

Final Exam

1. Which type of organizational structure creates a dual chain of command?
☐ A. Line and staff
☐ B. Functional
☐ C. Divisional
☐ D. Matrix
2. The BEST way to evaluate an emergency response plan is to
☐ A. have the plan reviewed by FEMA.
☐ B. compare the plan to the previous plan.
☐ C. conduct a crisis drill.
☐ D. ask for insurance company input.
3. Environmental scanning should be used to
☐ A. identify appropriate group performance incentive strategies.
☐ B. evaluate internal and external conditions affecting job satisfaction and union membership.
☐ C. identify local, national, and global competitive pressures that could influence the organization's strategy.
☐ D. obtain an overall view of the advantages and disadvantages of developing workforce training internally.
4. Employers may monitor employee e-mails
☐ A. while they are in transmission.
☐ B. while they are in storage.
☐ C. if they are sent outside the company.
☐ D. if they are sent internally.
5. An HR professional would develop a business case to
☐ A. secure budget and resources for a proposed project.
☐ B. report on the success of an HR strategic initiative.
☐ C. train the organization's managers and supervisors in applying ethical guidelines to workplace situations.
☐ D. help senior management choose a competitive strategy.
6. An AAP must include
☐ A. a strategy to retain a percentage of older workers.
☐ B. the name and qualifications of the EEO coordinator.
☐ C. descriptions of the reasonable accommodations for disabled employees.
☐ D. an analysis of current employees in protected groups by department.



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7. Which of the following is a written statement of the necessary qualifications of the job incumbent?
- ☐ A. Job description
 - ☐ B. Job specification
 - ☐ C. Job context
 - ☐ D. Job ranking

Use the following information to answer questions 8 and 9.

An organization must make labor reductions to reduce its costs. Several long-term employees have been offered early retirement packages. One employee has decided to decline the opportunity to take early retirement. The manager reassigns the employee to another job with a lower profile that the employee clearly finds intolerable. The employee quits.

8. What action could the employee claim in a lawsuit against the organization?
- ☐ A. The employee could claim an unemployment violation to the EEOC against the manager.
 - ☐ B. The employee could claim organizational harassment in the workplace against the manager.
 - ☐ C. The employee could claim the right to work due to the individual's long-term employment with the organization.
 - ☐ D. The employee could claim that the organization's actions created a constructive discharge situation.
9. What must the employee prove to prevail in this case?
- ☐ A. The employee must prove that a reasonable person in the employee's place would have felt forced to resign or that there was intent on the part of the employer to force the person to leave.
 - ☐ B. The employee must prove that any employee working in the same department and working conditions would have felt forced to resign or a lack of concern for the well-being of the employee.
 - ☐ C. The employee must prove that there was organizational harassment in the workplace that forced the resignation or that there was intent on the part of the employer to defame the person's reputation.
 - ☐ D. The employee must prove that there were many employment-at-will exceptions that would have forced the resignation or that there was intent on the part of the employer to defame the person's reputation.

Use the following information to answer questions 10 and 11.

A small organization has a number of job openings. Most of the supervisory and management staff are new to the organization and have limited interviewer training and experience.



10. Until the interviewers are adequately trained and gain more experience, what selection criterion should be closely monitored?
 - ☐ A. Validity
 - ☐ B. Reliability
 - ☐ C. Equity
 - ☐ D. Authenticity

11. What interview technique will BEST mitigate this tendency?
 - ☐ A. Behavioral interview
 - ☐ B. Patterned interview
 - ☐ C. Nondirective interview
 - ☐ D. Structured interview

12. A software applications development organization has focal reviews annually, each June. The managers are required to have the HR director sign off on the review prior to meeting with the employee. The engineering director submits the reviews for the engineering department, with all of the employees receiving ratings of "Meets Expectations." What type of appraiser error is this?
 - ☐ A. Leniency
 - ☐ B. Strictness
 - ☐ C. Bias
 - ☐ D. Central tendency

13. HR would like to implement an organizational policy regarding the use of the organization's e-mail system. Senior management is wary about adding yet another policy. What would be the strongest argument in support of HR's initiative?
 - ☐ A. The new policy would relieve managers of the responsibility for monitoring employee behavior in this area.
 - ☐ B. The new policy would increase employee productivity.
 - ☐ C. The new policy would reduce the amount of risk posed to the organization by employees' use of the e-mail system.
 - ☐ D. The new policy would save the organization money.

