of calls handled. Since the plan started, average call time has dropped, but repeat calls and customer complaints have risen sharply. What is the BEST redesign?

A. Add a penalty for each complaint while keeping the call-volume measure alone

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

C. Keep the volume bonus but raise the call target so agents must work harder

D. Replace the bonus with a pay raise so agents no longer feel time pressure

358. A company participates in E-Verify. To avoid wasting interview time, a recruiter proposes running every applicant through E-Verify before scheduling interviews. What should HR advise?

A. Run applicants through E-Verify before interviews, as long as every single applicant is screened in exactly the same way.

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

C. Run applicants through E-Verify once a conditional offer is extended and before the candidate accepts it.

D. Run applicants through E-Verify before interviews, but only for those who say they need visa sponsorship.

359. An HR team is selecting a new HRIS. Which approach BEST reflects the principle of privacy by design?

A. Having the privacy team review the configured system after go-live and recommend fixes for any problems found

B. Publishing a privacy notice to employees once the system is live that explains how their data will be used

C. Requiring each employee to sign a privacy consent form before any of his or her data is loaded into the system

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

360. A payroll clerk with job access to the salary database downloads a spreadsheet of all employees' pay and emails it to coworkers so they can compare. The company has a lawful rule that restricts use of records accessed through payroll duties. Coworkers have since been discussing their own pay openly. What should HR advise?

A. Neither the clerk nor coworkers may be disciplined, since sharing wage data with coworkers is always protected

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

C. The clerk may be disciplined only if the coworkers did not ask her for the salary information

D. The clerk and any coworkers who forwarded the spreadsheet may all be disciplined for misuse

361. An HR operations team uses a Kanban board to manage requests. Why does the board set a limit on the number of items allowed in each column, such as "In Progress"?

A. To ensure each team member always has the same number of tasks assigned at any one time

B. To reduce multitasking and expose bottlenecks so work flows to completion faster

C. To cap the total number of requests the team accepts from customers each week

D. To fix the length of each work cycle so the team can plan in time-boxed sprints

362. A production supervisor with authority to discipline and assign work posts on social media that the company's pay practices are unfair to supervisors. The company disciplines her. Is her post protected concerted activity under the NLRA?

A. Generally yes, because posting on social media counts as concerted activity in all cases

B. Generally no, because pay is not a protected subject for discussion under the NLRA

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

D. Generally yes, because Section 7 protects all workers who complain about pay practices

363. An employee completed several online AI courses and asks whether the certificates count toward promotion. The company's promotion policy is skills-based and requires demonstrated proficiency against each role's skill standards. What should HR tell the employee?

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

B. The certificates do not matter, since only performance ratings from the past year count toward any promotion decision.

C. The courses count only if the employee completed them during paid work hours under an approved plan.

D. The certificates qualify the employee for promotion, since completed courses prove the required skills.

364. Requisition A had 3 openings, and each was filled in 30 days. Requisition B had 1 opening, filled in 60 days. HR measures average time-to-fill per opening. What is the average time-to-fill?

A. 52.5 days

B. 45.0 days

C. 37.5 days

D. 30.0 days

365. During contract negotiations, the union at a unionized plant asks for three years of turnover data for bargaining unit employees. The company plans to argue that turnover is low. What is the BEST response for the HR manager?

A. Decline the request, since turnover data is confidential business information

B. Delay responding until after the contract is ratified to avoid affecting talks

C. Provide the data after confirming its definitions and figures are accurate

D. Provide only the most recent year, since it best supports the company's position

366. An employee tells an HR manager that her team lead has been sending her sexually explicit messages, but she asks HR to keep the report secret and take no action. What can the HR manager appropriately promise?

A. To keep the report fully secret as long as she agrees to put it in writing first

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

C. To keep the report secret unless other employees come forward with similar reports later

D. To tell no one about the report until she decides whether she wants to proceed

367. The owner of a nonunion company hears rumors of union interest. No union has requested recognition or claimed majority support. The owner asks HR to run an anonymous online poll asking employees whether they want a union. What should HR advise?

A. Run the poll, but share the results only with the owner and the HR team, not with supervisors

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

C. Run the poll, since anonymous responses remove any coercive effect on the employees who choose to answer

D. Run the poll, but limit it to supervisors so that rank-and-file employees are not involved

368. A U.S. employee asks to spend three months working remotely from Portugal while visiting family. Her manager supports the request because the job can be done from anywhere. What must HR evaluate before approving it?

