

SHRM-CP® - Quiz Questions with Answers

Interpersonal

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1.

Effective communicators must be good observers of their audience by noticing things such as sitting with legs crossed, arms folded up high, or scowls on audience members' faces, in order to adjust their messages accordingly.

These indicators are considered:

Nonverbal messages

Resistance indicators

Profiling measures

Assumption indicators

Correct answer: Nonverbal messages

Nonverbal messages can show whether an audience is resistant to speaking or engaged by sitting with their legs crossed, arms folded up high, or scowling their faces. HR professionals can promote a more open and better discussion by using non-threatening approaches to draw in a person to speak, such as using open-ended questions and asking their opinions to elicit openness.

2.

What is the significance of having a high Cultural Quotient (CQ) for HR professionals?

HR professionals with a high CQ are better equipped to understand and navigate diverse cultural contexts, fostering more effective global collaboration

HR professionals with a high CQ tend to enforce rigid cultural norms

A high CQ primarily benefits HR professionals in leadership roles

A high CQ eliminates the need for cultural sensitivity training

Correct answer: HR professionals with a high CQ are better equipped to understand and navigate diverse cultural contexts, fostering more effective global collaboration

A high CQ indicates an individual's ability to adapt and thrive in diverse cultural settings. For HR professionals, this means they can effectively understand, respect, and navigate different cultural contexts, ultimately promoting smoother global collaborations. Their adaptability helps bridge cultural gaps, enhance communication, and build trust among a diverse workforce.

A high CQ promotes adaptability and understanding, not rigidity. A high CQ is valuable for HR professionals at all levels, not just those in leadership positions. Cultural sensitivity training remains essential, even for those with a high CQ, as it benefits the entire organization in building cultural competence.

3.

You're a senior HR manager, and you need to provide constructive feedback to one of your team members about their recent presentation skills. During the presentation, they struggled with clarity and organization, leading to confusion among team members. What is a recommended approach for delivering this feedback effectively?

Arrange a private meeting to discuss specific instances, share observations, and offer suggestions for improvement

Address the issue during the next team meeting to ensure transparency

Send a general email to the entire team with presentation tips

Offer praise for their effort during the presentation and avoid discussing areas for improvement

Correct answer: Arrange a private meeting to discuss specific instances, share observations, and offer suggestions for improvement

Delivering constructive feedback in a private setting allows for open and honest communication. In this meeting, you can provide specific examples of where the team member's presentation lacked clarity and organization. Sharing your observations and offering suggestions for improvement will help them understand the issues, so they can then make the necessary adjustments.

Discussing the issue in a team meeting may embarrass the team member and is not the best approach for providing constructive feedback. Sending a general email may not effectively address the team member's specific issues with their presentation. Constructive feedback should be personalized. While praise is important, avoiding discussions about areas for improvement won't help the team member grow and develop their presentation skills. Constructive feedback should include both positive and negative aspects for balanced improvement.

4.

You oversee 12 HR employees within your department, which includes payroll, recruiting, and benefit functions. Your company runs a peak season for customer orders between July and August. You begin to hear from employees and supervisors about mistakes made within the HR department. Five employees this week have come to HR because their paychecks weren't correct, and you found a data-entry error within your department. Two supervisors tell you they were scheduled to conduct eight interviews this week but were never notified by the recruiter until 10 minutes before the interview. During your HR staff meetings, you perceive that many are unaware of what they should be doing.

What do you do?

Schedule weekly meetings with your team to review department updates and set short-term goals.

Schedule monthly meetings with your team to review department updates and set short-term goals.

Schedule quarterly meetings with your team to review department updates and set long-term goals.

Schedule weekly one-on-one meetings with your team and review the errors from the previous week.

Correct Answer: Schedule weekly meetings with your team to review department updates and set short-term goals.

Addressing this situation with your team should not be delayed or prolonged. You should meet with your team, listen to their concerns, address any issues, and set short-term goals or objectives to ensure the department is providing good customer service.

Focusing on long-term approaches or only on errors will be less effective in contributing to the immediate needs of the department.

5.

As an HR professional working in a global organization, why is it essential to have a strong understanding of the cultural expectations in the regions where your company conducts business?

Understanding cultural expectations helps in effective communication, respect for local customs, and building trust

It allows HR professionals to impose the company's culture uniformly across all regions

It allows HR professionals to achieve language proficiency

It eliminates the need for diversity and inclusion initiatives

Correct answer: Understanding cultural expectations helps in effective communication, respect for local customs, and building trust

Having a strong grasp of cultural expectations is vital for HR professionals in global organizations. It enables effective cross-cultural communication, demonstrates respect for local customs and traditions, and builds trust with employees and stakeholders in different regions. This understanding fosters positive relationships and enhances the organization's ability to operate successfully in diverse cultural contexts.

Imposing a single company culture across diverse regions can lead to resistance and may not align with local values and customs. While language proficiency can be beneficial, understanding cultural expectations goes beyond language and involves a broader appreciation of customs, norms, and practices. Understanding cultural expectations complements diversity and inclusion initiatives by helping HR professionals create an inclusive environment that respects and celebrates differences.

6.

When should a manager first explain to an individual the expectations and performance standards of a position?

At the very first discussion in a job interview

During a job offer

During a new hire orientation

During a performance review

Correct answer: At the very first discussion in a job interview

Specific performance expectations and acceptable conduct should be discussed first and foremost in a job interview. This can also be reinforced during a job offer or new hire orientation afterward, but should first be discussed at the first interview.

Setting expectations should be done long before a performance review is administered.

7.

According to the Blake-Mouton behavioral leadership theory, a leadership style in which managers adopt any behavior that offers the greatest personal benefit is called the:

Opportunistic style

Team style

Paternalistic style

Authoritarian style

Correct answer: Opportunistic style

The opportunistic style of leadership involves exploiting and manipulating. A manager who adopts this approach uses whatever behavior offers the greatest personal benefit.

8.

McGregor's Theory Y approach to motivating employees holds the belief that employees dislike controls and inherently want to do their best. Such employees are likely motivated under which management style?

Participative

Authoritative

Accountability

Reward and recognition

Correct answer: Participative

According to Douglas McGregor's theories on motivating employees, Theory Y suggests a participative management style with the belief that employees dislike controls and inherently want to do their best.

9.

In the context of a global mindset, why is maintaining openness to the ideas of others considered a valuable resource for HR professionals?

It encourages diversity of thought, leading to innovative solutions and improved decision-making

It simplifies decision-making by relying solely on one's expertise

It minimizes the need for cross-cultural training

It leads to conformity and uniformity in thinking

Correct answer: It encourages diversity of thought, leading to innovative solutions and improved decision-making

Maintaining openness to the ideas of others is crucial for HR professionals with a global mindset. It fosters diversity of thought, which, in turn, contributes to the generation of innovative solutions and improved decision-making. Embracing diverse perspectives from colleagues and stakeholders around the world enhances an organization's ability to adapt to various challenges and seize opportunities.

Relying solely on one's expertise can limit the range of perspectives considered, potentially leading to less informed decisions. Cross-cultural training remains essential for understanding and navigating different cultural contexts, and maintaining openness to others' ideas complements this training. Maintaining openness to diverse ideas does not promote conformity or uniformity. Instead, it encourages a variety of viewpoints, fostering a dynamic and innovative work environment.

10.

During a benefits open enrollment meeting with a large group of employees, you discuss who is eligible to sign up for insurance. An employee in the audience asks a question on whether he can cover his niece under the medical plan. You inform him that, according to the medical plan, his niece is not considered a dependent and is not eligible. He continues to ask for exceptions and shares his personal circumstances and hardships.

What do you do?

Instruct the employee to meet with you after the meeting to discuss it further,

Continue to sustain your answer with policy-related data.

Inform the employee that you will be able to make an exception for him due to recent HIPPA laws.

Ignore the continued questions from the employee and continue the presentation.

Correct Answer: Instruct the employee to meet with you after the meeting to discuss it further,

This meeting aims to inform and instruct all employees about the benefit plans and open enrollment. Throughout the presentation, you should take the time to address concerns but postpone conflicts that may be difficult to resolve until after the meeting.

11.

The personal conduct of HR professionals must meet high standards, even higher than what others are expected to meet. This inner expectation people have for themselves that causes them to act in accordance with a code is generally called:

Integrity

Code of ethics

Professional standards

Discretion

Correct answer: Integrity

Integrity refers to the inner expectation people have for themselves that causes them to act in accordance with a code. This integrity is independent of any code of ethics, rules, or policies.

12.

What term best describes the structured programs that are designed to help employees feel part of an organization in positive ways?