14. According to Blake-Mouton's behavioral leadership theory, a manager who delegates all tasks and does not exercise any authority over the team is what kind of manager?
 - ☐ A. Country club manager
 - ☐ B. Impoverished manager
 - ☐ C. Task manager
 - ☐ D. Team leader



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15. Which of the following is a violation of the Immigration Reform and Control Act?
- ☐ A. An affirmative action plan is not established.
 - ☐ B. A foreign-looking American citizen is asked to complete Form I-9 after being hired.
 - ☐ C. An applicant from another country is asked if he has a legal right to be employed in the U.S.
 - ☐ D. An Asian national with a passport without a right-to-work authorization is hired for a systems analyst position.
16. The MOST appropriate method for training senior management to handle critical decision making is
- ☐ A. lecture.
 - ☐ B. self-study.
 - ☐ C. case study.
 - ☐ D. on-the-job training.
17. An employee files an EEOC complaint. The organization is mailed a copy of the complaint, along with a Waiver of Service of Process form. The organization ignores the complaint and does not sign the form. What will happen?
- ☐ A. They are tacitly admitting to the alleged discrimination.
 - ☐ B. They have 20 days to respond to the complaint.
 - ☐ C. They are held in contempt of court.
 - ☐ D. The employee pays to have the complaint personally served.
18. Which of the following statements about work that is in the public domain is true?
- ☐ A. The work can be copied and distributed without payment or permission.
 - ☐ B. Trainers can make only one copy of the work for their use.
 - ☐ C. Only not-for-profit agencies may use works in the public domain.
 - ☐ D. There is no charge for using the work, but the author's permission is needed.
19. A PRIMARY outcome of a job analysis will be the ability to
- ☐ A. identify candidates for promotion.
 - ☐ B. determine the activities that make up a job.
 - ☐ C. identify an organizational culture.
 - ☐ D. test the organization's pay strategies.

Use the following information to answer questions 20 and 21.

A mid-sized software organization is preparing to acquire two smaller software firms. The organizations that are being acquired will work both individually and collaboratively on new product lines with multiple dual roles. All three organizations are currently competitors with strong opinions about their competitors' competencies.



20. Which theory should the HR director apply in selecting the right OD interventions for this group?
 - ☐ A. Change process theory
 - ☐ B. Implementation theory
 - ☐ C. Motivational-hygiene theory
 - ☐ D. Contingency theory

21. Which OD intervention strategy should be used to manage the change to dual reporting roles post-acquisition?
 - ☐ A. Technological strategy
 - ☐ B. Interpersonal strategy
 - ☐ C. Structural strategy
 - ☐ D. Strategic management strategy

22. Under the NLRA, which of the following practices is illegal?
 - ☐ A. Allowing the union to represent nonunion workers in the bargaining unit
 - ☐ B. Establishing company-sponsored labor organizations
 - ☐ C. Contributing to a charity in lieu of union dues
 - ☐ D. Allowing employers to file union unfair labor practice charges

23. Concerned about a potential organizing campaign, an organization hires an outside consultant to conduct an employee relations audit. This audit may result in
 - ☐ A. a union charge that an unfair labor practice has been committed.
 - ☐ B. audit data being requested during discovery in a future complaint case.
 - ☐ C. a decrease in employee engagement.
 - ☐ D. the organization being charged with violating employee privacy.

