SUMMIT
STUDY GUIDES

SHRM-SCP

Diagnostic Assessment

Week 3 Checkpoint

Answer Key & Explanations

Strategic, senior-leader HR judgment at the SHRM-SCP level

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

Summit Study Guides

summitstudyguides.com

SUMMIT
STUDY GUIDES

Copyright © 2026 Summit Study Guides. All rights reserved.

This practice set is licensed for the personal study use of the purchaser. No part of it may be copied, reproduced, shared, resold, uploaded to any website or file-sharing service, or used to train or build any product without prior written permission from Summit Study Guides. Brief quotations for review purposes are permitted with attribution.

Trademark Notice

SHRM, SHRM-CP, SHRM-SCP and SHRM BASK are registered trademarks of the Society for Human Resource Management (SHRM). Summit Study Guides is an independent publisher and is not affiliated with, sponsored by or endorsed by SHRM. The questions in this set are original practice items written to reflect the published SHRM Body of Applied Skills and Knowledge; they are not actual exam questions and do not come from any SHRM examination.

Disclaimer

This material is provided for educational and exam-preparation purposes only. It is not legal, tax, financial or professional advice and should not be relied on for decisions about real workplace situations. Employment laws, regulations and agency guidance change frequently and vary by jurisdiction. The content was reviewed for accuracy as of October 2026, but no warranty of any kind is made as to its completeness, accuracy or continued currency. Consult a qualified professional or legal counsel before acting on any information in this set.

Using these practice questions does not guarantee that you will pass the SHRM-SCP exam or any other examination. By using this set, you agree that Summit Study Guides and its authors are not liable for any loss, damage or outcome, direct or indirect, arising from its use, including from any errors, omissions or inaccuracies.

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-SCP Week 3 Checkpoint — Answer Key

Quick key first, then a full explanation for every question

1. B	2. C	3. C	4. D	5. C	6. A	7. D	8. A	9. D	10. B
11. B	12. D	13. B	14. C	15. D	16. B	17. D	18. C	19. B	20. A
21. B	22. A	23. A	24. A	25. D	26. D	27. A	28. C	29. A	30. A
31. B	32. B	33. D	34. C	35. B	36. A	37. C	38. C	39. D	40. C

Your Weakness Map

Count your correct answers in each area. Below 60% means focus first; 60–79% means review; 80% or more means maintain. With 5 to 8 questions per area, treat these as a guide to where to focus, not a precise score. The interactive version on summitstudyguides.com scores this for you.

BASK area	Question numbers	Your score	Study first
Leadership	7, 9, 13, 16, 17, 36, 37, 40	_____ / 8	Ch. 4; 8.1; 7
Interpersonal	4, 8, 10, 15, 31, 35	_____ / 6	Ch. 5; 7.1
Business	1, 20, 21, 29, 34, 38, 39	_____ / 7	Ch. 6; 8.2-8.3; 12
People	2, 3, 5, 6, 11, 12, 33	_____ / 7	Ch. 9; 13.1
Organization	18, 19, 23, 25, 27, 30, 32	_____ / 7	Ch. 10; 13.2-13.4; 15
Workplace	14, 22, 24, 26, 28	_____ / 5	Ch. 11; 14

Answers and Explanations

1. Answer: B — Many benefits appear only after adoption, so tracking confirms the business case was achieved

Benefits realization management recognizes that projects deliver outputs, but business benefits come from adoption over time, so benefits must be owned and tracked after closure to confirm the investment paid off. Defect accountability is a warranty or support issue, not the purpose of benefits tracking.

2. Answer: C — Calibrate within regions and then across regions against common definitions and business results.

Cultural norms affect how leniently managers rate, so raw ratings are not comparable across regions. Calibrating locally first, then across regions using shared standards and actual results, corrects for norm differences while respecting local context. Mapping everything to one region's norms or imposing one forced curve assumes performance is identical everywhere, and ignoring the gap distorts merit funding.

3. Answer: C — Linking any gain-sharing to measured results while keeping it fair across jobs with unequal AI access

A rewards response should tie any sharing to verified results while managing fairness, since some roles have far more access to AI than others. Variable approaches such as gain-sharing can do this without locking in fixed costs. A permanent 15% base raise is tempting because it mirrors the gain, but it ties fixed pay to a figure that may change and ignores differences across roles.

4. Answer: D — Meet key business and operations leaders to learn their priorities and identify the people they trust for advice.

A leader new to an industry builds credibility and influence fastest by listening to business leaders, understanding their priorities and learning who the informal opinion leaders are. Launching an initiative before understanding the business risks solving the wrong problem. Relying only on HR leaders narrows the CHRO's view, and certifications build knowledge but not the relationships needed to lead.

