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**Exam Code: SPHR**

**Exam Name: Senior Professional in Human Resources**



## Exam A

### QUESTION 1

As a Senior HR Professional, you should be familiar with intrinsic rewards and extrinsic rewards that your company provides for its employees. Which of the following is an example of an extrinsic reward?

- A. Satisfaction from challenging and exciting assignments
- B. Cash compensation
- C. Esteem from working with other talented people
- D. On-site cafeteria

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

Esteem from working with other talented people is an extrinsic reward.

Answer option A is incorrect. Satisfaction from challenging and exciting assignments is an example of an intrinsic reward.

Answer option B is incorrect. Cash compensation is a monetary reward for employment.

Answer option D is incorrect. An on-site cafeteria is an example of a non-monetary reward.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

### QUESTION 2

Your company is a government contractor with a current project of \$250,000. As the Senior HR Professional you've been asked how the Walsh Healy Public Contracts Act will affect your organization. What is the Walsh Healy Public Contracts Act?

- A. This act requires government contractors with contracts over \$100,000 to pay their employees the prevailing wage for their local areas as established by the Secretary of Labor.
- B. This act requires government contractors in states that have minimum wages set higher than federal minimum wage act to abide by the state minimum wage requirements.
- C. This act requires government contractors in states that have minimum wages set higher than federal minimum wage act to abide by the state minimum wage requirements unless the workers do not live in the state where the contracted work is being performed.
- D. This act requires government contractors with contracts over \$10,000 to pay their employees the prevailing wage for their local areas as established by the Secretary of Labor.

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

The Walsh Healy Public Contracts Act requires government contractors with contracts of more than \$10,000 to pay their employees the wage of the local areas as established by the Secretary of Labor.

Answer option A is incorrect. This statement is close to accurate, but the contract amount isn't \$100,000, it is only \$10,000.

Answer option B is incorrect. This statement is totally false and incorrect. The Walsh Healy Public Contracts Act does not address the Fair Labor Standards Act for minimum payment.

Answer option C is incorrect. This statement is totally false and incorrect. The Walsh Healy Public Contracts Act does not address the Fair Labor Standards Act for minimum payment.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

### QUESTION 3

Gina is a receptionist for her company and she is a non-exempt employee. She works between the hours of 8AM and 5PM. During the day she is required to be at the front desk at all times, except for small breaks to use the restroom. Gina is often required by her company to remain at the desk for her lunch. When Gina has to eat her lunch at the front desk is she to be compensated for this time or not?

- A. No, because she is non-exempt
- B. No, because she is eating lunch
- C. Yes, because she is non-exempt
- D. Yes, because she is required to be at the desk

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

Under the Fair Labor Standards Act, rest periods and meal periods are not required but when they are provided, the time periods are subject to its requirements. Meal periods of 30 minutes or longer are not compensable unless the employee is required to work during the meal.

Answer option A is incorrect. The non-exempt status does not affect the payment of the requirements to work through lunch.

Answer option B is incorrect. Gina may be eating lunch, but she is required to stay at the front desk during her meal.

Answer option C is incorrect. The non-exempt status does not affect the payment of the requirements to work through lunch.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

#### QUESTION 4

Your company would like to hire KJ, who is 17, for a summer job. How late can KJ work according to the Fair Labor Standards Act during the summer months?

- A. KJ can work until 7 PM during the summer.
- B. KJ can work until 9 PM during the summer.
- C. KJ can work until 6 PM during the summer.
- D. KJ can work until 8 PM during the summer.

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

KJ can work between the hours of 7 AM and 9 PM during the months of June 1 and Labor Day. At all other times of the year, KJ can only work between 7 AM and 7 PM.

Answer option A is incorrect. The 7 PM rule is only in effect after Labor Day and before June 1.

Answer option C is incorrect. 6 PM is not correct.

Answer option D is incorrect. 8 PM is not correct, as KJ may work until 9 PM.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

#### QUESTION 5

The Hay System was developed in 1934 by Edward Hay and evaluates job using three factors. Which of the following factors is NOT one of the three elements of job evaluation of the Hay System?

- A. Knowledge
- B. Problem solving
- C. Accountability
- D. Experience

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.



Experience is actually part of the knowledge factor and isn't its own factor in the Hay System.

Answer option A is incorrect. Knowledge is one of the three factors in the Hay System.

Answer option B is incorrect. Problem solving is one of the three factors in the Hay System.

Answer option C is incorrect. Accountability is one of the three factors in the Hay System.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

#### QUESTION 6

Which of the following is an example of an involuntary deduction an employer may be required to retain from an employee's pay?

- A. Tax levy
- B. Medicare
- C. State income tax
- D. Federal income tax

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

A tax levy is an IRS order for an employer to retain funds from an employee's pay for taxes due in addition to current taxes.

A tax levy, under United States Federal law, is an administrative action by the Internal Revenue Service (IRS) under statutory authority, without going to court, to seize property to satisfy a tax liability. The levy includes the power of distraint and seizure 'by any means'. The general rule is that no court permission is required for the IRS to execute a section 6331 levy.

Answer option B is incorrect. Medicare isn't an involuntary deduction.

Answer option C is incorrect. State income taxes aren't an involuntary deduction.

Answer option D is incorrect. Federal income taxes aren't an involuntary deduction.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined



#### QUESTION 7

Which of the following is described in the statement below?

'If an employee is called by the employer for work and there is no work available, the employer may be required by state law or employment agreements to pay for a minimum number of hours of work.'

- A. Reporting pay
- B. Hazard pay
- C. Gross pay
- D. Base pay

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

If an employee is called by the employer for work and there is no work available, the employer may be required by state law or employment agreements to pay for a minimum number of hours of work. This is known as reporting pay.

Answer option B is incorrect. Hazard pay is additional pay for working in dangerous conditions.

Answer option C is incorrect. Gross pay is the amount earned by an employee before taxes are not paid.

Answer option D is incorrect. Base pay is the foundation of an employer's compensation program because it reflects the value placed on individual jobs by the organization.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

**QUESTION 8**

An employee earning \$22,500 per year supervises three employees and spends 35 hours per week on essential job duties that require discretion and independent judgment. Which of the following describes this employee?

- A. Exempt, based on the executive exemption test
- B. Exempt, based on the administrative exemption test
- C. Nonexempt, based on the salary basis requirement
- D. Nonexempt

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

Effective in 2004, employees must be paid a minimum of \$455 per week to be exempt from FLSA requirements. This employee earns only \$432.69 per week. ( $\$22,500/52 \text{ weeks} = \$432.69$ .) Although D is also correct, the best answer is the one that explains why. See Chapter 6 for more information.

Chapter: Compensation and Benefits

Objective: Compensation

**QUESTION 9**

Beth is a nonexempt employee and she earns \$17.45 per hour in her job. She has worked 40 hours this week, but management has requested that Beth work seven more hours this weekend. What is the total payment, before taxes, that Beth will be due for her work this week?

- A. \$820.15
- B. \$698
- C. \$1,230.22
- D. \$881.22



**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

Beth will earn seven hours of overtime pay at \$16.175 per hour, plus her regular 40 hours of pay of \$698.

Answer option A is incorrect. \$820.15 does not reflect Beth's overtime for the week.

Answer option B is incorrect. \$698 doesn't include the overtime pay.

Answer option C is incorrect. \$1,230.22 counts all of the hours Beth has worked as overtime pay.

Chapter: Compensation and Benefits

Objective: Compensation

**QUESTION 10**

Which of the following are the benefits of gainsharing programs?

Each correct answer represents a complete solution. Choose all that apply.

- A. Aligns employees to organizational goals
- B. Helps the organization to achieve improvement in key performance measures
- C. Enhances the focus and awareness of employees
- D. Employees are paid on the basis of group performance rather than individual performan

**Correct Answer: A, B, C**

**Section:**

**Explanation:**

Answer options A, B, and C are correct.

The benefits of gainsharing programs are as follows:

1. Aligns employees to organizational goals
2. Helps the organization to achieve improvement in key performance measures
3. Enhances the focus and awareness of employees

What is gainsharing?

Gainsharing is a system of management used by a business to get higher levels of performance through the involvement and participation of its people. As performance improves, employees share financially in the gain (improvement). Gainsharing is about people working smarter together and not just working harder.

Answer option D is incorrect. This is a disadvantage of gainsharing programs.

Chapter: Compensation and Benefits

**QUESTION 11**

As a HR Professional you must understand the laws and regulations, which affect employee compensation. Which of the following was the first to address a minimum wage for employees?

- A. Davis-Bacon Act
- B. Walsh-Healey Public Contracts Act
- C. Fair Labor Standards Act
- D. Portal-to-Portal Act

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

In 1931, the Davis-Bacon Act, was the first piece of legislation to actually establish a minimum wage. The act was, however, limited to the construction industry.

Answer option B is incorrect. The Walsh-Healey Public Contracts Act, addressed contractors with the federal government that exceed \$10,000 to pay an established minimum wage to workers, employed through the contract.

This act was passed in 1936.

Answer option C is incorrect. The Fair Labor Standards Act, was passed in 1938, addressed minimum wage, overtime pay, child labor, and record keeping.

Answer option D is incorrect. The Portal-to-Portal Act of 1947, clarified hours of working for the purpose of minimum wage and overtime pay.

Chapter: Compensation and Benefits

Objective: Compensation

**QUESTION 12**

John earns \$45,200 per year as a mechanic in your organization. The \$42,500 per year does not include earnings John may have through shift differentials, benefits, overtime, incentives, and bonuses. Which one of the following terms best describes the \$45,200 per year that John earns?

- A. Variable pay
- B. Hygiene factor pay
- C. Base pay
- D. Market-demand pay

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

John's base pay is the fixed rate of pay he earns for performing his job in your organization.

Answer option A is incorrect. Variable pay is the total pay John earns through variable programs, such as commissions or bonuses.

Answer option B is incorrect. This isn't a valid term for employee compensation.

Answer option D is incorrect. Market-demand describes the market average for pay, for someone in John's role as a mechanic.

**QUESTION 13**

What is the compa-ratio for an employee that earns \$75,000 per year, but the midpoint for the role is \$85,000 per year?

- A. 88 percent
- B. 113 percent
- C. \$10,000 difference
- D. 1:88

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

The compa-ratio helps organizations determine how closely an employee's pay is in synch with market. You must also consider the length of employment, service, skills, and other factors in the decision for compensation. The ratio is found by dividing the employees' salary (\$75,000) by the midpoint for the role (\$80,000) for the ratio of 88 percent.

Answer option B is incorrect. 113 percent is the inverted formula by dividing \$80,000 by \$75,000.

Answer option C is incorrect. \$10,000 is the difference of the two values, but this isn't the compa-ratio.