24. Which common-law concept protects an employee from being fired for reporting a criminal activity committed by an employer?
 - ☐ A. Implied contract
 - ☐ B. Public policy
 - ☐ C. Constructive discharge
 - ☐ D. Implied covenant of fair dealing

25. In response to rising health-care costs, an organization is considering switching to a full cafeteria plan. Which is the greatest disadvantage, from the organization's point of view, of using a full cafeteria plan?
 - ☐ A. It is subject to nondiscrimination requirements.
 - ☐ B. It is the most expensive type of plan to administer.
 - ☐ C. It leads to inefficient use of benefits because employees purchase the wrong benefits.
 - ☐ D. It is inflexible, as employees cannot make any changes during the plan year.



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26. A manager in the organization consistently avoids dealing with employee attendance problems. One of the employees with an attendance problem has spoken in a hostile manner to the manager in a staff meeting. The manager now wants to start corrective action for attendance at the final warning stage for this employee. What should the HR manager NOT do?
- ☐ A. Help the manager write a final warning for poor attendance for the employee.
 - ☐ B. Meet with the employee for the problem-solving step of corrective action regarding the hostile language.
 - ☐ C. Announce to the employees that the manager will start consistently applying the attendance policy.
 - ☐ D. Work with the manager to reestablish the attendance policy.
27. Which three factors define the relevant labor market?
- ☐ A. Technology, population density, education
 - ☐ B. Occupation, location, industry
 - ☐ C. Union status, inflation, compensation strategy
 - ☐ D. Product demand, political climate, interest rates
28. An organization has grown quickly, and its culture has consequently changed. Its founders have directed HR to develop a skip-level interview policy. What concern most likely prompted this action?
- ☐ A. Fear of a disconnect between upper levels of management and lower- and entry-level employees
 - ☐ B. Desire to manage the risk of employee litigation
 - ☐ C. Desire to facilitate the process of filing and resolving grievances
 - ☐ D. Belief in developing employees' skills and promoting from within
29. Which of the following situations violates the ERISA standards for pension funds?
- ☐ A. Employees are required to have a minimum of 15 months of service before they can participate in their employer's defined benefit plan.
 - ☐ B. Employees are allowed to transfer their accrued pension funds to another employer's plan.
 - ☐ C. An employer's plan excludes employees under age 21, regardless of how long they have worked for the organization.
 - ☐ D. Employees become fully vested after five years of service.
30. To improve employee relations, an organization decides to establish an alternative dispute resolution process. Which step would NOT be included in establishing a peer review program?
- ☐ A. Decide if an HR professional will head the team.
 - ☐ B. Determine what training will need to occur.
 - ☐ C. Decide how to document changes in affected policies.
 - ☐ D. Determine which employee will be on the team.



31. New leadership is in place at a large retailer. All departments are undergoing detailed reviews of their support of organizational strategy and effectiveness. The benefits department has just completed its review, and leadership believes benefit offerings are not reflective of the organization's total rewards philosophy. A gap analysis yields overlapping benefits. What action should be taken to remedy the situation?
- ☐ A. Conduct a utilization review.
 - ☐ B. Poll a small group of employees, asking which benefits do not have value.
 - ☐ C. Conduct a cost analysis and drop the most expensive benefit.
 - ☐ D. Institute cost-containment strategies.
32. A manufacturing organization's office employees are arriving late to work on a consistent basis. A focus group survey is conducted, and it appears that the employees' morning commute has changed significantly due to highway construction and the opening of new businesses. Which is the BEST strategy the organization should use to correct the problem?
- ☐ A. Enforce the tardiness policy consistently.
 - ☐ B. Introduce a flextime policy with bandwidth hours.
 - ☐ C. Introduce a job rotation plan to broaden the scope of the job.
 - ☐ D. Establish a telecommuting policy.
33. Which of the following would be considered time worked for purposes of overtime?
- ☐ A. An exempt employee spends ten minutes at the end of the day cleaning up the work area.
 - ☐ B. A nonexempt employee is given a meal break of 45 minutes when working additional hours in the evening.
 - ☐ C. An exempt employee spends an hour traveling to and from the airport for a one-day trip.
 - ☐ D. A nonexempt employee travels from home to a customer site after hours in response to an emergency call.
34. A new accounts payable policy, procedures, and work rules have been in effect for six months. The accounts payable team is frustrated because the policy is not being followed. This is resulting in lower morale in their department. What is HR's role?
- ☐ A. Support the accounting staff by listening to them but asking them to be patient in waiting for the shift in behaviors.
 - ☐ B. The human resources team does not have a role at this moment.
 - ☐ C. Ensure that the managers are clear on the intent of the policy, that they are complying with it, and that they are enforcing it.
 - ☐ D. Enforce the policy through progressive discipline of the employees who are not following it.
35. Which of the following gives technical workers the ability to earn as much as they would in a management position?
- ☐ A. Maturity curves
 - ☐ B. Differential pay
 - ☐ C. Perquisites
 - ☐ D. Dual-ladder career progression