Employee relations program

Succession program

Talent management program

Corporate culture

Correct answer: Employee relations program

Organizational culture is defined by the type of employee relations program that exists. These are structure plans specifically designed to help employees feel part of the organization in a positive way. HR professionals devote a lot of time and effort to championing effective employee relations programs that contribute to a positive culture.

13.

You are the senior HR generalist and lead a team of five HR administrative assistants. There are several routine tasks that you need to complete, including some that you recently volunteered for during an executive meeting. You cannot do all this work alone, so what should you do?

Ask for volunteers within your team, emphasizing that it's a learning opportunity.

Ask for volunteers within your team, letting them know you are overworked.

Assign your team to each of the tasks and let them know you are swamped.

Assign your team to each of the tasks and let them know it's for their benefit.

Correct Answer: Ask for volunteers within your team, emphasizing that it's a learning opportunity.

This is the best response because it effectively addresses the situation while maintaining the senior HR generalist's authority.

The other strategies do not represent successful relationships or effective communication. This includes helping employees understand organizational goals and how employees can benefit and contribute to achieving those goals.

14.

Which of the following is an indicator that a team has proactive communication?

You have a staff that offers feedback and data for decision-making

You have limited insights about your staff because you respect their privacy

You have a staff that maintains the company's status quo and limits feedback

You have a staff that tends to suffer from groupthink

Correct answer: You have a staff that offers feedback and data for decision-making

Proactive communication with a team can result in greater perspectives on services and processes, insight into your staff's strength and knowledge, and more feedback and data to make strategic decisions.

15.

As an HR manager, you're scheduled to deliver a presentation on a new company policy to a group of employees. What is a crucial step in ensuring effective communication with this audience?

Consider the audience's needs and interests and use emotional intelligence to gauge their reactions during the presentation

Rely solely on statistics and data to convey the policy details

Begin the presentation with a lengthy description of the policy's technical details

Have a structured presentation

Correct answer: Consider the audience's needs and interests and use emotional intelligence to gauge their reactions during the presentation

To ensure effective communication, it's crucial to consider the specific needs and interests of your audience, especially when delivering important information like a new company policy. Using emotional intelligence helps you gauge how employees are reacting to the information in real-time, allowing you to adjust your approach and address any concerns or questions as they arise.

While having a structured presentation is important, it's also essential to remain flexible and responsive to the audience's needs, which may require addressing unexpected questions or concerns. While data can be important, it's equally vital to consider the human aspect of communication. Understanding and addressing the emotional and practical concerns of the audience can enhance the effectiveness of the presentation. Starting with technical details without considering the audience's needs and interests can overwhelm and disengage the audience, making it challenging for them to grasp the policy's significance. Understanding the audience should come first.

16.

When providing constructive feedback, HR professionals need to consider ways to be precise while assisting managers to hear and apply feedback. Constructive feedback is not effective if it does not address:

What specifically needs improving and what improvement looks like

What specifically needs improving and the timeframe in which the improvement should take place

What generally needs improving

What specifically needs improving and documenting the discussion

Correct answer: What specifically needs improving and what improvement looks like

Providing constructive feedback can be done by framing the message in terms of the ultimate goal or what is lacking, but it is incomplete without addressing what specifically needs improving and what improvement looks like.

Providing constructive feedback to managers does not usually include a timeline or documentation, but addresses their interpersonal interactions.

17.

In the context of promoting successful relationships and recognizing accomplishments in the workplace, which of the following actions is most effective in demonstrating appreciation and acknowledging employee achievements, according to best practices?

Regularly highlighting employee accomplishments, especially when they go above and beyond their regular duties

Providing financial incentives for achieving personal goals

Offering promotions to employees who consistently meet their performance targets

Recognizing the manager and their team collectively for departmental achievements

Correct answer: Regularly highlighting employee accomplishments, especially when they go above and beyond their regular duties

Regularly highlighting employee accomplishments, particularly when they exceed their regular duties, is a highly effective way to demonstrate appreciation and acknowledge their contributions. This practice helps boost morale and reinforces positive behaviors.

While financial incentives can be motivating, they may not be as effective as recognizing and highlighting employee accomplishments in fostering a positive work environment. Promotions are typically based on consistent performance, but they may not directly address recognizing individual accomplishments or demonstrating appreciation. While recognizing the manager and their team collectively is important for departmental achievements, it may not be as specific or effective as regularly highlighting individual employee accomplishments.

18.

You conduct new hire orientation every week with an average of 10 new employees per session. At the beginning of each orientation, you review the company's written mission, values, and vision, but you notice that many people seem confused or disinterested. What should you do?

Use storytelling to tie in the mission, values, and vision.

Create presentation slides and have the new employees read aloud.

Discuss the successes the company has achieved up to this point.

Make this portion of orientation shorter to get to topics that specifically involve the new employees.

Correct Answer: Use storytelling to tie in the mission, values, and vision.

An important function of HR is to properly portray the company's foundational values, desired culture, and history to all employees, especially newly hired ones. Properly presenting the story of where the organization has been, how it began, where it intends to go, and how the new employees fit into the picture is a much more effective approach than simply transferring knowledge with facts and data.

19.

When a group of people works together to examine problems or circumstances, explore and assess various possibilities, and choose from those options, the following is considered:

Group decision-making

Stakeholder strategy

Consensus-building

Strategic planning

Correct answer: Group decision-making

Group decision-making is a type of participatory process in which multiple individuals acting collectively analyze problems, consider alternative solutions, and select options from those alternative solutions.

20.

You have joined a company as their HR manager. As you review the HR budget, you notice that the unemployment insurance charges to your company are higher than you have ever seen. When you discuss this with the company owner, they are aware that the company's unemployment claim costs are high but are skeptical that the company could do anything to reduce the charges.

Which of the following is the best first step to identify why the company pays so much to unemployment?

Analyze the cost of employees terminated "for cause"

Compare the cost of unemployment claims to those within the same industry and state

Review the company's progressive discipline practices

Start challenging all unemployment claims

Correct Answer: Analyze the cost of employees terminated "for cause"

Unemployment insurance claims are typically charged to the employer if the unemployment office finds that an employee was not terminated for cause. By reviewing this data with the company owner and showing where the company went wrong, you can provide solutions to mitigate future charges through sound documentation and management training and challenging relevant unemployment claims. HR professionals can establish credibility and build relationships with new employers by providing accurate information and solutions that speak to the needs of the business, such as reducing costs.

21.

A team of leaders have gone through the process to design their company's strategy. It is now time to implement the strategy they have created. What is the driving force behind implementing a company's strategy?

The people of the organization

The cost of the strategy

The strategy's return on investment

The mission, vision, and values of the strategy

Correct answer: The people of the organization

People in the organization are always going to be the ones that drive the strategy of a company. Employers and workers are the ones completing work pushing strategy forward.

The cost of the strategy and the ROI may be components that leadership will use to evaluate the effectiveness of the strategy, but are not the main drivers. The leadership team will likely use the mission, vision, and values of the company to design their strategy, but these are inanimate concepts that cannot drive strategy the way people can.

22.

Many female executives are speaking with you about promoting greater gender equality at work. How can you best support them?

Research payroll data regarding employees' pay in the same job.

Give priority to harassment claims filed by women.

Hire more women at your company.

Post job openings for underrepresented groups.

Correct Answer: Research payroll data regarding employees' pay in the same job.

HR professionals can do many things to ensure greater gender equality and embrace inclusion in the workplace, such as investigating every harassment claim, hiring more women in leadership positions, and ensuring that equal pay is received for equal work. Recruiting or hiring more women doesn't automatically mean gender equality increases.

By researching payroll data, which shows compensation and earnings, HR professionals may be able to identify and address any discrepancies between female and male pay.

23.

You want to hold a site-wide town hall meeting with the employees to speak about employee engagement. You consult with the executive team, and they are uncertain whether the meeting is worth shutting down production. What should you do?

Discuss the goal of the meeting and provide them with an agenda.

Tell them the site is required to hold the town hall meeting.

Discuss the cost-benefit of holding the town hall meeting.

Solicit feedback from the employees on whether the meeting should be held.

Correct Answer: Discuss the goal of the meeting and provide them with an agenda.

All meeting facilitators, including HR professionals, should plan meetings with the purpose and goal of the meeting in mind and explain to the people who may attend why they are attending.

24.

Why is it vital for HR professionals to play a key role in building trust with all stakeholders?