Answer option D is incorrect. This isn't a valid figure for the question.

Chapter: Compensation and Benefits

Objective: Compensation

**QUESTION 14**

Which of the following is an example of a nonqualified deferred-compensation plan?

- A. An excess-deferral plan
- B. A target-benefit plan
- C. A money-purchase plan
- D. A cash-balance plan

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

An excess-deferral plan makes up the difference between what an executive could have contributed to a qualified plan if there had not been a limit on contributions and how much was actually contributed because of the discrimination test required by ERISA. These plans are nonqualified because they are not protected by ERISA; they are limited to a small group of executives or highly compensated employees. A target-benefit plan (B) is a hybrid with elements of defined-benefit and money-purchase plans. A money-purchase plan (C) defers a fixed percentage of employee earnings. A cash-balance plan (D) combines elements of defined-benefit and defined-contribution plans. See Chapter 6 for more information.

Chapter: Compensation and Benefits

Objective: Benefits

**QUESTION 15**

COBRA, the Consolidated Omnibus Budget Reconciliation Act, requires some organizations to offer continuation of group health care coverage to employees and family members based on certain qualifying events. How many employees must exist within an organization for COBRA requirements to be enforced?

- A. 10
- B. 20



- C. 50
- D. 100

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

Consolidated Omnibus Budget Reconciliation Act (COBRA) requires all organizations with 20 or more employees to participate.

Answer options A, C, and D are incorrect. Organizations with less than 20 employees are not required to participate in COBRA. The value for participation is 20 employees or more.

Chapter: Compensation and Benefits

Objective: Benefits

#### QUESTION 16

Your organization is looking for methods to improve communication between the management and the employees within the company. Which one of the following methods is best described as a small but representative sampling of employees - led in a conversation by a neutral moderator about an identified topic?

- A. Pilot group
- B. Focus group
- C. Workshop
- D. Brainstorming session

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

A focus group is often used to find an employee-driven solution to a problem. Focus groups typically, but not always, include sampling of employees from across the organization. Focus groups should be led by neutral moderators, rather than members of the management.

What are focus groups?

Focus groups are directed conversations for gathering ideas, opinions about a product, service, problem, or opportunity.

Answer option A is incorrect. A pilot group is a collection of employees who will test a new software, impart training, or other implementation, and provide feedback on their experience. Pilot groups ,often, are the control groups to determine how the software, training, or implementation will go in the rest of the organization.

Answer option C is incorrect. A workshop isn't usually a sampling of employees from across the organization, though it could be. A workshop is designed to define requirements, solve a specific problem, or to create goals for an objective. Workshops aren't usually led by a neutral moderator like in a focus group.

Answer option D is incorrect. A brainstorming session isn't led by a neutral moderator. These sessions aim to generate as many ideas as possible for softwares, products, services, or other solutions.

Chapter: Employee and Labor Relations

Objective: Employee Relations

#### QUESTION 17

What is the difference between organizational culture and organizational climate?

- A. There is no difference; the terms may be used interchangeably.
- B. Organizational culture discusses the learning of the organization. Organizational climate discusses how well the learning happens.
- C. Organizational culture defines the values of the company. Organizational climate defines the implementation of the values.
- D. Organization climate is the sense of hostility. Organization culture is the sense of hospitality.

**Correct Answer: C**

**Section:**

**Explanation:**



Answer option C is correct.

Organizational climate and culture are related. Climate is how people feel about the organization; culture is why they feel that way about the organization.

Answer option A is incorrect. Culture and climate is more than just the organization's attitude to learning.

Answer option B is incorrect. This choice is close, but climate and culture are from people's perspectives and interpretations, not the organization.

Answer option D is incorrect. This isn't a valid choice as culture and climate are more than hostility and hospitality.

Chapter: Employee and Labor Relations

Objective: Employee Relations

#### QUESTION 18

All of the following reasons for termination of an employee are examples of wrongful termination except for which one?

- A. Violation of company policy
- B. Being a member of a protected class
- C. Whistleblower
- D. Filing a worker's compensation claim

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

If an employee violates a company policy then there is justification for terminating an employee.

Answer option B is incorrect. A person cannot be fired for being a member of a protected class.

Answer option C is incorrect. A person that reports unlawful or unsafe conditions is considered to be a whistleblower - and cannot be fired for doing so.

Answer option D is incorrect. Filing a worker's compensation claim is not a valid reason for terminating an employee.

Chapter: Employee and Labor Relations

Objective: Employee Relations

#### QUESTION 19

Herb is the HR Professional for his organization. He is preparing to hire a new employee, Hans, to the firm. Herb has asked Hans to agree, in writing, to mandatory arbitration as part of the employment offer. What does this agreement mean?

- A. It means that Hans cannot work for competitors without the written permission of the employer.
- B. It means that Herb's firm can research Hans to determine if he's had any lawsuits.
- C. It means that Hans must file all legal complaints with the organization's attorney, before filing a lawsuit against the organization.
- D. It means that Hans and the organization must settle all disputes, if any arise, through a neutral third party rather than through a lawsuit.

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

Mandatory arbitration helps the organization avoid lawsuits, should any arise, between the employee and the employer, by agreeing up-front to settle potential disagreements through an arbitrator versus a lawsuit.

Answer option A is incorrect. This answer describes a non-compete agreement.

Answer option B is incorrect. This isn't a valid answer for the mandatory arbitration agreement.

Answer option C is incorrect. Hans doesn't need to file legal complaints with his employer under this agreement. The agreement means that Hans and the employer will settle the problem without a lawsuit.

Chapter: Employee and Labor Relations

Objective: Dispute Resolution

#### QUESTION 20

Your organization likes to use mediation rather than lawsuits to find amicable resolutions to issues and disputes. When mediation is required, there are several steps to the process. What step of the mediation process

identifies alternative solutions to the problem?

- A. Options
- B. Fact-finding
- C. Negotiating
- D. Structure

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

There are six stages of mediation: structure, introductions, fact-finding, options, negotiating, and writing the agreement. The options stage identifies all possible alternative solutions to the problem.

Answer option B is incorrect. Fact-finding allows both sides to present their case and for the mediator to identify the facts.

Answer option C is incorrect. Negotiating helps the parties come to an agreement based on the identified options.

Answer option D is incorrect. Structure describes how and when the mediation process will occur.

Chapter: Employee and Labor Relations

Objective: Dispute Resolution

#### QUESTION 21

As an HR Professional you must recognize, and be aware of several pieces of legislation that affects your performance as an HR Professional. Which one of the following acts exempted labor unions and agricultural organizations from The Sherman Antitrust Act?

- A. The Clayton Act
- B. The Railway Labor Act
- C. The National Industrial Recovery Act
- D. The National Labor Relations Act

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

The Clayton Act clarified language in The Sherman Antitrust Act, and deemed labor unions and agricultural unions exempt from The Sherman Antitrust Act.

Answer option B is incorrect. The Railway Labor Act applied onto, to interstate railroads, and required workers to keep the trains moving.

Answer option C is incorrect. The National Industrial Recovery Act guaranteed laborers the right to organize and bargain collectively.

Answer option D is incorrect. The National Labor Relations Act, also known as the Wagner Act, guaranteed the right to self-organization, to form, join, or assist labor organization, to bargain collectively through representatives of their own choosing.

Chapter: Employee and Labor Relations

Objective: Labor Relations

#### QUESTION 22

A union is performing a jurisdictional strike in front of a construction site. What is a jurisdictional strike?

- A. It is a strike through which the union seeks to pressurize an employer to assign a particular work to its members; rather than to members of other unions or to the non-union workers.
- B. It is a strike through which the union seeks to pressurize an employer to agree to the terms of a new contract although there is already an approved contract in place.
- C. It is a strike through which the union seeks to pressurize an employer to agree to the terms of a new contract because the current contract between the employer and the union has expired.
- D. It is a strike through which the union seeks to pressurize an employer to assign all work to its members, rather than to members of non-union workers.

**Correct Answer: A**



**Section:****Explanation:**

Answer option A is correct.

A jurisdictional strike is an effort by the union to get the employer to assign specific work to the union rather than to other unions or even non-union workers.

Answer option B is incorrect. This isn't a valid definition of a jurisdictional strike.

Answer option C is incorrect. This isn't a valid definition of a jurisdictional strike.

Answer option D is incorrect. This answer is close, but not the best choice. Note that the answer requests all work, not just particular work.

Chapter: Employee and Labor Relations

Objective: Labor Relations

**QUESTION 23**

Which of the following HR strategies would be most useful in dealing with a workforce that lacks accountability?

- A. Identify training needs through an assessment.
- B. Conduct a skills assessment to determine performance deficiencies.
- C. Begin to gather employee feedback through surveys and exit interviews.
- D. Follow the progressive disciplinary process.

**Correct Answer: C**

**Section:****Explanation:**

Answer option C is correct.

Employee-engagement activities center around the function of gathering meaningful feedback. Surveys, interviews, and focus groups are just some of the examples of formal feedback systems that can be used to improve organizational outcomes. From this feedback, solutions such as training (A) and targeted performance improvement plans (B, D) can be assessed. See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Union Organization

**QUESTION 24**

An organization has over 5,000 employees and a union has been trying to persuade the employees to join their union. Before the employees can vote in a union election, what percentage of the employee population must sign an authorization card for the union?

- A. Ten percent
- B. Thirty percent
- C. Fifty percent
- D. Eighty percent

**Correct Answer: B**

**Section:****Explanation:**

Answer option B is correct.

The minimum amount of employees that must sign an authorization card is 30 percent before a union election may be held among the employees.

Answer option A is incorrect. Ten percent is too low for an election to be considered.

Answer option C is incorrect. While 30 percent is the minimum amount, most unions prefer fifty percent of the employee population to sign the authorization cards.

Answer option D is incorrect. Eighty percent is not a valid number for the minimum amount of voters.

Chapter: Employee and Labor Relations

Objective: Union Organization

**QUESTION 25**

Heather's organization works with a labor union work force. Heather has heard rumors that the union has been trying to create a hot cargo agreement with a supplier. What is a hot cargo agreement?

- A. It forces suppliers to join the union.
- B. It's a threat that the union will slow down processing orders for non-union shops.
- C. It's an agreement that an employer will stop doing business with a non-union business.
- D. It's an agreement to rush orders for union-based businesses.

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

A hot cargo agreement is an agreement an employer makes to stop doing business with other, usually non-union based businesses.

Answer options A, B, and D are incorrect. These are't valid definitions of a hot cargo agreement.

Chapter: Employee and Labor Relations

Objective: Union Organization

#### QUESTION 26

Management and union representatives are working through a collective bargaining agreement. What term is used in this process to describe arbitration that is used to resolve conflicts around contract language in the collective bargaining agreement?