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37. An employee has complained repeatedly to a supervisor that the workplace protective gear does not fit the employee properly and will not provide necessary protection when it is needed. The supervisor has not taken any action. How can the employee remedy the situation most effectively?
- ☐ A. Request an OSHA inspection.
 - ☐ B. Purchase equipment and bill the employer.
 - ☐ C. Purchase equipment and absorb the cost personally.
 - ☐ D. Submit the complaint in writing to the supervisor.
38. In developing a security program, an HR manager must assess potential risks and costs related to loss and protection. In carrying out this assessment, which of the following factors should be analyzed FIRST?
- ☐ A. Severity of impact of the loss to the organization
 - ☐ B. Cost of the loss, including a permanent or temporary substitute
 - ☐ C. Degree of probability that the loss will occur
 - ☐ D. Availability and cost of insurance to cover the loss
39. An organization is researching labor costs for similar operations and Bureau of Labor Statistics projections on the availability of certain types of skilled employees. In what stage of the workforce analysis process is the organization?
- ☐ A. Supply analysis
 - ☐ B. Demand analysis
 - ☐ C. Gap analysis
 - ☐ D. Solutions analysis
40. A candidate accepts an oral offer of employment. The offer letter confirms the annual salary amount that was agreed to during negotiations. The employer terminates the employee seven months into the job because the employee is not a good fit. What would happen if there was no "at will" statement in the offer letter?
- ☐ A. The employee cannot be terminated.
 - ☐ B. The employee may be terminated.
 - ☐ C. The employee would be eligible for a severance package.
 - ☐ D. The employee would be eligible to be rehired for another more suitable position.



41. Which of the following components of a job description is necessary to ensure ADA compliance?
- ☐ A. Minimum education requirements
 - ☐ B. Essential functions
 - ☐ C. Reporting structure
 - ☐ D. Required knowledge
42. After conducting a reference background check, HR discovers that a leading candidate misrepresented dates of previous employment both on the résumé and the job application. What is the most probable outcome of learning this information?
- ☐ A. Do not extend an offer of employment.
 - ☐ B. Check criminal records for felonies or misdemeanors.
 - ☐ C. Conduct a credit history check with a consumer reporting agency.
 - ☐ D. Ask for references about the employee's professionalism.
43. Which of the following onboarding activities would be the best way to help a management new hire understand and navigate the cultural and political landscape of the organization during the first 90 days on the job?
- ☐ A. Foster organizational relationships and provide frequent opportunities for open discussions.
 - ☐ B. Regularly assess professional development goals and formally track progress.
 - ☐ C. Provide training on internal systems and general operating practices.
 - ☐ D. Assign meaningful work as soon as possible and clearly communicate responsibilities.
44. Certain bona fide executives are partially exempt from the protections of which of the following acts?
- ☐ A. Rehabilitation Act
 - ☐ B. Age Discrimination in Employment Act
 - ☐ C. Title VII
 - ☐ D. Americans with Disabilities Act
45. A company fires a minority employee, who responds by filing a discrimination suit. Early in the litigation process, the employer discovers that the employee falsified information on the employment application. Assuming that discrimination has occurred, the court is MOST likely to
- ☐ A. free the employer from all liability in the discrimination case.
 - ☐ B. fine the employee for falsifying information.
 - ☐ C. require the employee to pay court costs.
 - ☐ D. consider the employee's misconduct when awarding damages or back pay.
46. Which of the following statements about job posting is true?
- ☐ A. Jobs must be posted internally before advertised outside the organization.
 - ☐ B. Jobs can be posted electronically or in employee newsletters.
 - ☐ C. Job posting permits employees to express interest in a position before it becomes available.
 - ☐ D. Job posting generally decreases adverse impact on protected groups.