HR professionals are often the bridge between employees, management, and external partners, making trust-building essential for effective collaboration and problem-solving

Building trust is solely the responsibility of top-level management

Trust-building is irrelevant in HR, as it primarily deals with policies and procedures

Trust is only relevant when dealing with employees and not with external stakeholders

Correct answer: HR professionals are often the bridge between employees, management, and external partners, making trust-building essential for effective collaboration and problem-solving

HR professionals frequently interact with employees, management, and external parties, which requires building trust to foster effective communication, cooperation, and conflict resolution. Trust serves as the foundation for resolving issues, promoting transparency, and maintaining positive relationships within and outside the organization.

While top-level management plays a significant role in building trust, HR professionals also have a crucial role in this process given their extensive interactions with various stakeholders. Trust-building is a fundamental aspect of HR, as it influences employees' engagement, satisfaction, and overall organizational success. It extends beyond policies and procedures. Trust is essential when dealing with both internal stakeholders (employees and management) and external stakeholders (partners, clients, regulators) to ensure positive working relationships and collaboration.

25.

Among the following options, which one is not considered a component of Relationship Management in the context of interpersonal skills?

Decision-making

Networking

Relationship building

Teamwork

Correct answer: Decision-making

In the context of Relationship Management, the components typically include networking, relationship building, teamwork, negotiation, and conflict management. Decision-making, while an essential skill in its own right, is not generally considered one of the core components of Relationship Management as outlined in the book.

Networking is indeed a key component of Relationship Management, involving the creation and maintenance of professional contacts, both within and outside the organization. Relationship building is a central component of Relationship Management, emphasizing the development and nurturing of positive working relationships. Teamwork is an integral part of Relationship Management, focusing on collaborative efforts within teams to achieve shared goals.

26.

Why is taking the responsibility to ensure inclusion a critical aspect of a HR professional's role in cultivating diversity?

Ensuring inclusion creates a fair and safe environment where all individuals have equal access to opportunities and can contribute effectively

Inclusion is primarily about meeting legal requirements

Inclusion efforts are the sole responsibility of the employees themselves

Inclusion initiatives are only relevant for large multinational corporations

Correct answer: Ensuring inclusion creates a fair and safe environment where all individuals have equal access to opportunities and can contribute effectively

HR professionals play a pivotal role in fostering diversity and inclusion within an organization. By ensuring inclusion, they create an environment where individuals from diverse backgrounds feel welcome, valued, and empowered. This fosters collaboration, innovation, and a sense of belonging, ultimately contributing to organizational success.

While compliance with legal requirements is essential, inclusion goes beyond legal obligations. It focuses on creating a culture of respect, belonging, and equal opportunities for all individuals. Inclusion initiatives are a shared responsibility between HR professionals, leadership, and all employees. HR plays a critical role in creating the framework and policies that support inclusion, but employees also contribute by fostering an inclusive workplace culture. Inclusion initiatives are relevant for organizations of all sizes, as they promote fairness, diversity, and equal opportunities, benefiting the overall work environment and organizational success.

27.

Consensus management is the process where team members work as a group to develop solutions and ultimately agree to support whatever decision is made for the best interest of the whole. What is an effective way to manage this process?

Hold a meeting where the staff is empowered to voice their support and concerns

Invite people who disagree with the decision to submit their concerns in writing

Invite your staff to talk to the Human Resource Department about any concerns they may have

Hold a meeting informing the team of what decision has been made and why

Correct answer: Hold a meeting where the staff is empowered to voice their support and concerns

Consensus management involves asking for input from each person on the team, carefully considering the feedback, and making an earnest effort to address concerns. Holding a meeting for this purpose is an effective way to build and reach a consensus with the team. The key is to ensure that all support the decision once made, regardless of how they feel about it.

28.

Voss, a plant manager of a distribution center, conducted an all-employee meeting to discuss last quarter's production reports, budget shortfalls, and safety incidents. He informs his team of what needs to change to meet production standards and avoid safety issues, and he generally expresses his dissatisfaction with the performance of the site. When he ends the meeting, he asks the employees if anyone has questions. All employees remain silent. After the meeting, you meet with Voss to discuss the meeting and offer feedback.

What is your approach?

Encourage Voss to solicit feedback and opinions from the employees next time.

Encourage Voss to express appreciation to increase employee engagement and production.

Encourage Voss to use "hard data" next time to prove how the distribution center is performing.

Encourage Voss to express confidence in his employees' ability to improve.

Correct answer: Encourage Voss to solicit feedback and opinions from the employees next time.

Communication in meetings often focuses on conveying information and receiving updates, but it is also a great way to solicit opinions, encourage dialogue and discussion, and coordinate plans and goals. Voss should have solicited feedback and opinions on how to address the concerns he expressed, such as budget shortfalls, safety issues, and low production. By soliciting this information, employees may help in the decision-making process and encourage engagement.

29.

Why is credibility considered vital for HR professionals in their role?

Credibility builds trust with employees, enhances HR's influence and effectiveness, and fosters a positive organizational culture

Credibility is essential solely for managing HR processes

Credibility is primarily about compliance with HR laws

Credibility is essential only when dealing with upper management

Correct answer: Credibility builds trust with employees, enhances HR's influence and effectiveness, and fosters a positive organizational culture

Credibility is crucial for HR professionals because it helps build trust with employees, making them more likely to seek HR's assistance and guidance. It also enhances HR's influence within the organization, allowing HR to advocate effectively for employee-related initiatives. Additionally, credibility contributes to fostering a positive organizational culture where employees believe in the fairness and integrity of HR practices.

While credibility plays a significant role in managing HR processes, its importance extends beyond this to encompass building trust, influencing, and shaping organizational culture. While compliance with HR laws is vital, credibility encompasses a broader range of factors, including trust-building, influence, and cultural impact. Credibility is important across all levels of an organization, not solely in interactions with upper management.

30.

SHRM identifies what HR professionals need to do in the future to ensure the effectiveness of organizational development (OD). Which of the following most accurately indicates what HR must do to prepare for these future OD trends?

Increase the ability to recognize and reconcile cultural differences

Increase employee buy-in and satisfaction

Increase trust between management and non-managerial employees

Increase leadership cohesiveness

Correct answer: Increase the ability to recognize and reconcile cultural differences

HR professionals must have the ability to recognize and respect cultural differences and reconcile the issues that cultural diversity creates. This includes developing superior communication and situational leadership skills, motivation, energy, and overall learning agility.

The other options are already a part of HR professionals' responsibilities and are not specific to this future-focused organizational development.

31.

An employee comes to your office and states, "I need to tell you something, but I don't want you to do anything about it." She continues to explain that her manager has made explicit sexual advances toward her and two other coworkers, which included inappropriate touching. The employee says that she doesn't want anyone to get in trouble, but just wants it stopped.

What is the next thing you should do as the employee's HR manager?

Thank the employee for bringing the concern forward and guide her to understand that you are obligated to do something about it

Express concern about the employee's complaint and direct her on how to address it with her manager

Assure the employee that this information is confidential and direct her on how to address it with her manager's boss

Thank the employee for bringing up the concern and tell her that you will get back to her

Correct answer: Thank the employee for bringing the concern forward and guide her to understand that you are obligated to do something about it

A key responsibility for HR professionals to take is guiding employees on policies, guidelines, and decisions that are made. Regarding this example, you should thank the employee for bringing this serious concern to your attention and explain that you have an obligation to keep employees and the company safe from inappropriate behavior and risk.

Not addressing the issue would likely lead to more risk exposure and contribute to a hostile work environment.

32.

In HR, which fundamental principle guides the management of internal and external relationships, emphasizing the importance of acting with integrity and professionalism as representatives of the organization?

Upholding the organization's reputation through ethical and professional conduct

Prioritizing personal interests in negotiations and interactions

Minimizing communication with internal stakeholders to avoid conflicts

Advocating for personal opinions even if they conflict with organizational goals

Correct answer: Upholding the organization's reputation through ethical and professional conduct

HR professionals are often seen as the face of the organization in internal and external interactions. Upholding the organization's reputation through ethical and professional conduct is a fundamental principle that guides the management of these relationships.

Prioritizing personal interests over organizational interests would go against the principle of acting in the best interests of the organization. Minimizing communication to avoid conflicts can hinder effective relationship management and doesn't align with the principle of open and honest communication. Advocating for personal opinions that conflict with organizational goals would not demonstrate acting in the best interests of the organization.

33.

Employees may often avoid raising serious concerns with HR for fear of retaliation from superiors and peers. If this happens, it could be detrimental to the organization. How can HR deal with these issues and get workers to come forward with complaints?

Provide an anonymous complaint line.

Install surveillance cameras and review footage regularly.

Stress the company's open-door policy.

Review the company's anti-retaliation policy.

Correct Answer: Provide an anonymous complaint line.

Making it possible for workers to file complaints completely anonymously is the best option to encourage them to do so. Human resources professionals can play an important role as advocates for their staff by implementing these policies.