- A. Decisions
- B. Interest arbitration
- C. Ad hoc arbitration
- D. Permanent arbitration

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

When there is arbitration between management and the union regarding contract language, it is commonly referred to as interest arbitration.

Answer option A is incorrect. Decisions describe the resolution of grievances based on the interpretation of the contract.

Answer option C is incorrect. Ad hoc arbitration isn't technically a term associated with contract language. Ad hoc arbitrators, however, is. Ad hoc arbitrators describe the ability of either management or union to be forced to use an arbitrator which they're not happy with.

Answer option D is incorrect. Permanent arbitration isn't technically a term associated with contract language. Permanent arbitrators, however, are. Permanent arbitrators describe an arbitrator that stays with the party (management or union) for the duration of the contract.

Chapter: Employee and Labor Relations

Objective: Union Organization

#### QUESTION 27

Which of the following union security clauses requires that all employees join the union within a grace period specified by the contract?

- A. Agency shop clause
- B. Maintenance of membership clause
- C. Union shop clause
- D. Closed shop clause

**Correct Answer: C**

**Section:**

**Explanation:**



Answer option C is correct.

The union shop clause requires that all employees join the union within a grace period specified by the contract.

Answer option A is incorrect. The agency shop clause specifies that all employees must either join the union or pay union dues if they choose not to join the union.

Answer option B is incorrect. The maintenance of membership clause allows employees to choose whether to join the union, but once they join, they must remain members until the expiration of the contract.

Answer option D is incorrect. The closed shop clause requires that all new hires be members of the union before they are hired.

Chapter: Employee and Labor Relations

Objective: Union Organization

#### QUESTION 28

Which of the following occurs when employees stop working and stay in the building?

- A. Strike
- B. Lockout
- C. Wildcat strike
- D. Sit-down strike

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

A sit-down strike occurs when employees stop working and stay in the building. This is considered as an unlawful strike.

Answer option A is incorrect. A strike occurs when the union decides to stop working.

Answer option B is incorrect. A lockout occurs when management shuts down operations to keep the union from working.

Answer option C is incorrect. A wildcat strike occurs in violation of a contract clause prohibiting strikes during the term of the contract.

Chapter: Employee and Labor Relations

Objective: Union Organization

#### QUESTION 29

Beth is a HR Professional for her organization and she's discussing the risk of growing her organization's business. What is risk and why would it be considered in HR for organizational growth?

- A. Risk is an uncertain event or condition that can have a positive or negative effect on the goals of an organization.
- B. Risk is an adverse event that can halt, hinder, or hurt the objectives of a business.
- C. Risk is a negative event that an organization must consider when adding new employees to grow a company.
- D. Risk is an uncertain event or condition that may help or hinder an organization. Adding employees can help positive risks or amplify negative risk events.

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

Risk is uncertain - and in uncertainty lies opportunity. When an organization looks to grow and new employees may be added to the business, new employees can bring risk to the organization's operations, goals, and endeavors.

Answer option A is incorrect. This is a correct definition of risk, but it does not address the human resource-related risk events.

Answer option B is incorrect. Risk can be positive or negative, not just adverse.

Answer option C is incorrect. Risk isn't always negative. Risk can be positive or negative.

Chapter: Risk Management

Objective: Risk Identification

#### QUESTION 30

The Occupational Safety and Health Act of 1970 grants employees the right to do all of the following except which one?

- A. Be advised of potential safety hazards.
- B. Speak privately to an OSHA inspector during an inspection.
- C. Observe the employer when measuring and monitoring workplace hazards.
- D. View detailed reports of all workplace accidents.

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

Employees have the right to review accident reports without information that identifies the employees involved in the accident. See Chapter 8 for more information.

Chapter: Risk Management

Objective: Risk Assessment

#### QUESTION 31

As an HR Professional you must be familiar with several acts of congress, laws, and regulations that address risks in the workplace. Which of the following laws was the first to establish consistent safety standards for workers?

- A. USA Patriot Act
- B. Mine Safety and Health Act
- C. Occupational Safety and Health Act
- D. Homeland Security Act

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

The Occupational Safety and Health Act, 1970, was the first law to address occupational safety risks in the workplace. This act is also known as OSHA.

Answer option A is incorrect. The USA Patriot Act, 2001, addresses national security against terrorism.

Answer option B is incorrect. The Mine Safety and Health Act, 1977, addresses safety specifically of workers in mines.

Answer option D is incorrect. Homeland Security Act, 2002, addresses awareness and prevention for American's security.

Chapter: Risk Management

Objective: Risk Assessment

#### QUESTION 32

As an HR Professional you should be familiar with OSHA forms for maintaining employee records. OSHA form 301 is used to document the incident that caused the work-related injury or illness. How long is an organization required to keep the form on record?

- A. One year from the date of the incident
- B. 90 days following the year of the incident
- C. Five years following the year of the incident
- D. Three years following the year of the incident

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

OSHA Form 301 is an injury and illness incident report that employers are required to keep on file for five years following the year of the injury.

Answer option A is incorrect. Employers are obligated to keep the form on file for five years following the year of the injury.



Answer option B is incorrect. Employers are obligated to keep the form on file for five years following the year of the injury.

Answer option D is incorrect. Employers are obligated to keep the form on file for five years following the year of the injury.

Chapter: Risk Management

Objective: Risk Assessment

### QUESTION 33

Lucas has asked his manager to take time off from work because of a holiday his religion celebrates. Fran agrees but tells Lucas that he will be inspecting his project work to ensure that the work is accurate and not suffering because of the requested time off. This is an example of what?

- A. Perpetuating past discrimination
- B. Religious persecution in the workforce
- C. Disparate treatment
- D. Quality control

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

Fran should not inspect Lucas' work just because he has asked for time off based on a religious holiday.

Answer option A is incorrect. There's no evidence of past historical discrimination in this example.

Answer option B is incorrect. This isn't a valid answer for the question as any discrimination based on religion falls into disparate discrimination.

Answer option D is incorrect. Quality control does inspect the quality of the work, but it's equal for all project deliverables, not just the deliverables tied to Lucas and his request for time off for the religious holiday.

Chapter: Risk Management

Objective: Risk Assessment



### QUESTION 34

One type of risk, HR Professionals must be aware of and combat is job stress. Which of the following is the best definition of job stress?

- A. Stress is the degree of physical, emotional, and mental strain upon a worker from the demands and constraints of employment.
- B. Stress is the lack of exercise, sleep, and good diet combined with work demands that are beyond the scope of a person's capabilities.
- C. Stress is a harmful physical and emotional response that occurs when the requirements of the job don't match the capabilities, resources, or needs of the worker.
- D. Stress is pressure from requirements in a workplace that are beyond the scope of job satisfaction.

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

This definition of stress is from the NIOSH booklet 'Stress at Work' and it's the best definition given of stress in the workplace. The HR Professional must be aware of stress and the risk it introduces to the workplace.

Stress is harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker.

Answer option A is incorrect. This is a good definition of stress, but it doesn't address the capabilities, resources, or needs of the employee.

Answer option B is incorrect. Poor diet, lack of exercise, and lack of sleep may contribute to stress, but this isn't always the case.

Answer option D is incorrect. This is a good definition of stress, but it's not as robust as the definition from the NIOSH booklet 'Stress at Work.'

Chapter: Risk Management

Objective: Risk Assessment

### QUESTION 35

Which of the following contains legal provisions for giving compensation to surviving dependents if a work-related injury or illness results in the employee's death?



- A. OSHA
- B. BLBA
- C. FECA
- D. FLSA

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

Federal Employees Compensation Act (FECA) is a law that provides rules for compensation benefits to federal employees for work-related injuries or illnesses. FECA contains legal provision for giving compensation to their surviving dependents if a work-related injury or illness results in the employee's death.

Answer option A is incorrect. OSHA stands for Occupational Safety and Health Administration. OSHA is an agency of the United States Department of Labor. It was created by Congress of the United States under the Occupational Safety and Health Act, signed by President Richard M. Nixon, on December 29, 1970. Its mission is to prevent work-related injuries, illnesses, and occupational fatality by issuing and enforcing standards for workplace safety and health. The agency is headed by a Deputy Assistant Secretary of Labor. OSHA issues guidelines and regulations for the safe use of a computer.

Answer option B is incorrect. The Black Lung Benefits Act (BLBA) is a law that provides benefits to coal miners who have been disabled by pneumoconiosis as a result of their work in the mines. Benefits are also paid to surviving dependents if the miner dies from the disease.

Answer option D is incorrect. The Fair Labor Standards Act (FLSA) defines a list of jobs not suitable for children between the ages of 16 and 18.

Chapter: Risk Management

Objective: Risk Assessment

#### QUESTION 36

You are the HR Professional for your organization and you've identified a risk event. The risk event can be mitigated by purchasing an insurance to protect the organization. The purchase of the insurance policy is what type of risk response?

- A. Avoidance
- B. Transference
- C. Acceptance
- D. Sharing

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

Transference doesn't make the risk go away, but it transfers the risk to a third party, usually for a fee. Purchasing insurance is an example of transference.

Transference

Transference is a strategy to mitigate negative risks or threats. In this strategy, consequences and the ownership of a risk is transferred to a third party. This strategy does not eliminate the risk but transfers responsibility of managing the risk to another party. Insurance is an example of transference.

Answer option A is incorrect. Avoidance is changing the project plan, organization goals, or work to completely remove, or avoid, the risk event.

Answer option C is incorrect. Acceptance is generally for smaller risk events, or risk events that cannot be avoided, such as weather.

Answer option D is incorrect. Sharing is a positive risk response where an organization partners with another entity to realize an opportunity. A teaming agreement between competitors is an example of sharing.

Chapter: Risk Management

Objective: Risk Management

#### QUESTION 37

Stress is often a significant issue in workplaces. Author Ravi Tangri asserts that stress costs organizations up to \$300 billion per year. Which one of the following stresses is the largest contributor to organizational cost of waste?

- A. Workplace accidents





- B. Turnover
- C. Absenteeism
- D. Drug plan costs

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

Based on Ravi Tangri's book Stress Costs, stress is responsible for 60 percent of workplace accidents.

Answer option B is incorrect. Based on Ravi Tangri's book Stress Costs, stress is responsible for 40 percent of employee turnover.

Answer option C is incorrect. Based on Ravi Tangri's book Stress Costs, stress is responsible for 19 percent of employee absenteeism.

Answer option D is incorrect. Based on Ravi Tangri's book Stress Costs, stress is responsible for 10 percent of drug plan costs.

Chapter: Risk Management

Objective: Risk Management

#### **QUESTION 38**

Under the Uniformed Services Employment and Reemployment Rights Act of 1994, what is the minimum number of days an employee must be gone from their position to be offered COBRA-like health coverage?