5. Answer: C — Retention and promotion rates of participants and the share of key roles with ready-now successors

A high-potential program exists to retain and accelerate future leaders and to fill critical roles from within, so outcome measures such as participant retention, promotion rates and successor readiness show whether it works. Satisfaction, completion and hours are activity measures that can look good while the program fails to produce leaders. Nomination counts and budget size measure inputs, not results.

6. Answer: A — Pay mainly on new annual recurring revenue, with retention or net revenue retention measures and clawbacks for early churn.

A subscription business creates value through recurring revenue that renews, so the plan should reward new ARR and retention and recover pay on deals that churn quickly. Paying on full contract value up front rewards closing deals that may not last. Paying only at renewal delays reward too long to motivate new sales, and removing commissions entirely gives up the plan's ability to steer behavior.

7. Answer: D — Identify the critical engineers, assess flight risk, and make their signed retention agreements a closing condition.

When talent is the asset being bought, the deal's value depends on who stays, so the CHRO should identify critical people, assess retention risk and cost, and help build retention into deal terms, such as closing conditions and valuation. Integration plans, pay benchmarking and communications all matter, but they come later and do not protect value at signing. Rapid integration into existing teams can even drive the engineers away.

8. Answer: A — Reach terms at the table that their own constituents will also ratify

Putnam's two-level game describes negotiators who must reach an agreement with the other side while also securing approval from their own constituents, such as union members voting on ratification. A deal that cannot be ratified is not an agreement, which narrows what the negotiator can accept. The other choices describe bargaining logistics or tactics, not the two-level constraint.

9. Answer: D — The recommendation and the decision being requested, with its expected business impact.

Effective executive summaries put the bottom line first: what is recommended, what decision is needed and why it matters to the business. Busy executives may read only the opening, so history, methodology and stakeholder input belong in supporting sections or appendices. Leading with background delays the key message.

10. Answer: B — Coalition tactics

Coalition tactics involve enlisting the support of others to help persuade the decision maker or group, as when key stakeholders are lined up before a meeting. Legitimating tactics rely on authority or policy, exchange offers something in return for support, and ingratiation uses praise or friendliness to create goodwill.

11. Answer: B — Phantom equity units and LLC profits interests

Phantom equity pays cash tied to the value of company units without transferring ownership, and profits interests give LLC members a share of future value growth, so both fit private companies. Incentive stock options and stock purchase plans require corporate stock, the company has no listed shares, and annual profit sharing and spot bonuses are short-term rewards.

12. Answer: D — HR should align with current strategy while building adaptability for change

Wright and Snell treated fit and flexibility as complementary, not competing: fit aligns HR with today's strategy, while flexibility (adaptable people, skills and practices) lets the firm respond to future change. The idea that firms choose one or the other depending on industry stability misreads their point, since even stable industries face change that rigid fit cannot absorb.

13. Answer: B — The obligation to take reasonable steps to protect employees' health, safety, and security from foreseeable risks.

Duty of care is the moral and legal responsibility to anticipate foreseeable risks to traveling and assigned employees and take reasonable steps to reduce them, through risk assessment, briefing, tracking, support and crisis response. Medical coverage is one tool within that duty, not its full scope. Employers cannot guarantee safety, and recalling everyone at any advisory is neither required nor practical.

14. Answer: C — Use a few material, measurable goals with set targets, audited data, and committee oversight.

ESG pay metrics are credible when they are few, material to the business, quantifiable, set at challenging targets in advance and backed by reliable, ideally assured, data under committee oversight. Long scorecards dilute focus and invite cherry-picking, and pure discretion invites criticism that payouts are not tied to results. Third-party ESG ratings vary widely across providers and are outside executives' line of sight.

15. Answer: D — Employees are the most trusted ambassadors, and learning news secondhand erodes their trust

Inside-out communication treats employees as a primary audience: they shape the company's reputation through their networks, and hearing news from outside sources makes them feel undervalued and reduces trust in leaders. There is no general legal right for employees to hear news before investors. Informing employees first does not prevent media contact, and preparing external messages is the communications team's job.

16. Answer: B — Work with legal on disclosure duties, find the source of the leak, and prepare consistent messaging

A leak of draft proxy data raises securities disclosure, confidentiality and reputational issues, so the CHRO should start with counsel, find the source and control the message. Calling every figure inaccurate may be untrue, since some figures match the final ones. Disciplining employees for discussing pay can violate labor law, and filing early is a decision for legal and the board, not a first step.

17. Answer: D — Due diligence on in-country partners, data-transfer safeguards for each jurisdiction, audit rights and service levels.