34.

During a new employee orientation that you are conducting, you extensively review the company's short and long-range goals for the next one to five years. What would be the next best step to discuss with these employees in order to promote a successful relationship with them?

Discuss how each employee can contribute to achieving these goals

Showcase and highlight the company's benefits and offerings

Discuss a career path and advancement opportunities

Review the company's mission statement, including its vision and values

Correct answer: Discuss how each employee can contribute to achieving these goals

In order to promote successful relationships with employees, including newly hired ones, it is necessary to give each employee an understanding of how they personally can contribute to achieving company goals.

Simply providing new employees with information is not the most effective way to promote a successful relationship.

35.

According to the Blake-Mouton behavioral theory, what is the best characteristic to describe a leader that adopts a "country club style"?

A high concern for people and a low concern for production

A low concern for people and a low concern for production

A high concern for people and a high concern for production

A low concern for people and a high concern for production

Correct answer: A high concern for people and a low concern for production

The Country Club Style has a high concern for people and a low concern for production. Managers that use this style pay attention to the security and comfort of employees in the hope that this will increase performance.

36.

According to scholars, which of the following statements best indicates the difference between a "team" and a "group"?

The group discusses, decides, and delegates, but a team discusses, decides, and does real work

The team discusses, decides, and delegates, but a group discusses, decides, and does real work

The team has a definite leader, but the group has shared leadership roles

The team measures effectiveness indirectly, but the group measures performance directly

Correct answer: The group discusses, decides, and delegates, but a team discusses, decides, and does real work

This answer is the best statement that indicates the difference between a team and a group. Other examples include groups having individual accountability, but teams have both individual and collective accountability; a group measures effectiveness indirectly, but teams measure performance directly through their collective work product.

37.

Two supervisors with entirely opposite political views have a heated exchange in front of customers on company property. You've tried talking to them about how they should be acting at work, but they keep arguing. Both of these workers will be partnering on the same project with other employees. Some employees are concerned about working on the same team as those two supervisors.

As the HR manager, what should you do?

Make it clear that they should not talk about politics at work anymore.

Terminate both of the employees for talking about divisive issues.

Ignore both of the employees, as political speech is a concerted activity.

Keep the two supervisors from working on each other's team.

Correct Answer: Make it clear that they should not talk about politics at work anymore.

The supervisors have given you every indication, based on their pattern of behavior, that they should not discuss politics at work. The best option is to provide constructive feedback and make it clear that the employees must moderate their behavior and not discuss politics in the workplace—let them know the consequences of not improving.

Separating the supervisors will not guarantee further interaction.

38.

Your company would like to explore options for expanding into California. Since this will be a new market, you begin researching local employment laws that may affect your business. You also research the talent pool and challenges that others in similar industries in California face, assessing how staffing a new location may work. Lastly, you review wage surveys with third-party companies to see whether you would be able to attract candidates to work for you.

These activities are all examples of:

Due diligence

Market research

Strategic planning

Market analysis

Correct answer: Due diligence

Researching and evaluating all aspects of a business opportunity, scenario, or problem is considered due diligence activities. Even though due diligence is mainly associated with mergers and acquisitions, the same process applies to strategic planning, such as expanding into a new market.

39.

Douglas McGregor's Theory X and Theory Y offer two approaches to motivating employees. Which best describes the Theory X approach?

The assumption is that employees must be controlled and closely monitored

The assumption is that employees dislike being controlled

The assumption is that employees inherently want to do their best

The assumption is that employees like a participative management style

Correct answer: The assumption is that employees must be controlled and closely monitored

The Theory X approach suggests an authoritative management style because it assumes that employees inherently do not like to work and must be controlled and closely monitored.

All the other answer choices are examples of McGregor's Theory Y.

40.

How can HR promote team building?

Recognizing team achievements

Training employees about team principles

Advocating for employees

Ignoring alienated employees

Correct answer: Recognizing team achievements

One of the most effective ways that HR can foster team building and the effectiveness of their organizations is to regularly recognize the achievements that teams make. Acknowledging and thanking groups of employees who've worked together to solve a problem or make things better encourages them to stay close as a team.

HR can host team-building training sessions, but this doesn't replace ongoing team recognition. Advocating for employees who are not fitting in with their teams is a short-term solution to a bigger problem. HR should never ignore employees who have self-alienated from the rest of their team, as this is a sign the team is struggling.

41.

You are an HR manager who has a reputation among your 50-person department for encouraging ideas and open communication. You constantly direct your team to come up with effective ways to hire the best people, support employees, and increase overall employee engagement. You also meet with them one-on-one every month.

What best describes your leadership style?

Transformational leadership

Transactional leadership

Transcending leadership

Team-led leadership

Correct answer: Transformational leadership

Transformational leadership is an approach that stimulates and inspires people to work together towards achieving a common goal. Transformational leaders are known for giving personal attention to their employees. This is in contrast to a transactional style where efforts are rewarded, violators are disciplined, and decision-making authority is often delayed, avoided, or resides solely with the manager. HR professionals should build engaging relationships with all organizational employees through trust, teamwork, and direct communication.

42.

A supervisor gives one of his employees, Adam, a "needs improvement" ranking during his annual performance review. When Adam protests, the supervisor tells him that the ranking is just a formality and that he has nothing to worry about. Adam goes to you, the HR manager, and shares his concerns about the performance rating he was given. Adam tells you about coming in on days off, staying late when asked, and helping others. He also says that he has never received any feedback about doing anything wrong. You do not recall receiving any disciplinary action for Adam from his supervisor.

What should you do?

Thank Adam for bringing the concerns forward, assure him they will be addressed, and let him know you will follow up with him.

Tell Adam that the information is concerning and that you will coach the supervisor on giving proper feedback.

Take Adam to his supervisor's office and discuss the situation with him.

Change Adam's rating and address your concerns with the supervisor.

Correct answer: Thank Adam for bringing the concerns forward, assure him they will be addressed, and let him know you will follow up with him.

Providing good customer service, in this case, is thanking Adam for coming to you with his concerns. If you brush his concerns aside, you (and your department) may lose credibility and make other employees question your approachability as well. Because Adam has given you a reason to question the performance rating, you should let him know you will get the issue addressed and follow back up with him. You should avoid acknowledging wrongdoing, and promising a particular outcome, but assure him that you will not leave the matter unresolved.

43.

Employee stress levels are starting to rise in your organization as a result of increased workload and burnout. What would be the best response to this issue?

Provide all employees with stress management training or other resources.

Provide the opportunity for employees to work remotely.

Extend their lunch breaks.

Educate workers about the realistic pressures of the job during the onboarding process.

Correct Answer: Provide all employees with stress management training or other resources.

The best course of action would be to offer stress management training so that staff members may learn how to handle challenging circumstances. This will help the HR professionals show they are advocating for employees' wellbeing.

All the other choices would provide some amount of comfort for workers, but they would not solve the issue at hand.

44.

You are an HR specialist working for a call-center company. Gerardo, an employee in the phone center, took seven vacation days. Sam, a coworker of Gerardo's in the same department, has expressed suspicions that Gerardo has been taking time off to work for another company. He says that he had overheard Gerardo talking about it to another employee. He also mentions that the other company has been trying to "poach" other employees.

Employees are not permitted to work for other employers for compensation during regular business hours, per company policy. What do you do?

Gather the information from Sam and report it to your manager.

Talk to Gerardo about the accusations to get both sides of the story.

Ask Sam to keep you informed of any further developments as you do research on the other company.

Ask other coworkers in the department whether they know anything about Gerardo's other job.

Correct answer: Gather the information from Sam and report it to your manager.

As an HR specialist, you may not be in the greatest position to effectively evaluate the circumstances without first talking with your management. The human resources manager needs to be involved here immediately. The HR manager would likely confront Gerardo with the information collected and conduct a further inquiry.

45.

What is likely to happen if HR professionals investigate complaints based on their emotional value rather than on their evidentiary value?

The organization's liability is likely to increase

The organization's liability is likely to decrease

The organization shows that it is fair to all parties involved

The organization shows they are value-based rather than numbers-based

Correct answer: The organization's liability is likely to increase

HR professionals must ensure that investigations are conducted by gathering evidence to show that complaints can be substantiated. When complaints are received and action is taken solely based on their emotional value, with little to no evidence, the organization's liability and risk are likely to increase and involve outside enforcement agencies.

46.

Reaching out to and getting to know your company's insurance program providers, employee assistance contractors, HRIS vendors, and relocation moving companies are all examples of:

Developing strategic relationships

Building your personal network

Fostering intra-organizational culture

Building internal networks

Correct answer: Developing strategic relationships

These are all examples of external relationships with people and organizations that can help you meet your company's strategic goals.