- A. 30 days
- B. 60 days
- C. 120 days
- D. 240 days

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

For leave greater than 30 days and less than 240 days, the employer must offer COBRA-like health coverage at the request of the employee.

Answer option B is incorrect. The COBRA-like health coverage begins on day 30, not 60.

Answer option C is incorrect. The COBRA-like health coverage begins on day 30, not 120.

Answer option D is incorrect. The COBRA-like health coverage begins on day 30, not 240. 240 days is actually the maximum days the employee is eligible for coverage.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

#### **QUESTION 39**

An organization has over 5,000 employees who are members of a union. The employees, however, are no longer happy with the union's performance and they would like to decertify the union from their representation. Who will decertify the union in this instance?

- A. The union official if fifty percent of the employees sign off on the decertification
- B. The National Labor Relations Board
- C. Management of the employees
- D. The employees

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

Certification and decertification of union representation is managed by the National Labor Relations Board.



Answer option C is incorrect. Management does not decertify the union; the NLRB does.

Answer option D is incorrect. The employees can demand the change if they have 30 percent of the employee signatures.

Answer option A is incorrect. The union doesn't decertify the employees; the NLRB does.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

#### QUESTION 40

You are the HR Professional for your organization and you've identified a risk event. The risk event can be mitigated by purchasing an insurance to protect the organization. You've also identified that the probability of the risk event is only 20 percent. If management doesn't want to purchase the insurance to mitigate the risk event, what other choice do they have to respond to the event by using an out-of-pocket payment if the event actually occurs?

- A. Transference
- B. Mitigation
- C. Sharing
- D. Acceptance

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

Acceptance is a risk response that accepts the event with the understanding that if the event happens, the organization will deal with the ramifications and impact at the time of the event. Out-of-pocket payments are an example of acceptance.

Acceptance response

Acceptance response is a part of the Risk Response planning process. Acceptance response delineates that the project plan will not be changed to deal with the risk. Management may develop a contingency plan if the risk does occur. Acceptance response to a risk event is a strategy that can be used for risks that pose either threats or opportunities. Acceptance response can be of two types:

\* Passive acceptance: It is a strategy in which no plans are made to avoid or mitigate the risk.

\* Active acceptance: Such responses include developing contingency reserves to deal with risks in case they occur.

Acceptance is the only response for both threats and opportunities.

Answer option B is incorrect. Mitigation reduces the probability and/or impact of risk event.

Answer option A is incorrect. Transference transfers the risk event to a third party, usually for a fee.

Answer option C is incorrect. Sharing is a positive risk response where an organization partners with another entity to realize an opportunity. A teaming agreement between competitors is an example of sharing.

Chapter: Risk Management

Objective: Risk Management

#### QUESTION 41

When designing new seminars and learning programs with ADDIE, you should often use SMART for learning objectives. What does SMART mean?

- A. Scalable, Measurable, Activities, Realistic, Tested
- B. Scalable, Measurable, Action-oriented, Reviewed, Time-bound
- C. Specific, Measurable, Action-oriented, Realistic, Tested
- D. Specific, Measurable, Action-oriented, Realistic, Time-bound

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

SMART means Specific, Measurable, Action-oriented, Realistic, Time-bound. SMART can be used for goal setting, learning objectives, and project management objectives.

Answer option A is incorrect. Scalable, Activities, and Tested aren't part of SMART.

Answer option B is incorrect. Scalable isn't part of SMART.

Answer option C is incorrect. Tested isn't part of SMART.

Chapter: Human Resource Development

Objective: Talent Management

#### QUESTION 42

Which of the following are established by Fair Labor Standards Act (FLSA) of 1938?

Each correct answer represents a complete solution. Choose all that apply.

- A. Criteria for exempt and nonexempt employees
- B. Health insurance requirement
- C. Laws for protecting American children against labor exploitation
- D. Minimum wage requirement

**Correct Answer: A, C, D**

**Section:**

**Explanation:**

Answer options D, C, and A are correct.

The Fair Labor Standards Act (FLSA) of 1938 established the following:

1. Minimum wage requirement
2. Laws for protecting American children against labor exploitation
3. Criteria for exempt and nonexempt employees

Answer option B is incorrect. Health insurance requirement are not established by FLSA.

Chapter: Compensation and Benefits

Objective: Compensation

#### QUESTION 43

As a Senior HR Professional, you must be familiar with certain legal terms, laws, and regulations that affect how you and others operate in the workplace. Basically, there are three types of discrimination that can happen in the workforce. Which of the following is NOT one of the three discrimination types?

- A. Adverse political capital
- B. Perpetuating past discrimination
- C. Disparate treatment
- D. Disparate impact

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

Adverse political capital is not a type of discrimination, but describes politics that may not work in a person's favor within an organization.

Answer option C is incorrect. Disparate treatment is a type of discrimination, so this choice is not correct.

Answer option D is incorrect. Disparate impact is a type of discrimination, so this choice is not correct.

Answer option B is incorrect. Perpetuating past discrimination is a type of discrimination, so this choice is not correct.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

#### QUESTION 44

Safety in the workplace is directly linked to security of the workplace. When completing a risk assessment of the workplace and its security, there are four general categories of organizational assets that are measured for impact of identified risks. Which of the following is not one of the four asset categories that are analyzed for impact in the workplace security?

- A. Physical
- B. Financial
- C. Media
- D. Human

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

Media is not one of the four categories of workplace safety that is assessed. The four categories are financial, physical, human, and information.

Answer options B, A, and D are incorrect. Financial, physical, and human are among the four assessed categories of risk.

Chapter: Risk Management

Objective: Risk Identification

#### **QUESTION 45**

What is the purpose of the OSHA consulting service?

- A. Helps employers identify the OSHA standards that apply to their workplace
- B. Acts as a one-time service
- C. Does not require compliance with OSHA standards
- D. Fines employers for violating OSHA safety standards

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

OSHA consultants provide free services to assist employers in identifying workplace hazards and the standards that apply in their workplaces. The consulting service requires employers to abate any hazards that are identified during the consultation but does not fine them for violations. To receive a free consultation, employers must agree to advise OSHA of changes in operating processes that may require additional consultations. See Chapter 8 for more information.

Chapter: Risk Management

Objective: Risk Assessment

#### **QUESTION 46**

What type of dispute resolution believes that conflict is good and is used to resolve long-standing, deep-rooted conflicts within an organization?

- A. Alternative dispute resolution
- B. Constructive confrontation
- C. Arbitration
- D. Mediation

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

Constructive confrontation believes that conflict is good and can be used to propel the company forward. Constructive confrontation aims to move those in conflict from focusing on the nonessential items to focus on solving the problem.

Answer option A is incorrect. Alternative dispute resolution is a generic category of dispute resolution that doesn't involve lawsuits.

Answer option D is incorrect. Mediation doesn't believe that conflict is good - it does use a neutral, third party to help the parties negotiate a solution to the problems.



Answer option C is incorrect. Arbitration is often contract-mandated or court-mandated and is similar to mediation where both parties try to find a negotiated solution to an issue.

Chapter: Employee and Labor Relations

Objective: Dispute Resolution

#### QUESTION 47

Your organization mainly focuses on the production of bicycles for selling it around the world. In addition to this, the organization also produces scooters. The management wants to restrict its line of production to bicycles. Therefore, it decides to sell the scooter production department to another competitor. Which of the following terms best describes the sale of the scooter production department to your competitor?

- A. Rightsizing
- B. Divestiture
- C. Outsourcing
- D. Corporate restructure

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

A divestiture is when an organization takes a product or service and sells the item or service to another company so that the original organization no longer manages the product or service as part of their organization.

Answer option C is incorrect. Outsourcing is when an organization hires a contract-based employee or another company to support a product or service as part of the organization.

Answer option A is incorrect. Rightsizing is actually a reduction in workforce.

Answer option D is incorrect. Corporate restructuring looks to eliminate individual units to reduce or eliminate redundancy or bureaucratic processes.

Chapter: Business Management and Strategy

Objective: Strategic Management

#### QUESTION 48

Which of the following is a productivity type of statistical HR measurement?

- A. Revenue per employee
- B. Job satisfaction
- C. Turnover and retention
- D. Cost per hire

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

There are three types of statistical HR measurements: employee measures, such as turnover/retention (C) and job satisfaction (B); productivity measures, such as revenue per employee and OSHA incident rates; and HR activities measures, such as cost per hire (D) and ratio of total employees to HR staff. See Chapter 3 for more information.

Chapter: Business Management and Strategy

Objective: HR Metrics: Measuring Results

#### QUESTION 49

with the appropriate qualitative analysis technique.

The \_\_\_\_\_ group technique is a structured meeting format designed to elicit participation from all members of the group in order to arrive at the best possible solution to the problem at hand.

- A.

**Correct Answer: A**



**Section:****Explanation:**

The nominal group technique is a structured meeting format designed to elicit participation from all members of the group in order to arrive at the best possible solution to the problem at hand. The process requires a facilitator and begins with a period of time for individuals to think about and write down all their ideas about the issue. After that, each participant presents one idea, which is recorded by the facilitator for later discussion. When all the ideas have been presented, the process of prioritizing and consensus building takes place until a resolution has been agreed on.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

**QUESTION 50**

Fill in the blank with the appropriate approach.

A \_\_\_\_\_ approach fills corporate positions in the home country with expatriates, whereas management positions in the host country are filled by HCNs.

A.

**Correct Answer:****Section:****Explanation:**

A polycentric approach fills corporate positions in the home country with expatriates, whereas management positions in the host country are filled by HCNs. This approach can have a positive impact by showing a commitment to the host country and generating goodwill for the business, but it doesn't afford upward mobility for top managers in the host country. The business benefits, because it's less expensive to hire local employees'even at top dollar'than it is to fill international positions with expatriates. However, it can also limit communication between business units in the different locations and result in animosity between the home and host country business units because of differences in cultural practices and compensation levels between countries.

Chapter: Workforce Planning and Employment

Objective: Global Considerations

**QUESTION 51**

You are the HR Professional for your company in a manufacturing facility that operates in a 24-7 format. What work shift in this type of operation is considered the swing shift?

- A. 4PM to 12AM
- B. All weekend shifts of 12 hours or longer
- C. 8AM to 4PM
- D. 12AM to 8AM

**Correct Answer: A****Section:****Explanation:**

Answer option A is correct.

The swing shift is generally the evening shift of 4PM to 12AM.

Answer option B is incorrect. Weekend shifts can vary, but this isn't a correct answer for the swing shift.

Answer option D is incorrect. The hours of 12AM to 8AM is often called the graveyard shift.