47. Which of the following job analysis methods would be MOST appropriate for a position where the job tasks are short in duration and it's important to obtain firsthand knowledge and information about the job being analyzed?
- ☐ A. Observation
 - ☐ B. Interview
 - ☐ C. Open-ended questionnaire
 - ☐ D. Work diary or log
48. A city council is holding hearings on a proposed statute preventing employers from conducting certain types of preemployment screenings. What is the role of HR in this situation?
- ☐ A. Attend hearings and submit comments on the employer's behalf.
 - ☐ B. Change screening practices proactively.
 - ☐ C. Prepare documentation for a legal challenge.
 - ☐ D. Survey employees for positions on the issue.
49. To attract Generation Y workers, organizations will need to
- ☐ A. offer more management-related responsibilities.
 - ☐ B. provide collaborative work opportunities.
 - ☐ C. provide health-care benefits that extend to their aging parents.
 - ☐ D. coach intensely to instill motivation.
50. An HR professional knows that the organization is planning a downsizing in two months and that a friend who is currently considering an offer from another organization will be one of those affected. In this situation, the HR professional should
- ☐ A. attempt to change the company's decision to eliminate the friend's position.
 - ☐ B. keep the workforce reduction information confidential.
 - ☐ C. encourage the friend's manager to inform the friend of the company's plans.
 - ☐ D. inform the friend of the company's plans.
51. The balance sheet is most helpful when HR needs information about
- ☐ A. production costs versus the selling price.
 - ☐ B. transactions regardless of monetary value.
 - ☐ C. organizational assets, liabilities, and equity.
 - ☐ D. corporate value reflected as net income.
52. A graphic artist for a software company offers to develop the cover art for the company's newest software release. The artist does all of the work on his own time, and no special contract was signed. Which of the following is true?
- ☐ A. Copyright ownership is subject to dispute because the work was done on private time and overlaps the employee's scope of duties.
 - ☐ B. Under work-for-hire provisions, the company has copyright ownership.
 - ☐ C. Under work-for-hire provisions, the artist has copyright ownership.
 - ☐ D. Under the Copyright Act, no one has copyright for the work until it is published.



53. Which of the following appraisal methods is used by a supervisor who keeps anecdotal records of employees' positive and negative actions during a rating period?
- ☐ A. Critical incident
 - ☐ B. Checklist
 - ☐ C. Paired comparison
 - ☐ D. Essay
54. A company's CEO learns that a competitor has developed intranet training for its employees. The CEO wants the training director to develop the same kind of training system. What is the FIRST thing the director should do?
- ☐ A. Ask the CEO to provide additional budget for the project.
 - ☐ B. Detail the expenses associated with developing computer-based training.
 - ☐ C. Explain why all training should not be computer-based.
 - ☐ D. Ask for time to research the idea.
55. In a talent management organization, who is responsible for the management of human capital?
- ☐ A. HR
 - ☐ B. Middle managers
 - ☐ C. Upper management
 - ☐ D. All levels of the organization
56. An assembly line manager requests training for a recently promoted assistant manager. The assistant manager appears to be having difficulty managing the department staff and planning production schedules. What is the FIRST step you should take?
- ☐ A. Send the assistant manager back to the assembly line for a week.
 - ☐ B. Obtain the perspective of the assistant manager.
 - ☐ C. Send the assistant manager to a leadership development course.
 - ☐ D. Find a mentor for the assistant manager.
57. 360-degree feedback is used primarily to
- ☐ A. provide development opportunities that alter behavior.
 - ☐ B. determine pay scales.
 - ☐ C. limit appraisal input.
 - ☐ D. conduct job evaluations.
58. The five compensable factors used in a point-factor job evaluation system typically include
- ☐ A. skill, supervision, difficulty, attitude, and working conditions.
 - ☐ B. education, working conditions, seniority, training, and market trends.
 - ☐ C. skill, effort, working conditions, responsibility, and supervision.
 - ☐ D. effort, education, experience, responsibility, and supervision.