47.

A manager discusses with you their frustration that their employees consistently come to them with questions and approvals regarding routine, day-to-day tasks. The manager is not sure what to do. What do you recommend?

That the manager focuses on training and development.

That the manager focuses on performance management.

That the manager focuses on recruitment and hiring.

That the manager focuses on transitional work.

Correct Answer: That the manager focuses on training and development.

The manager can accomplish these daily tasks by getting things done through the employees. To do this, the manager should develop the employees' skills and commitment while enabling them to make decisions and reduce their dependence on accomplishing routine tasks.

48.

When communicating change, what is the difference between an ineffective leader and a successful one?

Unsuccessful leaders focus on the "what" and successful leaders focus on the "why"

Unsuccessful leaders focus on the "who" and successful leaders focus on the "what"

Unsuccessful leaders focus on the "what" and successful leaders focus on the "how"

Unsuccessful leaders focus on the "why" and successful leaders focus on the "how"

Correct answer: Unsuccessful leaders focus on the "what" and successful leaders focus on the "why"

Facilitating strategic change as an HR leader involves strong communication with employees. Leaders who explain the purpose, or "why," of the change and connect it to the organization's values and the benefits of the change are likely to create buy-in from employees.

49.

What is the most effective approach when a manager complains that they are unable to make decisions because of "too much red tape"?

Review the changes or decisions the manager wants to make and help intervene where appropriate with issues delaying the decision-making

Review the changes or decisions the manager wants to make and speak to their manager about progressive discipline for disrespecting company policy

Review the decisions the manager wants to make and create a company-wide training program about respecting due process

Review the decisions the manager wants to make and change policies that are considered "red tape", even those that safeguard against risk

Correct answer: Review the changes or decisions the manager wants to make and help intervene with those delaying the decision-making

HR professionals should champion organizational effectiveness by helping managers and others with their options, intervening, and suggesting change when organizational structure delays or hinders the decision-making process.

The incorrect answers are not proportionate reactions to this manager's situation. The manager has not done anything wrong by giving feedback about red tape and should not be disciplined. It is not necessary to retrain the entire team because one person is experiencing delays, nor should you change all policies due to one person's experience.

50.

In the context of HR, which of the following scenarios best exemplifies the concept of establishing credibility?

An HR professional openly acknowledging their limitations, committing to researching an employee's query, and providing a well-informed response after thorough investigation

An HR professional making quick decisions without seeking additional information

An HR professional declining to answer an employee's query

An HR professional providing vague answers to employee queries

Correct answer: An HR professional openly acknowledging their limitations, committing to researching an employee's query, and providing a well-informed response after thorough investigation

Establishing credibility in HR often involves demonstrating honesty and a commitment to accuracy. In this scenario, the HR professional acknowledges their limitations by admitting uncertainty, but they also exhibit credibility by committing to research and providing a well-informed response. This approach fosters trust and credibility with employees.

Making hasty decisions without gathering necessary information does not align with the concept of establishing credibility, as it can lead to errors and mistrust. Simply declining to answer without a valid reason or an effort to find the information does not demonstrate credibility or a commitment to supporting employees. Offering vague responses can erode credibility in HR, as it may lead to confusion and mistrust among employees.

51.

An "impoverished style," according to the Blake-Moulton behavioral leadership theory, is best described as:

Managers have a low concern for both people and production

Managers have a low concern for people and a higher concern for production

Managers have a high concern for both people and production

Managers have a high concern for people and a low concern for production

Correct answer: Managers have a low concern for both people and production

Managers employ this strategy to safeguard their jobs and seniority, as well as to avoid getting into problems. The manager's main concern is not being held accountable for any blunders, which leads to fewer innovative decisions.

52.

A manager approaches you for your support in placing one of his employees on a final written warning for not following a procedure. He explains that his employee the previous night failed to accurately count the cash register total at the end of her shift.

As the HR business partner, what is the best step to take to support the manager?

Review any previous documentation he may have provided to the employee before this incident

Provide the manager with a template to complete a final written warning that he can give to the employee

Once the details are gathered, write the final written warning and provide it to the manager to give to the employee

Express your concern to the manager that he is being too strict with his employees

Correct answer: Review any previous documentation he may have provided to the employee before this incident

A final written warning is typically used when a verbal or written warning has not corrected the employee's conduct. The incident by itself does not warrant a final warning. If the manager can show that previous coaching or warnings took place, then this may justify a final written warning.

53.

When communicating with stakeholders, HR can evaluate meetings based on what behavior?

Stakeholder engagement

Little to no reaction

Frequent interruptions

Zero feedback

Correct answer: Stakeholder engagement

When meeting with stakeholders, HR should evaluate things afterward to ensure that appropriate follow-up is made and there is no confusion or breakdown in communication. When stakeholders are fully engaged in the communication, it is a good sign that they are interested and listening.

Not getting a reaction and zero feedback from stakeholders can be concerning, as they may not be listening due to their own agenda. Frequent interruptions to communication can indicate control issues or lack of trust.

54.

What is one of the most important skills that an HR professional can develop to improve relationships?

Communication

Scheduling

Knowledge

Problem-solving

Correct answer: Communication

Effective communication is the core of human resource work. HR professionals must be able to communicate in all formats and within all levels of an organization. Communication that is clear and accurate can promote positive employee relations. Employees appreciate transparency. Employers benefit by maintaining open channels with employees.

While important to operations, scheduling is not as critical to employee relations as communication is.

HR is expected to have a broad knowledge of employment matters, but this alone does not build positive employee relations.

HR can support problem-solving, but communication is key to facilitating improvements.

55.

During your company's open enrollment period, there are many changes that you have been assigned to relay to the employees at four different sites within the same geographical region. How should you handle this assignment?

Study the changes in the benefits programs in detail, conduct open enrollment meetings, and provide employees with access to further information about their benefits.

Provide each site with employee benefit guides to be distributed by site leaders, including your contact information should employees have questions.

Ask managers to attend an open session to then train individuals at separate sites.

Send out notices to the employees' home addresses, notifying them of the changes and how to enroll in employee benefits.

Correct answer: Study the changes in the benefits programs in detail in order to answer employee questions and provide them with access to further information about their benefits.

HR professionals should have a high standard of internal customer service and should be able to provide employees with the information they are seeking. For open enrollment programs, the best practice is to conduct open enrollment meetings with employees, allow for questions, and provide information or literature for further information. These types of approaches establish relationship building, establish credibility, and provide excellent customer service.

56.

How does an HR professional serve as an advocate when a discrimination complaint is filed and an investigation suggests that an employee's manager is at fault?

The HR professional takes charge of offering feedback and working on behalf of the employee to find a solution

The HR professional encourages the employee to speak with the CEO to find a solution

The HR professional removes himself from the investigation because he is needed to protect the company

The HR professional discusses employment law and options with the employee and explains how to report the conduct to an outside agency

Correct answer: The HR professional takes charge of offering feedback and working on behalf of the employee to find a solution

This answer serves as the best example of how an HR professional can be an advocate for an employee. The HR professional should take the lead in handling and addressing issues on behalf of the employee, while also balancing the needs of the company.

57.

When conflict is unable to be handled by an employee or supervisor, the problem is typically referred over to HR to handle. If HR, including the CHRO, is unable to resolve the conflict, what is likely the best course of action to take to resolve the conflict?

An outside specialist will likely be needed to work out a resolution

Refer it to the Board of Directors to vote on a resolution

Refer the issue to in-house arbitration with the legal department

Refer the issue to the executive team to work out a resolution

Correct answer: An outside specialist will likely be needed to work out a resolution

According to SHRM, HR professionals often become involved in settling workplace conflicts, particularly if the employees and their supervisors cannot achieve a resolution. If HR is unable to resolve the situation, an outside specialist may be needed to work out a resolution.

58.

An effective way to have all employees involved in some way with a risk management process is to provide them with a sense or degree of ownership. What is an effective way to promote this without overburdening the employees?

Conduct "tailgate meetings" where safety topics are discussed with employees

Conduct 1-hour meetings for mandatory safety training

Provide employees with a handbook of the site's safety program

Follow up with employees at the end of every shift to ensure they are injury-free

Correct answer: Conduct "tailgate meetings" where safety topics are discussed with employees

Even though proper safety and risk management plans involve training, they also involve a brief daily discussion about the "risks we are facing today." Tailgate discussions are an effective way to discuss safety or risk topics within a five-to-ten minute timeframe and usually involve employees who are starting their shift.

59.

What is one of the consequences that may result when a manager uses a "middle-of-the-road-style," according to the Blake-Mouton behavioral leadership theory?