Answer option C is incorrect. 8AM to 4PM is simply called the day shift.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

**QUESTION 52**

As a HR Professional you must be familiar with several different lawsuits and their affect on human resource practices today. This adverse impact lawsuit determined that discrimination need not be deliberate or observable to be real. Employees were segregated by race and were allowed to work only in the lowest paid position. What lawsuit is described?

- A. Griggs versus Duke Power, 1971
- B. Washington versus Davis, 1976

- C. Albemarle Paper versus Moody, 1975
- D. McDonnell Douglas Corp. versus Green, 1973

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

The Griggs versus Duke Power lawsuit was heard in the US Supreme Court. This case, which preceded the Civil Rights Act of 1964, centered on a policy, Duke Power Company had of segregating employees by race.

Answer option D is incorrect. McDonnell Douglas Corp. versus Green, 1973 centered on a race discrimination case regarding the burdens and nature of proof in proving a Title VII of the Civil Rights Act of 1964.

Answer option C is incorrect. Albemarle Paper versus Moody, 1975 dealt with racial discrimination and the responsibilities of organizations, to offer back pay to individuals that were racially discriminated. The racial discrimination may have prevented certain employees from advancing in the organization.

Answer option B is incorrect. Washington versus Davis, 1976 is a racial discrimination lawsuit, brought by two African Americans that were denied positions in the Washington DC police department.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

#### QUESTION 53

Which of the following prohibits employers from hiring undocumented workers?

- A. IRCA
- B. FECA
- C. FLSA
- D. OSHA

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

The IRCA, or Immigration Reform and Control Act of 1986, prohibits employers from hiring undocumented workers (sometimes called illegal aliens). It is an Act of Congress which reformed United States immigration law.

Answer option D is incorrect. OSHA stands for Occupational Safety and Health Administration. OSHA is an agency of the United States Department of Labor. It was created by Congress of the United States under the Occupational Safety and Health Act, signed by President Richard M. Nixon, on December 29, 1970. Its mission is to prevent work-related injuries, illnesses, and occupational fatality by issuing and enforcing standards for workplace safety and health. The agency is headed by a Deputy Assistant Secretary of Labor. OSHA issues guidelines and regulations for the safe use of a computer.

Answer option C is incorrect. The Fair Labor Standards Act (FLSA) defines a list of jobs not suitable for children between the ages of 16 and 18.

Answer option B is incorrect. Federal Employees Compensation Act (FECA) is a law that provides rules for compensation benefits to federal employees for work-related injuries or illnesses. FECA contains legal provision for giving compensation to their surviving dependents if a work-related injury or illness results in the employee's death.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

#### QUESTION 54

Validity demonstrates a clear relationship between performance on the selection procedure and performance on the job. There are three cases for interview question validity. Which of the following is NOT one of them?

- A. Questions are based on job analysis.
- B. Questions prompt for answers that are systematically related to a specific job.
- C. Questions prompt for answers that provide evidence about important job-related skills.
- D. Questions prompt for stories of past experience in different types of jobs.

**Correct Answer: D**

**Section:**

**Explanation:**





Answer option D is correct.

Valid interview questions keep answers related to the current job, not different, unrelated jobs or experience.

Answer options A, C, and B are incorrect. These are the three valid points for interviews, so these choices are incorrect.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

#### QUESTION 55

If a union wants to organize, it typically moves through five steps to the organizing process. Which step of union organization would require the union to collect at least 30 percent of signed authorization cards from employees?

- A. Obtain recognition
- B. The campaign
- C. Make a connection
- D. Confirm interest

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

The confirm interest stage, the second of five phases to unionization, typically requires 30 percent of the employees to sign an authorization card. Some unions may seek 50 percent of authorization cards, in some instances.

Answer option C is incorrect. Make a connection is the first stage of the unionization process. This stage is to establish a connection, to determine if there is any interest in the forming or joining of a union.

Answer option A is incorrect. The obtain recognition stage, the third stage of the unionization process, is to gain recognition from the employer. This stage causes the employer to give the NLRB a list of names and addresses of employees who are eligible to vote in the union certification election.

Answer option B is incorrect. The campaign stage of the unionization process is the fourth step in preparation for the final stage, the election to determine unionization of the employees.

Chapter: Employee and Labor Relations

Objective: Union Organization

#### QUESTION 56

Robert is the HR Professional for his organization. June, Robert's supervisor, assigns Robert for completing and filing the EEO-1 Report for the organization. What is the EEO-1 Report?

- A. It is a report that all employers with at least 100 employees must submit to the Department of Labor. It defines the total number of employees by job category, ethnicity, race, and gender the organization employs.
- B. It is a report that all employers with at least 100 employees must submit to the Department of Labor. It defines the total number of employees the organization employs.
- C. It is a report that all employers must submit to the Department of Labor defining the race and income of all employees in the organization.
- D. It is a report that all employers must submit to the Department of Labor defining the race, social security identification number, and income of all employees in the organization.

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

The EEO-1 Report must be submitted to the EEOC and the Department of Labor by September 30 of each year for companies with 100 employees or more. This report defines the number of employees, their job categories, and provides a breakdown of race, ethnicity, and gender of the employees in the organization.

Answer option C is incorrect. Only organizations with 100 or more employees are required to submit the report.

Answer option B is incorrect. The report defines race, ethnicity, and gender of all employees, not just total number of employees.

Answer option D is incorrect. The report does not include the social security information or income of the employees.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

#### QUESTION 57

An organization is meeting with its key executives including Janice, an SPHR. In this meeting the organization is looking for direction on the company's strategy. Janice defines five stages of strategic planning for an



organization. Which of the following is the correct order of strategic planning for most organizations?

- A. Pre-planning stage, formulate strategy, environmental scan, implement strategy, evaluate strategy and make adjustments
- B. Pre-planning stage, formulate strategy, environmental scan, implement strategy, evaluate strategy and make adjustments
- C. Pre-planning stage, environmental scan, formulate strategy, evaluate strategy and make adjustments, implement strategy
- D. Pre-planning stage, environmental scan, formulate strategy, implement strategy, evaluate strategy and make adjustments

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

The correct order of strategic planning for most organizations is as follows:

1. Pre-planning stage
2. Environmental scan
3. Formulate strategy
4. Implement strategy
5. Evaluate strategy and make adjustments

The pre-planning stage assess where the organization is now, the environmental scan defines where the organization is now, the formulate strategy defines where the company wants to go. The Implement strategy defines how the company will arrive. The evaluation of the strategy is an opportunity to make corrections and adjustments to the plan.

Answer options A, C, and B are incorrect. These are incorrect orders of strategic planning.

Chapter: Business Management and Strategy

Objective: Strategy

#### QUESTION 58

As an HR Professional you must be familiar with several laws and pieces of legislation that affects your practices. What act makes it illegal to discriminate against older workers with respect to benefits or to target older workers for layoffs?

- A. HIPAA
- B. OASDI
- C. MHPA
- D. OWBPA

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

The OWBPA, the Older Worker's Benefit Protection Act of 1990, made it illegal for a company to discriminate against or target older workers for layoffs.

Answer option A is incorrect. HIPAA, the Health Insurance Portability and Accountability Act, focuses on security and portability of health care coverage and privacy considerations.

Answer option C is incorrect. MHPA, the Mental Health Parity Act, prohibits group health plan providers, insurance companies, and HMOs that offer mental health benefits from setting annual or lifetime dollar amounts on mental health benefits, that are lower than any such dollar limits for medical and surgical benefits.

Answer option B is incorrect. OASDI, the Old Age, Survivors, and Disability Insurance program is also known as Social Security.

Chapter: Compensation and Benefits

Objective: Benefits

#### QUESTION 59

Certain organizations are required by OSHA to complete and file the OSHA Form 300 to report a log of work-related injuries and illnesses. How many employees must an organization have to be required to complete the OSHA Form 300?

- A. 33
- B. 44
- C. 11
- D. 22

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

All employers with 11 or more employees must complete Occupational Health and Safety Act (OSHA) Form 300, 300A, and OSHA Form 301.

OSHA consultants provide free services to assist employers in identifying workplace hazards and the standards that apply in their workplaces. The consulting service requires employers to abate any hazards that are identified during the consultation but does not fine them for violations.

Answer option D is incorrect. All employers with 11 or more employees are required to complete the form, not 22.

Answer option A is incorrect. All employers with 11 or more employees are required to complete the form, not 33.

Answer option B is incorrect. All employers with 11 or more employees are required to complete the form, not 44.

Chapter: Risk Management

Objective: Risk Assessment

#### QUESTION 60

Your company is going through a corporate restructuring process. Which of the following best describes corporate restructuring?

- A. Outsourcing activities that have high costs, but low rewards
- B. Elimination of waste by reducing high-paid staff
- C. Elimination of waste by reducing redundancy in staffing
- D. Elimination of waste by examining business units to eliminate redundancy and reduce overall costs

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

Corporate restructuring focuses on the business units, not the employees, to determine redundant activities, boundaries, wasted efforts, in an effort to operate more efficiently.

Answer option C is incorrect. This isn't a valid statement about corporate restructuring, as the focus is not on eliminating staff.

Answer option B is incorrect. Highly-paid staff isn't necessarily a waste, so this answer isn't the best choice.

Answer option A is incorrect. Outsourcing may be a by-product of restricting, but it's not the best answer to the question.

Chapter: Business Management and Strategy

Objective: Strategic Management

#### QUESTION 61

As an HR Professional, you must recognize and be aware of several pieces of legislation that affect your performance as an HR Professional. The National Labor Relations Board identified five categories of unfair labor practices. Which one of the following is not one of the five categories of unfair labor practices?

- A. To interfere, restrain, or coerce employees in the exercise of their rights to engage in concerted or union activities or refrain from them.
- B. To refuse individuals to organize and meet for the potential labor union creation process.
- C. To dominate or interfere with the formation or administration of a labor organization.
- D. To discriminate against employees for engaging in concerted or union activities or refraining from them.

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

The employer is not obligated to provide meeting facilities to employees wishing to create a labor union.

Answer options A, C, and D are incorrect. These are among the five unfair labor practices.

Chapter: Employee and Labor Relations

Objective: Labor Relations

**QUESTION 62**

OSHA has identified six standards that apply to almost all general industry employers. All of the following are standards as defined by OSHA that apply to employers except for which one?

- A. Emergency action plan standard
- B. Exit routes standard
- C. Equity pay standard
- D. Fire safety standard

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

Payment of employees is not something covered by OSHA so this choice is incorrect. The six standards as defined by OSHA are hazard communication standard, emergency action plan standard, fire safety standard, exit routes standard, walking/working surfaces standard, and the medical and first aid standard.

Answer option B is incorrect. The exit routes standard is one of the six standards defined by OSHA.