Consolidating payroll concentrates control, compliance and privacy risk in one provider and its unseen subcontractors, so the CHRO must secure vetting of those partners, lawful cross-border data transfers, audit rights and enforceable service levels. The employer remains legally responsible for accurate pay and tax filings in each country, so a liability-shifting clause cannot remove that risk. Local sign-off and price protection address only part of the business case.

18. Answer: C — Rationalize the centers' mandates and set clear governance and decision rights

The conflicting programs are a symptom of overlapping mandates and missing governance. Clarifying each center's scope and setting decision rights and portfolio governance prevents recurrence across all seven centers. Merging the two programs fixes only the current conflict, and budget cuts or business partner filtering leave the root cause in place.

19. Answer: B — To identify how each group's work will change so support, training and communication can be targeted.

A change impact assessment maps what will change for each stakeholder group (processes, roles, skills, tools) and how much, so the change plan can focus resources where disruption is greatest. Technical requirements belong to system design, ROI belongs to the business case, and a satisfaction baseline is a measurement step rather than an impact analysis.

20. Answer: A — Assess both cultures early, select leaders quickly using shared criteria, and target retention for critical talent.

Merger success depends on understanding cultural differences, filling leadership roles quickly and fairly so uncertainty does not drive departures, and keeping the talent that drives deal value. Imposing the acquirer's culture at once often triggers resistance, especially across national cultures and, in Germany, with codetermination bodies. Delaying leadership decisions prolongs uncertainty, and spreading retention money evenly wastes it on employees who are not critical.

21. Answer: B — Coverage error, because part of the target population is missing from the sampling frame

Coverage (sampling frame) error occurs when the list used to invite respondents does not match the target population; here a third of the frontline could never be surveyed. No amount of follow-up with those invited fixes that gap. Nonresponse error involves people on the list who did not respond, which is a different problem.

22. Answer: A — Supply of technically skilled workers and the pipeline from local schools

An advanced plant depends on a supply of people with specific technical skills, both today and through technical college and training pipelines. A high unemployment rate does not mean the available workers have those skills, and an all-occupation average wage says little about the cost of scarce technicians. The presence of other employers can signal competition for talent, but is not a measure of supply.

23. Answer: A — Pending and threatened claims, agency charges, settlements and investigation history

Pending and threatened litigation, agency charges, settlements and investigation records show actual and potential liability, along with patterns such as repeated complaints about one leader. Handbooks, engagement scores and organization charts help assess culture and integration needs, but they do not quantify legal exposure the buyer may assume.

24. Answer: A — Unpaid overtime, employment taxes, benefit plan eligibility claims, and workers' compensation premiums

Misclassification creates layered exposure: back wages and liquidated damages under the FLSA, employer payroll and unemployment taxes with penalties, possible claims for benefits the workers should have been eligible for, and unpaid workers' compensation premiums. Contractor agreements do not waive FLSA rights. Tax exposure falls on the employer, not only on the workers' own returns.

25. Answer: D — Psychological safety

Psychological safety is a shared belief that the team is safe for interpersonal risk taking, such as admitting mistakes or raising concerns. Edmondson found that better-led teams reported more errors because members felt safe to speak up, and that same climate supports learning and innovation. Cohesion is tempting, but highly cohesive teams can still suppress dissent.

26. Answer: D — Assess each request and consider letting them skip affirmations while still learning the conduct rules

Title VII requires the employer to consider accommodating a sincere religious conflict unless doing so would cause substantial increased costs. Separating content that requires personal affirmation from content on required workplace conduct often resolves the conflict while keeping the training's compliance purpose. A full exemption is not required when a narrower accommodation works, a blanket denial skips the individualized analysis, and beliefs need not match official doctrine.

27. Answer: A — Decline individual flagging and instead use aggregate, de-identified absence forecasts to plan team or site staffing.

Flagging individuals as likely to take medical leave invites claims that the company is regarding employees as disabled, interfering with FMLA rights, or using health or genetic information in violation of the ADA and GINA, and managers who know of a flag create retaliation risk. Aggregate, de-identified forecasting meets the business need without singling people out. Limiting who sees the flags, the data used, or the scale of a pilot does not remove the core problem.

28. Answer: C — The agency can withhold contract payments from the prime to cover back wages

Under the Davis-Bacon contract clauses, the prime contractor is responsible for the compliance of its subcontractors, and the contracting agency can withhold funds from the prime contract to pay workers the back wages owed. This exposure does not depend on the prime's knowledge. That is why primes flow the clauses down, collect certified payrolls and monitor subcontractors closely.

29. Answer: A — Meet with the CEO to understand strategic priorities, then select a few reliable metrics tied to that agenda.