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59. A small organization wants a job evaluation that shows a relative worth hierarchy but is not interested in the proportionate worth of jobs. What job evaluation method would be simple and inexpensive for this organization?
- ☐ A. Market-based comparison
 - ☐ B. Ranking
 - ☐ C. Factor comparison
 - ☐ D. Classification
60. An employer provides \$125,000 of group-term life insurance for employees. In this case, the employee must pay tax on
- ☐ A. the total amount of the premium cost.
 - ☐ B. half of the premium costs.
 - ☐ C. a percentage of the premium based on the employee's tax bracket.
 - ☐ D. the premium cost for coverage that exceeds \$50,000.
61. What payroll information needs to be kept in the master file for a nonexempt employee?
- ☐ A. Employee data, employment data, and tax and payroll information
 - ☐ B. Paper records of hire date, hours worked per day or week, and regular rate of pay
 - ☐ C. Electronic records of Form W-4, allowances claimed, marital status, timecards, and Form W-2
 - ☐ D. Payroll records for the term of employment plus a specified period of time after employment ends
62. An organization must shift the rising costs of health-care benefits to their employees. Management is concerned that some top performers will seek employment elsewhere. Which action is the best way to sustain employee loyalty?
- ☐ A. Educate employees about how much their benefits are worth.
 - ☐ B. Launch a social media campaign.
 - ☐ C. Enhance work/life balance opportunities.
 - ☐ D. Provide employees with industry trend analysis data.
63. When utilizing the services of third-party administrators (TPAs) for COBRA, which of the following is the most important consideration?
- ☐ A. Monitor reports and documentation provided by the vendor.
 - ☐ B. Renegotiate the contract each year based on feedback from periodic reviews.
 - ☐ C. Routinely assess whether the vendor's culture is compatible with the organization.
 - ☐ D. Ensure that the vendor's service does not diminish the value of internal HR professionals.
64. Which of the following characteristics is MOST important for an HR professional evaluating an organization's compensation and benefits system?
- ☐ A. The ability to understand the organizational culture
 - ☐ B. An understanding of the current and emerging workforce
 - ☐ C. Knowledge regarding competitors
 - ☐ D. An understanding of current state and federal laws



65. Which of the following health-care funding mechanisms contains the greatest amount of financial risk for an employer?
- ☐ A. Partially self-funded
 - ☐ B. Self-funded
 - ☐ C. Fully insured
 - ☐ D. Administrative-services-only
66. Dissatisfaction among clerical staff is high, as measured by turnover and mistake rates. Exit interviews indicate boredom as a primary reason for leaving. What strategy would be MOST successful in addressing this problem?
- ☐ A. Increasing the complexity of the job
 - ☐ B. Expanding the tasks to be performed
 - ☐ C. Transferring an employee to another department
 - ☐ D. Increasing the number of people performing the job
67. A manager wants to terminate an employee for continually violating workplace rules about expenses, but senior management believes the employee is critical to meeting the organization's strategic goals. HR could best respond by
- ☐ A. pointing out to management the various risks this employee poses to the organization.
 - ☐ B. saying nothing; this is a strategic management decision.
 - ☐ C. saying nothing further but continuing to gather evidence in concert with the employee's manager.
 - ☐ D. reporting the situation to the organization's board as a breach of ethics.
68. Which of the following statements in a draft employee handbook is an attorney MOST likely to delete?
- ☐ A. The organization is an equal opportunity employer and will not tolerate discrimination.
 - ☐ B. Regular employees will receive equitable severance pay in the event of separation.
 - ☐ C. Standard hours of business operation are 8 a.m. to 5 p.m. PST.
 - ☐ D. We offer employees and visitors a smoke-free environment.
69. Management has had a history of poor communication with employees. They act with little input and offer little rationale for decisions. A senior manager wants to conduct an employee attitude survey, believing it will help improve morale. What would be the most important thing you would advise?
- ☐ A. Don't do it unless management commits to responding to results.
 - ☐ B. Ask for employee feedback; this will demonstrate interest in employee opinions.
 - ☐ C. Ask an outside consultant to create a survey that will have more credibility than one created internally.
 - ☐ D. Focus on safer workplace issues, such as facility operations and amenities.