The style may result in neither production nor the people's needs being met

The style may result in a constant need to make employees feel like they're constructive parts of the company

The style may discourage challenges to other ideas

The style results in a friendly atmosphere, but not necessarily a productive one

Correct answer: The style may result in neither production nor the people's needs being met

The middle-of-the-road style involves balance and compromise. Managers using this style try to strike a balance between company goals and employee needs. Managers attempt to achieve appropriate performance by devoting some care to both people and production, but doing so gives away a portion of each concern, resulting in neither production nor people's demands being met.

60.

The capacity to discuss and resolve a disagreement is critical, whether it's a coworker jockeying for the desk next to a window or an employee who dials down the office temperature. The first step in conflict resolution involves:

Acknowledging that an opposing view exists

Letting individuals express their feelings

Defining the problem

Determining the underlying need

Correct answer: Acknowledging that an opposing view exists

The first step in resolving a conflict is actually acknowledging that an opposing situation exists. HR professionals must familiarize themselves with what's happening and be knowledgeable about the problem at hand.

61.

Hal is a supervisor of a third-party logistics organization with five employees. One of his employees, Dominic, has a pattern of unscheduled absences and last-minute notifications of being late. Hal feels that Dominic provides poor excuses for his absences. He finally decides to give Dominic a written warning regarding his attendance and has invited you, the HR leader, to accompany him when he meets with Dominic. During the meeting, Hal tells Dominic that he is being written up and that if he doesn't improve his attendance, he will lose his job. Dominic, visibly upset, signs the document and rushes out of the room. You realize that Hal needs to be provided with some constructive feedback.

What do you focus on?

Recommend that Hal provide Dominic with a chance to share his side of the story.

Recommend that Hal provide Dominic with a copy of the signed written warning.

Recommend that Hal meet in a more private place to discuss issues.

Recommend that Hal make sure that he tracks all his employees' attendance records, not just Dominic's.

Correct answer: Recommend that Hal provide Dominic with a chance to share his side of the story.

Hal did not listen or give Dominic any chance to explain himself. Furthermore, Hal did not ask open-ended questions, nor solicit feedback—all signs of effective communication. As the HR leader, you should let Hal know what was lacking in the conversation that contributed to the poor outcome. In this case, his failure to listen to Dominic.

62.

The trait leadership theory was based on original research centered on identifying a set of functional traits and characteristics that distinguished:

Leaders from non-leaders

Introverts from extroverts

Managers from supervisors

High EQ and low EQ

Correct answer: Leaders from non-leaders

Trait leadership theory asserts that leaders are born, not made, and the focus was on personal characteristics and attributes that included both mental and physical abilities. The traits identified that separated leaders from non-leaders were intelligence, dominance, self-confidence, high levels of energy and vitality, and the task or technical relevance knowledge.

63.

In reviewing the company's strategic plan for the next year, you notice that there is no mention of the HR function or department. In response, what should you do as an HR professional?

Identify ways to actively support the company's strategic goals by connecting them back to the HR function

Encourage the executive team to identify and include HR-related goals and strategies

Encourage the HR department to identify goals of their own to support the HR function

Continue working on the HR function, which will naturally support the company's goals

Correct answer: Identify ways to actively support the company's strategic goals by connecting them back to the HR function

Human resources should have a prominent attachment to each corporate goal or strategy. Even if HR is not specifically mentioned, the link to HR should be identified to help support these goals.

64.

Which of the following is an example of an effective relationship management approach?

Networking with professionals inside and outside of your company

Identifying conflicts of interest within the sales department

Ensuring that all business development managers are compensated fairly

Conducting career fairs for hiring warehouse workers

Correct answer: Networking with professionals inside and outside of your company

Networking is effectively building a network of professional contacts in and outside of an organization and is an effective relationship management approach.

65.

In the context of effective communication, what role do open-ended questions play?

Open-ended questions encourage deeper conversation and provide opportunities for individuals to express their thoughts, feelings, and perspectives without constraints

Open-ended questions limit conversation to brief responses

Open-ended questions are used to control the direction of a conversation

Open-ended questions should be avoided in communication

Correct answer: Open-ended questions encourage deeper conversation and provide opportunities for individuals to express their thoughts, feelings, and perspectives without constraints

Open-ended questions are a key element of effective communication. They promote meaningful dialogue by allowing individuals to elaborate on their responses, share insights, and provide a more comprehensive understanding of their thoughts and feelings. This fosters better engagement and helps in picking up on non-verbal cues and understanding others more fully.

Open-ended questions are designed to promote expansive and detailed responses rather than limiting conversation. Open-ended questions are meant to facilitate open and free-flowing conversations rather than controlling them. Open-ended questions are encouraged in effective communication, as they promote in-depth discussions and better understanding between parties.

66.

Recognizing our biases and working to prevent them from stifling other people's contributions is the first step toward:

Embracing inclusion

Meeting affirmative action goals

Having a high cultural quotient

Having fair hiring practices

Correct answer: Embracing inclusion

To embrace inclusion, HR professionals must be able to reach out and interact with all sorts of people with diverse backgrounds and experiences. HR is responsible for leading the way within an organization to ensure that bias is checked, especially when making employment decisions.

67.

Which term best describes the meaningful daily achievement and enjoyment in four life quadrants, namely: 1) work, 2) family, 3) friends, and 4) self?

Work-life balance

Work-life integration

Hierarchy of needs

Hygienic needs

Correct answer: Work-life balance

Work-life balance describes the meaningful daily achievement and enjoyment in four life quadrants, namely: 1) work, 2) family, 3) friends, and 4) self. This doesn't mean an equal amount of time spent in each area, but what is necessary for personal satisfaction.

68.

If you are tasked with implementing an employee engagement program or initiative with a large number of employees, what is the best first step to take?

Gather feedback from the employees

Gather feedback from front-line supervisors

Gather feedback from other HR partners

Gather feedback from new hires

Correct answer: Gather feedback from the employees

Collecting feedback is the best place to start engaging employees who can provide insight on what these initiatives should address.

Gathering feedback from front-line supervisors, HR partners, or new hires is appropriate, but the first step is approaching all employees. Starting a program without soliciting feedback and identifying areas of focus will likely result in a poor and ineffective program.

69.

Negotiation is used when two or more parties work together to reach an agreement regarding an issue of conflict. Steps for an effective negotiation include preparation, relationship building, information exchange, persuasion, concession, and the final step, being:

Agreement

Appeal

Alignment

Arbitration

Correct answer: Agreement

The last step in the negotiation process occurs when both sides have agreed on the action taken. It is also important to ensure that formal negotiation agreements are properly documented for future use or challenges.

70.

Over the past few months, one of your human resource information system (HRIS) employees has resigned to take a job with one of your direct competitors. After the exit interview, you realize that the departing employee took a proposal for a more efficient HRIS that would speed up data processing, save time for employees, and cut costs.

What term best describes this situation?

Brain drain

Talent challenges

Proprietary theft

Regulation barriers

Correct Answer: Brain Drain

The term brain drain describes the exodus of a company's educated and skilled workers to another, usually in search of higher wages and better working conditions. This is a common occurrence in the engineering and technology sectors.

71.

When does the employee lifecycle begin?

At the time the prospective employee is scheduled for an interview

At the time the employee attends a new hire orientation

Once the employee performs work assignments

At the time the employee completes new-hire paperwork

Correct answer: At the time the prospective employee is scheduled for an interview

The employee lifecycle begins at the first contact with the new employee, likely in the hiring phase as a prospective employee.

72.

Which sort of leadership task is used based on an employee's maturity when there is shared decision-making within a workgroup on how a task is accomplished?

Participating

Delegating

Selling

Telling

Correct answer: Participating

The Hersey-Blanchard situational leadership theory includes four tasks based on an employee's maturity: delegating, participating, selling, and telling. Participating includes sharing decision-making within a workgroup on how a task is accomplished. The leader provides less task direction while maintaining a high level of relationship with the group.

73.

You are a new HR generalist who has worked for the mortgage office for six months. At first, employees went straight to you with questions about benefits, policies, and payroll issues. Since you were new to the job, you told employees that you would find out the information and get back to them. You have always treated employees with respect and tried to engage in conversation with them. Many come to you to talk about things you have in common. Lately, you notice that employees will walk by, say hello, and then walk straight to the HR manager's office next to your cubicle. You overheard employees asking similar questions that you used to receive.

What HR proficiency does this likely indicate that you are lacking?

Establishing credibility

Treating others with respect and dignity

Building engaging relationships

Demonstrating approachability

Correct answer: Establishing credibility

Without credibility, the human resources professional has very little to contribute, as he or she may be perceived as someone who cannot be relied on to provide accurate information and advice. In this case, treating employees with respect and dignity wasn't an issue, and you are demonstrating approachability. This situation may likely indicate that you may not be following through on getting the information to the employees either fast enough or accurately—even worse, not at all.