A dashboard is useful only if it answers the leader's strategic questions, so the first step is to learn the CEO's agenda and then choose a small set of metrics, backed by reliable data, that relate to it. Showing every available metric buries the signal in noise. A standard vendor template may not reflect this CEO's priorities, and delaying for a full cleanup misses the request when a credible first version is possible.

30. Answer: A — Notify the union early, have counsel assess whether the decision is bargainable, and bargain effects like retraining.

Automation that eliminates unit jobs at least triggers effects bargaining, and whether the decision itself must be bargained depends on factors such as whether it is driven by labor costs and whether the contract clearly reserves the right. Early notice makes effects bargaining meaningful and gives time for attrition and retraining plans. A general management-rights clause that is silent on technology is weak authority for acting unilaterally, and polling employees directly would be direct dealing.

31. Answer: B — Strengthen the discipline process with supervisor training and an HR review of discharges before they occur

The losses stem from failures of just cause procedure (fair investigation, consistent treatment, documentation), so the fix is to build those elements into the process through training and a pre-discharge review. Better advocacy cannot cure a flawed record, routine settlement leaves the root cause untouched, and removing discharges from arbitration is an unrealistic bargaining goal that would likely damage the relationship.

32. Answer: B — Long-term orientation

Hofstede's long-term orientation dimension contrasts cultures that value persistence, thrift and future rewards with those that focus on the past and present and expect quick results. Uncertainty avoidance is tempting, but it concerns tolerance for ambiguity and the need for rules, not the time horizon for results.

33. Answer: D — Use transparent criteria, post opportunities openly and review selection decisions

Informal, sponsor-driven selection lets affinity bias decide access to career-building work. Transparent criteria, open posting and documented, reviewed decisions widen access while keeping selection merit-based. Quotas based on demographics create legal risk under Title VII, and reminders alone leave the biased process intact.

34. Answer: C — Measure the HR deliverables that drive strategy, not the volume of HR activity

Becker, Huselid and Ulrich argued that HR should measure deliverables that drive strategy, such as workforce capabilities, behaviors and retention in critical roles, and connect them to business results. Efficiency and activity metrics have a place, but they show what HR does rather than the value it creates. The report the CHRO replaced was focused on activity and efficiency.

35. Answer: B — Announce the top leadership team now, with a timeline for the remaining structure decisions.

Naming top leaders early reduces uncertainty and tells employees who is accountable, and a timeline for later decisions shows the rest of the process is under control. Waiting six months lets rumors and departures continue. Retention bonuses may help a few people but do not address the uncertainty, and tentative names invite disappointment and later reversals.

36. Answer: A — $10,000

The allowance equals spendable income times the index difference: $50,000 x (120 - 100) / 100 = $10,000, which keeps the assignee's purchasing power equal to that at home. $60,000 is the total spendable income needed in the host location, not the allowance. $8,333 comes from dividing instead of multiplying ($50,000 - $50,000 / 1.2), and $12,000 applies the 20% difference to $60,000 instead of the home base.

37. Answer: C — A move away from stability and control toward flexibility and discretion

In the Competing Values Framework, hierarchy sits in the internal focus and stability/control quadrant, while clan (internal, flexible) and adhocracy (external, flexible) share the flexibility and discretion side. Moving from hierarchy toward those two quadrants therefore implies loosening control in favor of flexibility. A shift toward external competition and results describes the market culture, which the preferred profile does not emphasize.

38. Answer: C — Pay for routine processing roles is likely to soften while premiums rise for AI configuration and oversight skills.

When competitors automate a task, demand for workers who mainly perform it falls, which puts downward pressure on market rates for those roles. Demand for scarce skills that complement the technology, such as configuring and auditing it, rises and commands a premium. Compensation strategy should watch these diverging signals rather than apply one adjustment to all claims roles.

39. Answer: D — Utilization was 65%, and about 36,000 more billed hours were needed to reach the 75% target.

Available hours are 200 x 1,800 = 360,000, so utilization is 234,000 / 360,000 = 65%. At 75%, billed hours would be 0.75 x 360,000 = 270,000, a gap of 270,000 - 234,000 = 36,000 hours. Using a 2,080-hour standard year instead of the 1,800 available hours gives 56%, and applying the 10-point gap to billed hours instead of available hours gives the 23,400 figure.

40. Answer: C — Selection rates by group, error rates, recruiter override rates, and drift in input data or outcomes

Post-deployment monitoring should detect adverse impact (selection rates by group), declining accuracy (error rates), signs that users distrust or misuse the tool (override rates), and drift as applicant pools or jobs change. Efficiency measures such as time to fill and cost per hire matter to the business but cannot reveal whether the model has become unfair or inaccurate.