A. Whether her time zone will overlap enough with her U.S. teammates

B. Whether the company's U.S. medical and retirement plans will cover her while overseas

C. Whether her home internet in Portugal meets the IT security rules

D. Immigration, tax and corporate presence risks of working in Portugal

369. HR is building a RACI chart for a new onboarding process. Which statement correctly distinguishes a Consulted party from an Informed party?

A. Consulted parties approve the final deliverable; Informed parties carry out the work that has been assigned to them.

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

C. Consulted parties are senior executives only; Informed parties are the employees affected by a change.

D. Consulted parties are kept updated after decisions; Informed parties provide expert input beforehand.

370. A firm froze promotions that managers had promised to top performers, without explaining why. Several of those employees now tell HR that they feel betrayed and are looking for other jobs. What should HR recommend?

A. Give the affected employees a one-time bonus without discussing the freeze with them.

B. Remind the employees that promotions are never guaranteed under the company's at-will employment policy.

C. Wait until the freeze ends and then promote the affected employees as originally planned.

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

371. A manufacturer's head of maintenance, who has 30 years of undocumented know-how about its equipment, will retire in nine months. What is the BEST plan for HR to lead?

A. Offer him a consulting contract after retirement so the company can call him when problems arise.

B. Ask him to write a full manual of everything he knows during his final three months on the job.

C. Post the role externally now so a replacement with similar experience can start before he leaves.

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

372. A production supervisor asks HR to meet with one of his employees and deliver a written warning for repeated tardiness. He says HR is better at these talks and he wants to stay on good terms with the team. What is the BEST response?

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

B. Decline any involvement and refer the supervisor to the steps in the written discipline policy.

C. Deliver the warning jointly, with HR leading the meeting and the supervisor there to observe.

D. Deliver the warning to the employee, since HR has formal responsibility for written discipline.

373. Why should an organization keep a documented register of conflict-of-interest disclosures and the mitigation decisions made for each?

A. It removes the need for managers to monitor conflicts after they are disclosed.

B. It replaces the annual certification, so employees no longer need to attest.

C. It creates an audit trail and supports consistent review of similar conflicts.

D. It allows the company to post each employee's disclosures for public viewing.

374. A company buys a customer list from a competitor and pays upfront for a five-year software license that it accounts for as an intangible asset. How is the cost of each generally recognized over time?

A. Through annual impairment testing only, with no expense recorded unless the asset loses value

B. As an expense in full in the year of purchase, because neither asset has any physical substance

C. Through depreciation, usually on a straight-line basis over the asset's estimated useful life

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

375. A staffing analysis shows a company's customer service department has 20% more employees per $1 million of revenue than an industry benchmark. The CFO suggests cutting the department to match. What should HR do NEXT?

A. Develop a reduction-in-force plan to bring the department's staffing down to the benchmark level over two quarters

B. Freeze hiring in the department and let attrition reduce headcount until staffing matches the industry benchmark

C. Ask the department manager to justify each position and cut any role the manager cannot explain to the CFO

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

376. An onboarding redesign project is three weeks behind schedule because the IT integration took longer than estimated. The monthly sponsor update is due tomorrow. How should the HR project lead report the status?

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

B. Report the project as on track while the team works overtime to recover the lost time quietly.

C. Report the delay and its cause, and ask the sponsor to decide how the team should respond.

D. Hold off on mentioning the delay until the IT vendor confirms a firm date for completing its revised work.

377. Clerical staff are resisting a move to a new HR self-service system because they are anxious about whether they can learn it while keeping up with their workload. Which Kotter and Schlesinger approach is MOST appropriate?

A. Participation and involvement

B. Facilitation and support

C. Education and communication

D. Manipulation and co-optation

378. An HR manager has been assigned to investigate a bullying complaint against a production supervisor. During planning, he realizes the supervisor plays in his weekend golf league and they socialize afterward most Saturdays. What should the HR manager do?

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

B. Ask the complainant whether she objects to him investigating and proceed if she agrees to the arrangement in writing.

C. Continue the investigation and stop attending the golf league until the matter is resolved and the file is closed.

D. Continue the investigation but have a second HR staff member sit in on all interviews to serve as a neutral witness and note-taker.