Answer option D is incorrect. The fire safety standard is one of the six standards defined by OSHA.

Answer option A is incorrect. The emergency action plan standard is one of the six standards defined by OSHA.

Chapter: Compensation and Benefits

Objective: Compensation

**QUESTION 63**

On November 13, 2000 CFR Part 60-2 was revised to address affirmative action to make the rules more accessible and easier to implement. Which of the following statements is not part of this significant update to the Affirmative Action program in CFR Part 60-2?

- A. Reduced the number of additional required elements of the written Affirmative Action Plan from 10 to 4
- B. Reaffirmed that affirmative action isn't to establish quotes, but to create goals
- C. Workforce analysis was replaced with a one-page organizational profile
- D. Granted employers with fewer than 100 employees, permission to prepare a job group analysis that uses EEO-1 categories as job groups

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

The update to CFR Part 60-2 was revised and allowed employers with fewer than 150 employees, not 100, permission to prepare a job group analysis that uses EEO-1 categories as job groups.

Answer options C, B, and A are incorrect. These statements are part of the CFR Part 60-2 revision.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

**QUESTION 64**

What does the Health Insurance Portability and Accountability Act do?

- A. Requires continuation of health benefits
- B. Establishes EPO networks
- C. Limits preexisting condition restrictions
- D. Prevents HR from investigating claims issues

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

HIPAA prohibits health insurance providers from discriminating on the basis of health status and limits restrictions for preexisting conditions. HIPAA does not prevent HR from investigating claims issues (D) as long as the employee provides written permission. COBRA requires continuation of health benefits (A). EPO networks (B) are established by physicians connected to a hospital. See Chapter 6 for more information.

Chapter: Compensation and Benefits

Objective: Benefits

#### QUESTION 65

A manager makes a sexual advancement to an employee who rejects the advance. Later, the manager does not allow the employee to be promoted because of the rejection of the sexual advancement. This is an example of what type of sexual harassment?

- A. Hostile work environment
- B. Disparate treatment
- C. Quid pro quo
- D. Disparate impact

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

This is an example of quid pro quo sexual harassment. This happens when employment decisions are rewarded or punished based on the sexual advance of management or employees to others in the organization.

Answer option D is incorrect. This isn't an example of disparate impact, as there's no policy requiring an action.

Answer option B is incorrect. This isn't an example of disparate treatment, as a member of a protected class isn't intentionally treated differently than other employees in this scenario.

Answer option A is incorrect. This isn't an example of a hostile work environment, which is a form of sexual advancement.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

#### QUESTION 66

Which of the following occurs when management shuts down operations to keep the union from working?

- A. Secondary boycott
- B. Involuntary exit
- C. Lockout
- D. Boycott

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

A lockout occurs when management shuts down operations to keep the union from working.

Answer option B is incorrect. Involuntary exits is process that occurs due to mergers, outsourcing or changing business needs. It also occurs due to terminations for cause, such as performance problems, etc.



Answer option D is incorrect. Boycotts occur when the union and the employees work together against an employer to express their dissatisfaction with the employer's actions, or to try to force the employer into accepting their demands.

Answer option A is incorrect. A union tries to force an employer who is not involved in a dispute to stop doing business with another employer that is part of a dispute with the union. This practice is known as secondary boycott.

Chapter: Employee and Labor Relations

Objective: Union Organization

#### QUESTION 67

The concept that recognizes that businesses are social organizations as well as economic systems and that productivity is related to employee job satisfaction is known as what?

- A. Human relations
- B. Strategic management
- C. Human resource management
- D. Human resource development

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

The concept of human relations was first introduced in the 1920s and challenged previous assumptions that people work only for economic reasons and could be motivated to increase productivity simply by increasing monetary incentives. Human resource management (C) is the business function responsible for activities related to attracting and retaining employees, including workforce planning, training and development, compensation, employee and labor relations, and safety and security. Strategic management (B) is the process by which organizations look for competitive advantages, create value for customers, and execute plans to achieve goals. Human resource development (D) is the functional area of human resources focused on upgrading and maintaining employee skills and developing employees for additional responsibilities. See Chapters 2 and 5 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Human Relations Concepts

#### QUESTION 68

Placement goals are part of Affirmative Action Plans. A placement goal should be met with good faith efforts, not through which one of the following?

- A. Discrimination
- B. Outsourcing
- C. Quotas
- D. Advertisements

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

Placement goals should not set quotas, but should operate through good-faith attempts. The placement goal is, however, set at an annual percentage rate equal to the availability figure for women or minorities.

Answer option D is incorrect. This is not the best choice for the answer.

Answer option A is incorrect. Discrimination is never a valid choice for selecting candidates or employees.

Answer option B is incorrect. Outsourcing is not a valid answer to address placement goals.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

#### QUESTION 69

You are the HR Professional for the HJN Company and you've been tasked with addressing stress in the workplace. You reference the NIOSH book 'Stress at Work' to learn there are six primary categories of stress in the workplace. Which category of stress is best described as lack of family-friendly policies?

- A. Career concerns
- B. Task design
- C. Management style
- D. Work roles

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

Management style is the stress factor that includes lack of family friendly policies.

Answer option B is incorrect. Task design is a stress factor that focuses on the day-to-day work activities.

Answer option D is incorrect. Work roles is a stress factor that describes the responsibilities and authority a worker may, or may not, have in the job.

Answer option A is incorrect. Career concerns are a stress factor that describes the security of employment, longevity of the career, and job growth.

Chapter: Risk Management

Objective: Risk Assessment

#### **QUESTION 70**

You have been hired as a consultant for the HJN Company to help them in their strategic planning. They have asked you to help them create goals for the company. You recommend that the meeting participants use the SMART approach to goal setting. What is SMART?

- A. It is a goal setting technique that defines the characteristics of a goal as Specific, Measurable, Action-oriented, Realistic, and Time-based.
- B. It is a goal setting technique that defines the characteristics of a goal as Schedule, Monetary, Action-oriented, Risk, and Time-based.
- C. It is a goal setting technique that defines the characteristics of a goal as Specific, Monitored, Accountable, Realistic, and Time-based.
- D. It is a goal setting technique that defines the characteristics of a goal as Specific, Measurable, Action-oriented, Risk, and Tested.

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

SMART uses the characteristics of Specific, Measurable, Action-oriented, Realistic, and Time-based.

Answer option D is incorrect. This is not a correct definition of SMART goal setting so this choice is incorrect.

Answer option C is incorrect. This is not a correct definition of SMART goal setting so this choice is incorrect.

Answer option B is incorrect. This is not a correct definition of SMART goal setting so this choice is incorrect.

Chapter: Business Management and Strategy

Objective: Organizations

#### **QUESTION 71**

You work for a manufacturing facility that deals with many different types of chemicals. Some of the chemicals in the workplace can be dangerous and require special training to transport or utilize the chemicals. You notice that some of the chemicals, that aren't necessarily dangerous, do not have a material safety data sheet affixed. Does the lack of material safety data sheet represents a risk-related problem?

- A. No - if there is a large material safety data sheet for all chemicals above the area where the chemicals are stored.
- B. Yes - your company must create and affix a material safety data sheet for all chemicals.
- C. No - only dangerous materials must have the material safety data sheet.
- D. Yes - the manufacturer of the chemicals is required to affix a material safety data sheet to the chemicals.

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

Of all the choices, D is the best response. The manufacturers of all chemicals are to create and affix a material safety data sheet to the product's container.

Answer option C is incorrect. All chemicals, perceived dangerous or not, are required to have a material safety data sheet.

Answer option B is incorrect. Your company doesn't create the material safety data sheet, it's the manufacturer of the materials that must do this.

Answer option A is incorrect. Each container must have the material safety data sheet affixed, not a large signage in the area where the chemicals are stored.

Chapter: Risk Management

Objective: Risk Management

**QUESTION 72**

OSHA may inspect a workplace at any time. The purpose of these inspections is to maintain safety for all workers. OSHA has established five priorities for workplace inspections. Which one of the following statements is the correct order of most important OSHA priorities to least important OSHA priorities?

- A. Imminent danger, planned inspections in high-hazard industries, employee complaints, catastrophes and fatal accidents, follow-up inspections
- B. Imminent danger, catastrophes and fatal accidents, planned inspections in high-hazard industries, follow-up inspections, and employee complaints
- C. Imminent danger, catastrophes and fatal accidents, employee complaints, planned inspections in high-hazard industries, follow-up inspections
- D. Imminent danger, catastrophes and fatal accidents, planned inspections in high-hazard industries, employee complaints, and follow-up inspections

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

The five OSHA priorities in order are as follows: Imminent danger, catastrophes and fatal accidents, employee complaints, planned inspections in high-hazard industries, and follow-up inspections.

Answer options D, A, and B are incorrect. These are not the correct order of OSHA priorities.

Chapter: Risk Management

Objective: Risk Assessment

**QUESTION 73**

As an HR Professional you should be familiar with the terminology, practices, and rules governing unions and management in the bargaining process. There are three primary types of bargaining that management and unions participate in. Which of the following bargaining types is considered to be the most combative?

- A. Good faith bargaining
- B. Interest-based bargaining
- C. Distributive bargaining
- D. Integrative bargaining

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

Distributive bargaining happens when each side sets their case and then does their best to stick to their objectives. Distributive bargaining is combative, adversarial, and can corrode the management-labor relationships.

Answer option B is incorrect. Interest-based bargaining focuses on interests rather than positions and it separates people from the problem. This type of bargaining is done in cooperation between the two parties.

Answer option D is incorrect. Integrative bargaining describes the process of examining issues as a whole, rather than one at a time. Integrative bargaining looks for a win-win for both sides of the disagreement.

Answer option A is incorrect. Good faith bargaining is not a bargaining type, but a description of the process both sides should go into the bargaining process with.

Chapter: Employee and Labor Relations

Objective: Union Organization

**QUESTION 74**

The FLSA requires employers to pay nonexempt employees for time spent where?



- A. Commuting to work
- B. At home while waiting to be called to work
- C. At work reading a book while waiting for an assignment
- D. Attending a voluntary training program

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

A nonexempt employee who is waiting for an assignment while at work must be paid for the time spent waiting. See Chapter 6 for more information.

Chapter: Compensation and Benefits

Objective: Compensation

#### QUESTION 75

You are a HR Professional for your organization and you're preparing your team for a series of interviews. You want the team to be familiar with the validity types you'll use and encourage in the series of interviews. One of the requirements in the interview process for a graphic designer is, for the graphic designer to use a software program and to create a simple brochure. This is an example of what type of validity?

- A. Construct-related validity
- B. Criterion-related validity
- C. Content validity
- D. Predictive validity

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

The selection criterion for the graphic designer to use the software program and create a brochure is indicative of the type of work the graphic designer should be able to do in the job. This is an example of content validity for the applicant.