74.

Which of the following is not an effective way to proactively develop relationships as an HR professional?

Remain available in your on-site office for anyone who may need your help

Attend the shipping department's staff meetings to see what the day-to-day workload is like

Hold open enrollment meetings at a facility during graveyard shifts

Unload trailers of shipping boxes with other employees during an early morning shift

Correct answer: Remain available in your on-site office for anyone who may need your help

Even though this method is a passive way to support your customers, HR professionals need to proactively extend themselves to their customers or employees.

The other answer choices are effective ways that show a proactive method to support employees.

75.

According to Katzenback and Smith's leadership theory, "Leaders and Followers," which type of leadership is the most effective?

A blend of both transactional and transformational leadership

Transactional leadership

Transformational leadership

Laissez-faire leadership

Correct answer: A blend of both transactional and transformational leadership

According to Katzenback and Smith's "Leaders and Followers" theory, a blend of both transactional and transformational leadership is typically warranted and the most effective in leading a team.

76.

What is the best way for an HR department to move from a reputation of "You can't do that" to one of "Let's see what we can do"?

Start to explore options with the employee and supervisor

Once you have shared a policy, state the reason behind it

Provide a way around a company policy to get the employee what they want

Refer employees to discuss issues with their managers, rather than with the HR department

Correct answer: Start to explore options with the employee and supervisor

When an HR professional explores options with employees and supervisors, rather than quoting policies or stating why something cannot be done, it provides a more positive perception of the department. Even though the employee may not get exactly what they want, they are provided with explanations and good customer service.

77.

One of your employees, an HR assistant, works closely with a coworker in Singapore to provide crucial data entry into the payroll system. She begins to complain that the employees in Singapore have been off work for over two weeks for local celebrations. She feels like it is unfair that she has to perform all the data entries herself.

How do you handle this situation?

Identify temporary help for her and steer the conversation toward having a global mindset.

Authorize additional overtime so she may finish the job with extra pay.

Talk to her about her poor attitude toward the situation.

Identify anyone else who may help her and leave the matter closed.

Correct Answer: Identify temporary help for her and steer the conversation toward having a global mindset.

The HR assistant's workload may have temporarily increased, but the real problem may be that she is unable or unwilling to recognize and respect the cultural differences of her colleagues. To be tolerant of cultural differences and contributions does not imply a blind acceptance of all that occurs but rather a willingness to modify one's perspective to fit the cultural setting where the event occurs.

78.

The best employee group to assist you in determining whether your new employee orientation program is effective is:

New employees who attended the program

New employees who will attend the program

Tenured employees

The training department

Correct answer: New employees who attended the program

The new hires that have attended the new hire orientation will be able to provide feedback on its effectiveness, engagement, and relevance to their actual job.

79.

Your workplace has a small budget, and you're responsible for making it stretch. But your colleagues want to do something right away to help protect the environment. How can you do this?

Turn off the lights in all unused conference rooms and offices.

Install solar panels on the building.

Explain to the team about the small budget and encourage them to focus on the business.

Explain to the team that the company is concerned about the environment.

Correct Answer: Turn off the lights in all unused conference rooms and offices.

Incorporating sustainable development principles into a business' mission can improve its reputation, increase profits, and open new business opportunities. Even though solar energy would be more sustainable in the long term (and would be pretty costly for a small budget), a quick solution for your team would be to turn off lights in unused conference rooms and offices.

80.

According to Fiedler's contingency model, it is more effective to change situations (such as relationships, structure, and authority) rather than try to:

Change a leadership trait

Change goals or objectives

Reassign tasks

Determine the root causes of poor performance

Correct answer: Change a leadership trait

Fiedler's contingency model rests on two components: leadership characteristics and current situations. These situations can include the degree of trust that employees have, the extent to which tasks are clearly defined, and the degree of power the leader has over his or her subordinates. Due to this, Feidler asserts that changing these factors or situations is more effective than changing a leadership trait.

81.

Which of the following statements is the best indicator of effectively communicating and delivering critical information?

The McHale project's deadline of Tuesday is not going to be met. I have run the numbers and think that if we switched Tony to the analytics group, we have a much better chance of making the deadline by Thursday instead, especially if everyone works an extra hour per day.

The McHale project deadline for Tuesday is not going to be met, but it needs to be pushed to Thursday if we put Tony in analytics.

I feel we need to switch Tony from the implementation group over to the analytics group. We are just not making any progress there. We have a much better chance of making the deadline with him. We may also need to work overtime.

If we work overtime, we can make the McHale project deadline by Thursday. We may want to consider reassigning someone to the analytics team.

Correct answer: The McHale project's deadline of Tuesday is not going to be met. I have run the numbers and think that if we switched Tony to the analytics group, we have a much better chance of making the deadline by Thursday instead, especially if everyone works an extra hour per day.

Delivery of critical information should be as specific as possible, in a way that the receiver understands, and that gets to the factual point quickly. In this example, the communicator is concise in showing what he has done, what needs to happen, and what the outcome will be. Vagueness, or "circling around" the critical information, delays action and is ineffective.

82.

What is a critical component of executive coaching that an HR professional should provide?

Help executives adjust their personal approach to managing employees

Support the executives to meet the company's strategic goals rather than HR-specific ones

Provide HR metrics to the executives to consider for presentation at an employee meeting

Help executives understand the cost of site visits and their importance

Correct answer: Help executives adjust their personal approach to managing employees

Executive coaching is effective in teaching line executives how to evaluate problems with HR implications. However, it is also important to ensure that executives adjust their personal approach to managing employees. Sometimes, executives don't see how their behavior is adversely affecting the workforce.

83.

As an HR specialist, you are in charge of conducting new hire orientation for hourly employees. You notice that over the course of the last six months that new-employee turnover seems high compared to the previous six-month period. You gather data, do an analysis, and see that new-employee turnover is 15% higher than the previous 6 months.

How do you present your information to the HR manager?

A histogram

A scattered chart

A pie chart

A Pareto chart

Correct Answer: A histogram

A histogram (similar to a bar chart) includes a chart showing frequency on the y-axis (number of new hire departures) and the event measured across the x-axis (spread out amongst months, departments, managers, etc). This would be the best chart to provide to show a month-to-month comparison of turnover over the span of a 12-month period.

84.

As a new manager, you decide to schedule a meeting with your new direct reports. What is the most effective approach to establishing a strong relationship with your team during this meeting?

Ask purposeful questions in the meeting to guide a discussion on how to improve your team's processes

Promise your team that you will act on suggestions immediately, no matter how feasible

Forgo an agenda or time constraints on the meeting to encourage the free flow of ideas

Allow the team to run the content of the meeting while you simply listen to their concerns

Correct answer: Ask purposeful questions in the meeting to guide a discussion on how to improve your team's processes

As a leader of people, it is your responsibility to set expectations, but also include collaboration and gathering data to help create strategies and improve your business.

The other options may be effective in certain settings but are not as impactful in building engaging relationships.

85.

When a CEO wants to hire his neighbor's son for a paid summer internship even though the company is on a hiring freeze, this may be considered:

A conflict of interest

Nepotism

Unlawful favoritism

Quid-pro-quo

Correct answer: A conflict of interest

HR professionals must be willing to challenge conflicts of interest, as they undermine the organization's values and are unfair to the majority of the employee population. Using a position of power to achieve one's own interests, as in the example shown, is considered a conflict of interest.

86.

An HR director has gathered senior staff members to discuss how to expand the company's technical applicant pool needed to support the organization's new five-year strategic direction. A number of the managers are in favor of sending a synopsis of the final plan to the large search firms that have already been hired. How should the HR director respond?

Encourage the senior staff to analyze the issues involved and identify solutions.

Delegate the task of communicating with the search firms to the senior managers.

Explain why this information should not be shared with the search firm.

Express appreciation for the suggestions but share the obstacles to sharing this information.

Correct answer: Encourage the senior staff to analyze the issues and identify solutions.

HR professionals must be able to establish and maintain positive relationships with people both inside and outside the organization. Partnering with senior staff, rather than simply dictating the direction the company will go, will help with building engaging relationships. Inviting the senior staff to discuss issues and identify solutions would be the best approach to this situation. Following this action, there should be further discussion about sharing this information with larger search firms to increase the talent pool.

87.

Managers who adopt a leadership style that encourages teamwork and commitment among employees typically influence them to feel like a constructive part of the company. According to the Blake-Mouton behavioral leadership theory, this is referred to as what leadership style?