379. An HR analyst is calculating total benefits as a percentage of payroll for the company's annual total rewards report. How should employer-paid Social Security and Medicare taxes be treated?

A. Exclude them, because employees pay matching amounts, so the employer's share has no net effect on cost

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

C. Exclude them, because they are taxes owed to the government rather than benefits provided to employees

D. Include only the Medicare portion, because it funds health coverage, and leave out the Social Security portion

380. Two weeks after an employee filed a complaint alleging unequal pay compared with a male coworker, her manager asks HR to help him issue a written warning for chronic lateness. HR finds that her lateness began months ago and was never addressed, and that others on the team are often late without discipline. What should HR advise?

A. Delay the warning until the pay complaint is fully resolved, and then issue it using the same lateness documentation as before

B. Move the employee to another manager first, so the warning cannot be linked to her current supervisor

C. Proceed with the warning, since lateness is unrelated to the pay complaint and is a legitimate concern

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

381. Employees at a company have earned vacation time they have not yet taken, and company policy pays out unused vacation when employment ends. How is the earned but unused vacation reported on the balance sheet?

A. As an accrued liability for compensated absences

B. As a note disclosure only, with no dollar amount recorded on the books

C. As a prepaid asset until the time is taken

D. As a direct reduction of retained earnings

382. HR wants to compare pay for maintenance technicians across three plants. It finds that the same work is titled "Maintenance Tech II" at one plant, "Mechanic" at another and "Facilities Specialist" at the third. What should HR do FIRST?

A. Average pay across all three titles to create a single company-wide benchmark figure

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

C. Ask each plant manager to explain why their technicians are paid at their current rates

D. Compare pay only for the plant whose job title most closely matches the market survey

383. A month after a widely criticized reorganization, HR is designing an engagement survey that includes items about the reorganization. Why should the general job satisfaction items appear before the reorganization items?

- **A.** Answering reorganization items first could color how people rate their general satisfaction.
- **B.** General items are more reliable, so they must always appear first regardless of content.
- **C.** Placing the reorganization items later keeps employees from realizing the survey covers it.
- **D.** Placing general items first shortens the survey, since some reorganization items can be skipped.

384. An employee tells HR that her supervisor checks her work several times a day and asks her to copy him on every email, which is slowing her down. She wants to raise it with him but is nervous. What should HR advise?

- **A.** Wait for her annual review and include the concern in her written self-assessment
- **B.** Raise the concern in her next skip-level meeting with the supervisor's own manager
- **C.** Request a private meeting, give specific examples, and propose a better way to share updates
- **D.** Submit the concern through the anonymous engagement survey so there is no risk of retaliation

385. A survey job has a broader scope than the company's job, so HR applies a 10% downward scope adjustment to the survey median of $90,000. What is the adjusted market rate?

- **A.** $81,000
- **B.** $81,818
- **C.** $89,100
- **D.** $99,000

386. A department has 120 employees and 22 scheduled workdays in March. Employees missed a total of 132 workdays that month. What is the absenteeism rate?

- **A.** 5.0%
- **B.** 0.5%
- **C.** 1.1%
- **D.** 18.3%

387. A high-performing financial analyst at a 200-person company tells HR she is bored with routine report preparation. No promotion will open for at least a year, and the budget does not allow a raise. What job design change should HR recommend to her manager?

- **A.** Give her authority to plan analyses and advise on budgets
- **B.** Rotate her into accounts payable for six months
- **C.** Assign her more reports of the same type to fill her time
- **D.** Give her a senior analyst title to recognize her work

388. Who should perform user acceptance testing (UAT) on a new HRIS, and what is its purpose?

- **A.** End users and process owners, to confirm the system supports real business processes
- **B.** The vendor's developers, to confirm the code works the way it was programmed and specified
- **C.** The project sponsor, to confirm the project has stayed within its approved budget
- **D.** The IT security team, to confirm the system meets corporate access standards

389. An HR generalist is facilitating a focus group of eight employees about a new scheduling system. A senior employee with 20 years of tenure answers every question first and at length, and the other participants have begun simply nodding along. What is the BEST response?