Answer option B is incorrect. Criterion-related validity is an example where performance scores achieved by current employees are based on the criterion used for the selection. For example, current employees can perform better because they can design artwork in particular software programs, so applicants must be able to use the particular software program to qualify for the position.

Answer option A is incorrect. Construct-related validity measures certain psychological tests to determine whether the applicant possesses the desired characteristics to operate successfully in the position.

Answer option D is incorrect. Predictive-validity is a confirmation of characteristics the candidate is tested for during the interview process, hold true in the actual performance of the candidate once they've been hired.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

#### QUESTION 76

Which of the following types of learners can retain information in a better way when they are able to have a hands-on experience during training?

- A. Data learners
- B. Auditory learners
- C. Visual learners
- D. Kinesthetic learners

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.





Kinesthetic learners can retain information in a better way when they are able to have a hands-on experience during training.

Kinesthetic learning is a learning style in which learning takes place by the student actually carrying out a physical activity, rather than listening to a lecture or merely watching a demonstration. It is also referred to as tactile learning.

Answer option B is incorrect. Auditory learners can retain information more easily when they hear it.

Answer option C is incorrect. Visual learners can retain information better when they can see or read it.

Answer option A is incorrect. There is no such type of learner as data learner.

Chapter: Human Resource Development

Objective: Talent Management

#### QUESTION 77

Which of the following requires employers to pay social security tax for employees and to withhold the tax amount from employee paychecks?

- A. Employee Retirement Income Security Act (ERISA)
- B. Federal Insurance Contributions Act (FICA)
- C. Fair Labor Standards Act (FLSA)
- D. Occupational Safety and Health Administration (OSHA)

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

Federal Insurance Contributions Act (FICA) requires employers to pay social security tax for employees and to withhold the tax amount from employee paychecks.

Answer option D is incorrect. OSHA stands for Occupational Safety and Health Administration. OSHA is an agency of the United States Department of Labor. It was created by Congress of the United States under the Occupational Safety and Health Act, signed by President Richard M. Nixon, on December 29, 1970. Its mission is to prevent work-related injuries, illnesses, and occupational fatality by issuing and enforcing standards for workplace safety and health. The agency is headed by a Deputy Assistant Secretary of Labor. OSHA issues guidelines and regulations for the safe use of a computer.

Answer option C is incorrect. The Fair Labor Standards Act (FLSA) of 1938 established the minimum wage requirement, laws for protecting American children against labor exploitation, and Criteria for exempt and nonexempt employees.

Answer option A is incorrect. Employee Retirement Income Security Act (ERISA) is an American federal statute that establishes minimum standards for pension plans in private industry and provides for extensive rules on the federal income tax effects of transactions associated with employee benefit plans.

Chapter: Compensation and Benefits

Objective: Benefits

#### QUESTION 78

In the concept of the glass ceiling there are three types of barriers that may prevent women and minorities from reaching senior levels of an organization. Which barrier is related to limited educational opportunities?

- A. Cognizant barriers
- B. Societal barrier
- C. Internal structure barriers
- D. Governmental barriers

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

The societal barrier is one of the three barriers of the glass ceiling concept. It addresses limited educational opportunities and biases related to gender, race, and ethnicity.

Answer option C is incorrect. Internal structure barrier is one of the three barriers of the glass ceiling concept. It addresses corporate practices, management control, and recruiting programs.

Answer option D is incorrect. Governmental barrier is one of the three barriers of the glass ceiling concept. It addresses the inconsistent enforcement of equal opportunity.

Answer option A is incorrect. There is no such barrier as cognizant barrier addressed in the glass ceiling concept.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

**QUESTION 79**

Which of the following is used to determine current market trends and competition for different skills and knowledge and to assist the employer in setting pay levels?

- A. Base pay
- B. Gross pay
- C. Salary survey
- D. Job evaluation

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

A salary survey is used to determine current market trends and competition for different skills and knowledge and to assist the employer in setting pay levels.

Answer option D is incorrect. Job evaluation is an objective mechanism used to determine the worth of different jobs to the company.

Answer option B is incorrect. Gross pay is the amount earned by an employee before taxes are pending.

Answer option A is incorrect. Base pay is the foundation of an employer's compensation program because it reflects the value placed on individual jobs by the organization.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

**QUESTION 80**

All business organizations must use some common terminology to describe the roles and responsibilities of people and entities within the organization. What term is described as the amount of product or service the entity is able to produce with the available materials, labor, and equipment?

- A. Production
- B. Capacity
- C. Lines of business
- D. Technology

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

Capacity describes the amount of product or service an entity can create based on its inputs and the demand from customers. The maximum capacity needs to be known so that management can plan accordingly.

Answer option A is incorrect. Production is the act of producing the manufactured goods or the completion of delivery of the services a business offers its customers.

Answer option C is incorrect. Lines of business describe the functional units within a company that generates an income. For example, a bank may have retail banking, corporate banking, personal banking, investments, and savings.

Answer option D is incorrect. Technology is an input to the production, operations, and capacity that allows a business to produce the goods and services.

Chapter: Business Management and Strategy

Objective: Organizations

**QUESTION 81**

Which of the following refers to the process of attracting, screening, and selecting qualified people for a job at an organization?

- A. HR audit
- B. Recruitment
- C. Straight-line operation

D. Green circle

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization or firm. For some components of the recruitment process, mid- and large-size organizations often retain professional recruiters or outsource some of the process to recruitment agencies.

Answer option A is incorrect. An HR audit identifies practice areas in an organization that are working well and those that may be out of compliance with legal requirements.

Answer option D is incorrect. Green circle refers to salaries that are below the minimum of the salary range.

Answer option C is incorrect. A straight-line operation refers to two businesses that perform operations complementing each other.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

#### QUESTION 82

What term describes a manager who makes himself visible, being present for employees, and getting out of his office to interact with employees?

A. Active management

B. Progressive discipline

C. Open door policy

D. Management by walking around

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

Management by walking around describes a manager that doesn't hide in his office and manages by being present among employees.

Answer option C is incorrect. An open door policy allows employees to approach management with problems, suggestions, or other issues.

Answer option A is incorrect. Active management just describes a manager that's involved with employee decision and activities.

Answer option B is incorrect. Progressive discipline is a series of steps of discipline where each step is slightly sterner than the previous.

Chapter: Employee and Labor Relations

Objective: Employee Relations

#### QUESTION 83

As a Senior HR Professional you often need to advice management on how best to communicate with employees. One approach you recommend for manager is to give employees access to decision makers to provide support, answer questions, and provide feedback. What communication model are you recommending in this instance?

A. Open-door policy

B. Management by walking around

C. Brown-bag lunches

D. Department staff meetings

**Correct Answer: A**

**Section:**

**Explanation:**

Answer option A is correct.

The open-door policy invites employees to share their concerns, questions, and interact with decision makers.

Answer option D is incorrect. Department staff meetings are good, but that's not the description in this instance.

Answer option B is incorrect. Management by walking around was publicized by Tom Peters in his book, In Search of Excellence. It provides management interaction and support of employee's goals.



Answer option C is incorrect. Brown-bag lunches are informal lunch meetings usually to learn about a topic, to hear from senior management, or to learn about a new company goal.

Chapter: Employee and Labor Relations

Objective: Employee Relations

#### QUESTION 84

There are four levels of evaluation according to Kirkpatrick's Theory. Which of the following is NOT one of the four levels of evaluation?

- A. Behavior
- B. Reaction
- C. Confirmation
- D. Learning

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

Confirmation is not one of the four levels of evaluation in Kirkpatrick's Theory of Evaluation. The four levels are reaction, learning, behavior, and results.

Kirkpatrick's four levels of evaluation model are as follows:

- \* Reaction of student: This level of evolution measures the initial reaction of the participants.
- \* Learning: The learning evaluation method uses a test to measure whether the students have learned the presented information.
- \* Behavior: This level of evaluation uses a test to measure how well participants have learned the information presented in the training.
- \* Results: This level of evolution provides the feedback to the business whether the training have an impact on the business results or not.

Answer option B is incorrect. Reaction is one of the four levels of evaluation in Kirkpatrick's Theory.

Answer option D is incorrect. Learning is one of the four levels of evaluation in Kirkpatrick's Theory.

Answer option A is incorrect. Behavior is one of the four levels of evaluation in Kirkpatrick's Theory.

Chapter: Human Resource Development

Objective: Organization Development

#### QUESTION 85

The ability of an employee to use multiple skill sets on the job represents which of the following job-enrichment activities?

- A. Job rotation
- B. Skill variety
- C. Task identity
- D. Task variety

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

Skill variety is one of many job-enrichment activities introduced by J.R. Hackman. Enriching the work of employees can lead to greater job satisfaction and retention. Task variety (D), task identity (C) and job rotation (A) are other job enrichment activities that allow employees to vary their job tasks, identify the whole of the work produced, and be cross-trained in multiple functions. See Chapter 5 for more information.

Chapter: Human Resource Development

Objective: Talent Management

#### QUESTION 86

Project management is a core activity in many organizations today. Which of the following statements best describes the process groups that comprise the project management lifecycle?

- A. The project management lifecycle is comprised of forming, storming, norming, performing, and adjourning.
- B. The project management lifecycle is comprised of initiating, planning, executing, monitoring and controlling, and closing.
- C. The project management lifecycle is comprised of organizing, commanding, coordinating, and controlling.
- D. The project management lifecycle is comprised of launching, planning, executing, monitoring and controlling, and closing.

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

The project management lifecycle is comprised of five process groups: initiating, planning, executing, monitoring and controlling, and closing.

Answer option A is incorrect. This answer describes the five stages of team development.

Answer option C is incorrect. This answer describes four of five components of management.

Answer option D is incorrect. There is no launching process group in the project management lifecycle.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Project Management Concepts

#### QUESTION 87

As a HR Professional you must understand the laws and regulations, which affect employee compensation. Which of the following was the first to address sanitary working conditions?

- A. Portal-to-Portal Act
- B. Davis-Bacon Act
- C. Walsh-Healey Public Contracts Act
- D. Fair Labor Standards Act

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

The Walsh-Healey Public Contracts Act addressed contractors with the federal government that exceed \$10,000, to pay an established minimum wage to workers employed through the contract. This act was passed in 1936.

This act also addressed, however, the requirements of sanitary working conditions for employees.

Answer option B is incorrect. In 1931 the Davis-Bacon Act was the first piece of legislation to actually establish a minimum wage. The act was, however, limited to the construction industry.

Answer option D is incorrect. The Fair Labor Standards Act was passed in 1938. It addressed minimum wage, overtime pay, child labor, and record keeping.