Team style

Impoverished style

Produce or Perish style

Middle-of-the-road style

Correct answer: Team style

A team style focuses on contribution and commitment, and the manager has a high concern for both production and people. This method also relies heavily on making employees feel like they are a constructive part of the company as a whole.

88.

The entire human resources department must be capable of making decisions that are consistent with legal requirements and company policy. Equally important for those decisions is to:

Document those decisions in order to defend their actions if later challenged

Ensure a summary of the decisions is retained for employee files

Ensure those decisions are supported by the executive team

Keep track of any changes to the state or local laws

Correct answer: Document those decisions in order to defend their actions if later challenged

Overseeing the HR decision-making process includes ensuring the documentation of decisions that the HR department or other managers make so the employer can defend its actions at some later time. Additionally, HR is accountable for overcoming any manager's reservations or impediments to providing documentation regarding business decisions.

89.

HR staff typically provide support in giving advice, providing service, and exercising control in support of business needs. In what situation can an HR professional be justified in exercising control to support the business and its employees?

Ensuring that managers consistently apply company policy

Maintaining employee records regarding hiring and training

Holding town hall meetings during open enrollment

Working with legal or regulatory agencies

Correct answer: Ensuring that managers consistently apply company policy

An authoritative role or control typically involves the consistent application of policies, performance reviews, corrective action, and designing employee programs.

The other examples include how HR staff provide service in their roles to support the organization.

90.

In the context of working effectively with diverse cultures and populations, what is a key strategy for HR professionals to foster collaboration and understanding among team members from different cultural backgrounds?

Promoting open dialogue and active listening to address cultural differences

Imposing a single cultural norm for all team members

Avoiding any discussions related to cultural diversity

Segregating team members based on cultural backgrounds

Correct answer: Promoting open dialogue and active listening to address cultural differences

Promoting open dialogue and active listening is a crucial strategy for HR professionals to foster collaboration and understanding among team members from diverse cultures. By creating an environment where team members feel comfortable discussing cultural differences, HR professionals can facilitate mutual understanding and bridge potential communication gaps. This approach encourages individuals to share their perspectives, experiences, and concerns, ultimately leading to more effective teamwork.

Imposing a single cultural norm can hinder collaboration and create a sense of exclusion among team members from different backgrounds. It does not encourage understanding or address cultural differences. Avoiding discussions related to cultural diversity can lead to misunderstandings and missed opportunities for learning and collaboration. It does not contribute to fostering understanding among team members. Segregating team members based on cultural backgrounds can perpetuate stereotypes and limit opportunities for collaboration. It does not promote the inclusive and diverse work environments that HR professionals should aim to create.

91.

What should be the primary consideration when developing a communication strategy for a diverse audience?

Tailoring the message to suit audience needs and preferences

Using industry-specific jargon for precision

Prioritizing personal preferences over common understanding

Delivering a single standardized message to all recipients

Correct answer: Tailoring the message to suit audience needs and preferences

While precision is important, industry jargon can alienate non-experts in the audience, hindering effective communication. Prioritizing personal preferences might exclude important information for the broader audience, reducing overall understanding. A standardized message might not address diverse recipients' unique needs and concerns, leading to disengagement.

92.

Jerry, a high-performing account manager, begins complaining to you about the company's existing commission structure, believing it to be unfair and not competitive. He did not seem to have any issues with it before in your previous discussions, and when HR last conducted an employee survey related to wages, commissions were not a topic of issue.

What should you do?

Ask Jerry what changed his views recently about the company's commission structure.

Inform Jerry that the commission structures are reviewed at the end of every year and that any changes will be communicated to him.

Ask Jerry to write down his complaint so it can be properly investigated.

Remind Jerry that he is a successful earner and that the company pays competitive commissions for the industry.

Correct answer: Ask Jerry what changed his views recently about the company's commission structure.

When communicating with employees to resolve concerns, HR professionals should begin a dialogue by asking open-ended questions about the issue at hand, their perspective and position, and their desired outcome. In this case, Jerry has likely come across information about other employers that may be offering more lucrative commission structures, but you can't get to this information without effective discussion or negotiation. Instead of quoting policy or other options to Jerry, the HR professional should ask effective questions to get to the heart of the matter.

93.

According to the Blake-Mouton behavioral leadership theory, what leadership style is best known for its controlling and dominating approach?

Produce or Perish

Opportunistic

Impoverished

Country Club

Correct answer: Produce or Perish

This style has a high concern for products and a low concern for people. Employees' needs are unimportant to managers who use this method; they give their employees money and expect performance in exchange.

94.

In HR, where employees and managers are considered the primary customers, which of the following is an example of providing good customer service?

Addressing employee inquiries and concerns in a timely and empathetic manner

Implementing complex HR policies and procedures without explanation

Restricting access to HR resources and information

Focusing solely on HR department efficiency without considering employee needs

Correct answer: Addressing employee inquiries and concerns in a timely and empathetic manner

Providing good customer service in HR involves promptly and empathetically addressing employee inquiries and concerns, as this demonstrates a commitment to meeting their needs and fostering positive relationships.

Implementing complex HR policies without clear explanations may lead to confusion and frustration, which is not aligned with good customer service principles in HR. Limiting access to HR resources and information can hinder employees and managers from getting the support they need, and prioritizing HR department efficiency at the expense of employee needs is not in line with the concept of good customer service in HR, as it can neglect the primary customers' concerns.

95.

According to scholars, there are several types of group decision-making methods. Which method involves group members who are in different remote locations developing successive rounds of ideas, evaluating, refining, and making choices?

Delphi technique

Brainstorming

Dialectical inquiry

Nominal group technique

Correct answer: Delphi technique

The Delphi technique is an effective way for group decision-making when group members are in different remote locations, and then develop successive rounds of ideas. After that, the group then evaluates, refines, and makes choices based on those successive rounds.

96.

Which is not an effective method for an HR practitioner to foster team building within a company or department?

Guide supervisors on how to conduct annual performance reviews for their teams

Guide supervisors on effective behaviors for high-performing teams

Provide acknowledgment of accomplishments made by the team

Offer rewards for team accomplishments

Correct answer: Guide supervisors on how to conduct annual performance reviews for their teams

Even though guiding supervisors on how to conduct annual performance reviews is necessary, this approach does not foster team building as it is considered more of a procedural task. In contrast, the other answers show how an HR professional can help create internal team cultures that include high trust, a common vision, and accountability.

97.

Chad, one of the company's supervisors, reached out to you, explaining that he's feeling overwhelmed by the volume of work and the short timelines involved. In addition, he claims that his superior has been tense as of late. What should you, as the HR department's generalist, do?

Listen and show empathy toward the employee.

Instruct the employee to speak with his supervisor.

Complain about the supervisor with Chad.

Address the concern with Chad's supervisor.

Correct Answer: Listen and show empathy toward the employee.

The stress on the employee will likely increase if you send them away, scold them, or complain to them, and the work environment may be thrown into disarray. Maintaining a healthy and supportive work environment relies heavily on listening, showing support, and empathy for employees.

98.

The fundamental premise of the Hersey-Blanchard situational leadership theory is that:

There is no single "best" style of leadership

Certain leadership styles are most effective when involving production or output

People inherently want to perform well

Production and people are at the center of effective leadership

Correct answer: There is no single "best" style of leadership

The fundamental premise of the Hersey-Blanchard situational leadership theory is that there is no single "best" style of leadership. According to the concept, effective leadership is task-relevant, and the most successful leaders adapt their leadership style to the maturity of the individual or team they are aiming to influence.

99.

What may result if a manager focuses mainly on production and output and "doing more with less"?

Declining workforce engagement

Broken business processes

Diminished capacity

Misaligned organizational structure

Correct answer: Declining workforce engagement

While doing more with less can improve productivity, it can also damage or hinder employee engagement and overall morale. When more workers are handling additional responsibilities, working longer hours, and missing personal time, it may indicate that a manager is not properly balancing production and people.

100.

Which statement best describes how an HR professional manages political and social pressures when making decisions?

Local governments pressure your company to permit employee use of recreational marijuana, in contrast with federal law

An employee believes she should have her health benefits continue even after she is terminated

An OSHA inspector requires a company to provide job rotation duties for employees working in freezing conditions

An employee's doctor demands that the employee take a leave of absence due to a workplace injury

Correct answer: Local governments pressure your company to permit employee use of recreational marijuana, in contrast with federal law

HR professionals must be effective at managing political and social pressures when making decisions and brokering compromises between opposing views. This example shows that local or state law may encourage or pressure employers to allow the use of recreational marijuana even though it is in opposition to federal law.

All of the other responses are instances of situations handled by existing and established labor laws.