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

B. End the session early and reschedule it as one-on-one interviews with each of the participants

C. Let the employee continue, since long tenure gives that person the most informed view of the scheduling issue

D. Ask the senior employee to step out so that the remaining participants can speak more freely

390. Why is performance management considered a key tool for implementing strategy?

A. It sets the organization's strategy by gathering ideas and suggestions from every employee each year

B. It links individual goals to strategic objectives so strategy becomes daily work

C. It replaces the need for budgets by tracking each employee's results

D. It mainly documents poor performance to support employment decisions

391. In Kotter and Schlesinger's framework, education and communication is the BEST approach to resistance in which situation?

A. When the change must happen quickly and its initiators hold great power

B. When resistance comes from missing or inaccurate information and analysis

C. When a group will clearly lose out and has the power to block the change

D. When the initiators lack the information needed to design the change and others hold it

392. A U.S. company is acquiring a German manufacturer with 4,500 employees in Germany. Its CFO asks what codetermination (Mitbestimmung) will mean for governance. What does board-level codetermination give employees in a company of this size?

A. Half of the seats on the supervisory board, elected by employees

B. A veto over plant closures exercised by the national trade union

C. A single nonvoting observer seat on the company's supervisory board

D. One-third of the seats on the management board, elected by employees

393. A former employee who resigned midway through a PIP emails HR to ask whether the company will give her a neutral reference. Company policy is to confirm only dates of employment and job title for all former employees. What should HR do?

A. Agree to the neutral reference only if she first signs a release of claims against the company

B. Have her former manager give a brief reference noting that she left before the PIP was finished

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

D. Explain that the company must disclose the PIP if a prospective employer asks about performance

394. A union with a dispute against a manufacturer pickets at a supplier's warehouse, which the manufacturer does not operate, with signs urging the supplier's employees to stop handling the manufacturer's orders. Which NLRA rule does this activity MOST likely violate?

A. The ban on hot cargo agreements in which an employer agrees not to handle another employer's products

B. The ban on recognitional picketing when another union is already lawfully recognized as the representative

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

D. The ban on featherbedding demands that require payment for services that are not performed by employees

395. An OD facilitator explains that the moment a team starts asking questions about its best experiences, people begin to think and act differently, so change starts before any formal plan exists. Which appreciative inquiry principle is she describing?

A. Positive principle

B. Anticipatory principle

C. Constructionist principle

D. Simultaneity principle

396. A newly promoted team lead completed training on performance conversations but tells HR she doubts she can actually run one with a struggling employee. Which action MOST builds her confidence to apply the skills?

A. Give her a detailed script to read word for word in each performance conversation she holds.

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

C. Postpone her performance conversations until she says she feels fully ready to lead them alone, however long it takes.

D. Reassure her that she did well in the course and will feel comfortable once she gets started.

397. A manufacturer must remind 1,200 employees about the open enrollment deadline. About 300 work in offices with email; the other 900 work on plant floors without company email or regular computer access. What is the BEST reminder approach?

A. Post the reminder on the intranet and extend the deadline for plant workers who miss the window.

B. Mail one printed packet to every home, since that format reaches all employees equally well.

C. Send repeated emails to all staff and ask plant supervisors to forward the messages to their teams.

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

398. An HR generalist supports two hiring managers. Late in the morning, both ask her to post a job opening by the end of the day, and she has time to complete only one. What is the BEST way for her to prioritize?

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

B. Do half of each posting today so neither manager feels ignored, then finish both of them tomorrow morning.

C. Complete the request from the more senior manager first, since that manager has greater authority overall.

D. Complete the request she received first, since a first-come, first-served rule is fairest to both managers.

399. An HR manager wants to build a quality-of-hire measure for sales representatives hired in the past year. Which combination of data is MOST appropriate?

A. First-year performance ratings, retention at one year and hiring manager satisfaction

B. Interview scores, candidate experience ratings and the length of the selection process

C. Offer-acceptance rate, source of hire and the share of candidates from referrals

D. Time-to-fill, cost-per-hire and the number of applicants received for each opening

400. Which statement belongs in the recommendations section of an investigation report rather than the findings section?

A. The accused sent the complainant three messages with sexual content between March 4 and March 9, as the phone records show.

B. Two witnesses confirmed that the accused made the comment at the March 12 team meeting.

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

D. The evidence supports the allegation that the accused touched the complainant without consent.