Answer option A is incorrect. The Portal-to-Portal Act of 1947 clarified the hours of working for the purpose of minimum wage and overtime pay.

Chapter: Compensation and Benefits

Objective: Compensation

#### QUESTION 88

Gary is an HR Professional for his organization that has several federal contracts of \$100,000 or more. His organization, as required by VEVRAA, files what form by September 30 each year, which provides the details of the veterans employed by the federal contractor?

- A. must file the EEO-1 report
- B. Gary must file the VEVRAA ACT-1 report
- C. Gary Gary must file the EEO-VETS form
- D. Gary must file the VETS-100 form

**Correct Answer: D**

**Section:**

**Explanation:**



Answer option D is correct.

Under VEVRAA, the Vietnam Era Veteran's Readjustment Assistance Act, Gary must file the VETS-100 form by September 30 each year. This form reports information on the veterans employed by Gary's company.

Answer options A, B, and C are incorrect. These are not correct forms for the VEVRAA requirements.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Employee Records Management

#### QUESTION 89

An organization has over 5,000 employees who are members of a union. The employees, however, are no longer happy with the union's performance and they would like to decertify the union from their representation. Who will decertify the union in this instance?

- A. Management of the employees
- B. The National Labor Relations Board
- C. The union official if fifty percent of the employees sign off on the decertification
- D. The employees

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

Certification and decertification of union representation is managed by the National Labor Relations Board.

Answer option A is incorrect. Management does not decertify the union; the NLRB does.

Answer option D is incorrect. The employees can demand the change if they have 30 percent of the employee signatures.

Answer option C is incorrect. The union doesn't decertify the employees; the NLRB does.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation



#### QUESTION 90

There are seven stages of internal consulting that an HR Professional must be familiar with. Consider this scenario: Frances has developed an HR training plan for her organization. The plan is comprehensive, aggressive, and will provide organizational development for all levels of employees in the company. Frances is presenting her plan to her organization's management. What level of internal consulting is Fran participating in?

- A. Presenting the findings and recommendations
- B. Gaining agreement to the project plan
- C. Exploring the situation
- D. Reviewing, transitioning, and evaluating the project

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

Frances is meeting with the management to gain their agreement on the project plan. The plan has not yet been approved.

Answer option A is incorrect. This choice is tempting, but as the plan is not yet approved, this choice is invalid.

Answer option D is incorrect. This is the final stage of internal consulting; since the plan has not yet been implemented, this choice is incorrect.

Answer option C is incorrect. Exploring the situation is the first stage of internal consulting. Once the HR Professional moves past this phase, the plan is developed and presented for approval.

Chapter: Business Management and Strategy

Objective: Strategic Management

#### QUESTION 91

Yolanda is an HR Professional for her organization that has 250 employees. Yolanda is working with Thomas, a manager in the company. Thomas reports that Carrie, one of his staff members, will be leaving the organization for a leave absence due to a pregnancy issue. Thomas wants to know if he can terminate Carrie's employment because she won't be able to complete her work due to the pregnancy issue. What's the best answer for this

scenario?

- A. Yolanda should tell Thomas that Carrie's employment can be terminated as the organization does not meet the Pregnancy Discrimination Act with 500 minimum employees.
- B. Yolanda should tell Thomas that Carrie must return to work within 28 days or the organization can assume that Carrie has resigned.
- C. Yolanda should tell Thomas that Carrie must be treated the same way as any other temporarily disabled employee.
- D. Yolanda should tell Thomas that Carrie's employment can be terminated as pregnancy issues are not allowable time away from the organization

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

Under the Pregnancy Discrimination Act of 1978, organizations must treat employees that are temporarily unable to complete their jobs due to pregnancy, the same way the organization would treat any other temporarily disabled employee.

Answer option D is incorrect. Thomas can't terminate Carrie's employment because of pregnancy.

Answer option A is incorrect. The Pregnancy Discrimination Act actually applies to organizations with 15 or more employees.

Answer option B is incorrect. There is no 28-day time limit to the requirements of the Pregnancy Discrimination Act.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

#### QUESTION 92

The Pregnancy Discrimination Act of 1978 prohibits employers from discriminating against employees on the basis of pregnancy, child birth, or other related medical conditions. This law affects organizations having what minimum number of employees?

- A. All organizations with employees must abide by this law
- B. This law only addresses federal government employees
- C. Organizations with 100 or more employees
- D. Organizations with 15 or more employees

**Correct Answer: D**

**Section:**

**Explanation:**

Answer option D is correct.

This law addresses all organizations that have 15 or more employees.

Answer option A is incorrect. Organizations with fewer than 15 employees are exempted from this law.

Answer option C is incorrect. The law requires organizations with 15 or more employees to conform to the regulation.

Answer option B is incorrect. This law applies to all organizations with 15 or more employees, not just the federal government.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

#### QUESTION 93

What of the following statements defines total rewards?

- A. It is the amount of pay a person earns per hour.
- B. It is the total amount of pay a person earns per year.
- C. It is the compensation a person earns for their time.
- D. It is the compensation and the benefits a person earns.

**Correct Answer: D**





**Section:**

**Explanation:**

Answer option D is correct.

Total rewards is the total compensation plus the total benefits a person earns.

Answer option A is incorrect. This isn't a valid definition of total rewards as it is more than just hourly pay.

Answer option B is incorrect. This answer describes just the salary assigned to a person.

Answer option C is incorrect. Total rewards is more than just compensation, it's also the benefits received.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

**QUESTION 94**

According to Knowles, there are five key assumptions about how adults learn. One of the assumptions is the learner's readiness to learn. Which of the following statements is best associated with the assumption of the learner's readiness to learn?

- A. What I learn today will help me solve problems at my workplace tomorrow.
- B. I've got lots of valuable experience that I want to draw upon to help me as I learn.
- C. I'm ready to learn this because what I learn will help me function better in some way.
- D. I understand why I need to learn this.

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

This statement is an assumption of the learner's readiness to learn. If the assumption proves false, the learning may not occur.

Answer option D is incorrect. The statement 'I understand why I need to learn this' is an assumption that the learner understands the need to know the course material.

Answer option A is incorrect. The statement 'What I learn today will help me solve problems at my workplace tomorrow' is an example of the assumption of the learner's orientation to learning.

Answer option B is incorrect. The statement 'I've got lots of valuable experience that I want to draw upon to help me as I learn' is an example of the assumption of the learner's experience.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Adult Learning Processes and Learning Styles

**QUESTION 95**

The management and union are proceeding to an arbitration hearing that will be conducted by an arbitration panel. Which one of the following best describes the makeup of the arbitration panel?

- A. There are three arbitrators all of whom must be approved to participate by the management and the union.
- B. There are three arbitrators, all of whom are selected by the party not bringing the grievance.
- C. There are three arbitrators, one selected by the management, one selected by the union, and a neutral arbitrator whom both management and union approve of.
- D. There are three arbitrators all of whom are randomly selected to serve from a pool of pre-approved management and union arbitrators.

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

An arbitration hearing by a panel typically uses three arbitrators. One arbitrator is selected by the management, one by the union, and one is approved by both management and union.

Answer option B is incorrect. The three arbitrators are not selected by just one party.

Answer option A is incorrect. Management gets to approve one arbitrator, the union gets to approve one arbitrator, and both parties approve the neutral arbitrator.

Answer option D is incorrect. The arbitrators are not randomly selected.

Chapter: Employee and Labor Relations

Objective: Dispute Resolution



**QUESTION 96**

A high-involvement organization is an example of what type of OD intervention?

- A. Strategic
- B. Techno-structural
- C. Human resource management
- D. Human process

**Correct Answer: B**

**Section:**

**Explanation:**

Answer option B is correct.

Techno-structural interventions address issues of how work gets done in an organization. A high-involvement organization is one in which employees at all levels are involved in making decisions about how work is accomplished. Human-process interventions (D) are designed to build competencies at the individual level of the organization. HRM interventions (C) focus on HR processes and programs such as selection procedures or performance management that address individual employee needs. Strategic interventions (A) are used to execute changes to an organization's vision, mission, or values. See Chapter 5 for more information.

Chapter: Human Resource Development

Objective: Organization Development

**QUESTION 97**

Which of the following is illegal except in the construction industry?

- A. Common shop clause
- B. Union shop clause
- C. Closed shop clause
- D. Agency shop clause

**Correct Answer: C**

**Section:**

**Explanation:**

Answer option C is correct.

The closed shop clause is illegal except in the construction industry. The closed shop clause requires that all new hires be members of the union before they are hired.

Answer option D is incorrect. The agency shop clause specifies that all employees must either join the union or pay union dues if they choose not to join the union.

Answer option B is incorrect. The union shop clause requires that all employees join the union within a grace period specified by the contract.

Answer option A is incorrect. There is no such term as common shop clause.

Chapter: Employee and Labor Relations

Objective: Union Organization

**QUESTION 98**

As a Senior HR Professional, you should be familiar with non-monetary rewards that your company provides for its employees. Which of the following is an example of non-monetary reward?

- A. Esteem from working with other talented people
- B. Cash compensation
- C. On-site cafeteria
- D. Satisfaction from challenging and exciting assignments

**Correct Answer: C**

**Section:**

**Explanation:**



Answer option C is correct.

An on-site cafeteria is an example of a non-monetary reward.

Answer option A is incorrect. Esteem from working with other talented people is an extrinsic reward.

Answer option D is incorrect. An intrinsic reward is an outcome that gives satisfaction to an individual from challenging and exciting assignments. An intrinsic reward encourages employee's self esteem.

Answer option B is incorrect. Cash compensation is a monetary reward for employment.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

#### **QUESTION 99**

Holly is a senior worker in her organization and she is a member of the union. Her position will be eliminated in sixty days and she will be released from the company. Rather than being unemployed, Holly asks the union to move her to a less senior position and release a junior employee. If the union agrees to this, what will this term be known as?

- A. Displacement
- B. Releasing
- C. Bumping
- D. Re-organization

**Correct Answer: C**

**Section:**

**Explanation:**

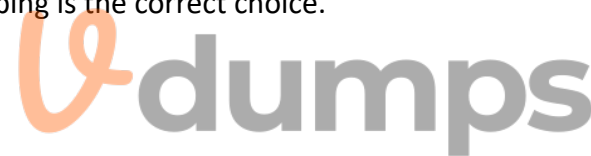
Answer option C is correct.

This is an example of bumping. Bumping is when a senior employee's position is being eliminated and she elects to move to a less senior position and force a less senior worker out of employment.

Answer options B, A, and D are incorrect. These are'nt valid terms for this scenario. Bumping is the correct choice.

Chapter: Workforce Planning and Employment

Objective: Organization Exit/Off-Boarding Processes

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