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70. A small, young organization is deeply committed to employee fairness but has limited economic and non-economic resources. What type of alternative dispute resolution (ADR) system would best serve its needs?
- ☐ A. Single, designated officer
 - ☐ B. Arbitration
 - ☐ C. Mediation
 - ☐ D. Peer review
71. When an employee is encouraged to speak to management regarding suggestions, concerns, or complaints, this policy is called
- ☐ A. formal steps.
 - ☐ B. open door.
 - ☐ C. equal opportunity.
 - ☐ D. free speech.
72. A hearing to resolve an unfair labor practice charge is conducted before a(n)
- ☐ A. labor law judge.
 - ☐ B. administrative law judge.
 - ☐ C. arbitrator.
 - ☐ D. circuit court judge.
73. What is the first disciplinary action a supervisor should take in dealing with an employee's repeated tardiness?
- ☐ A. Oral warning and a reduction in pay
 - ☐ B. Problem solving and open dialogue
 - ☐ C. Suspension
 - ☐ D. Temporary demotion
74. A construction company requires all employees to use protective equipment. However, one worker continually works without a hard hat. The supervisor has called the employee on the behavior but has finally given up. If OSHA audits the work site, what is the MOST immediate outcome?
- ☐ A. The company will be audited every year.
 - ☐ B. The supervisor will be terminated.
 - ☐ C. The company will discipline the employee.
 - ☐ D. The company will be cited for a serious violation.
75. Safety and illness prevention programs are BEST developed
- ☐ A. after an organizational needs analysis.
 - ☐ B. as a result of an OSHA inspection.
 - ☐ C. in response to a company incident.
 - ☐ D. when OSHA laws and regulations change.



SPHR-ONLY QUESTIONS

76. An organization's competition has implemented an HRIS program that is credited with facilitating recruitment of its top candidates. The organization wants to gain a competitive advantage as well as boost productivity, improve service, and save time by matching the competitor's strategy. What advantages might the organization realize by adding an HRIS?
- ☐ A. Staff reductions, cost reductions, and fast access to accurate information
 - ☐ B. Staff organization, cost increases, and secure access to accurate information
 - ☐ C. Staff increases, cost reductions, and more access to accurate information
 - ☐ D. Staff education, cost increases, and more access to accurate information
77. The HR director and the management team of a small resort hotel are developing a strategy to remain union-free. The union's representatives are talking with the employees. What action should management take?
- ☐ A. Conduct a joint presentation with the union representative for hotel employees.
 - ☐ B. Ensure that the hotel's pay structure and benefits package lag those of its direct competitors.
 - ☐ C. Present the company's position to the employees, but do not mention the union.
 - ☐ D. Present the company's position and the union's strategy to the employees honestly.
78. A mature software organization is planning to launch a new product line to satisfy its largest customer base. How can HR link its actions with the organization's strategy?
- ☐ A. Understand the plan through a SWOT analysis and study of the planned product line launch.
 - ☐ B. Stabilize the research and development workforce through high technology sourcing and retention policies.
 - ☐ C. Complete an environmental scan through a solid understanding of the organization and the competition.
 - ☐ D. Stabilize the entire organization through solid implementation of department policies and procedures.
79. The HR director in a manufacturing organization is engaged in strategic planning. The CEO wants to analyze the competition, current safety legislation, supervisor strengths, and assembly-line operations. Which of the following should the HR director recommend to the CEO to accomplish this?
- ☐ A. Needs analysis
 - ☐ B. Environmental analysis
 - ☐ C. SWOT analysis
 - ☐ D. Job analysis



80. A nonunionized organization issues a communication to all employees describing union authorization cards and what they mean. What is a probable outcome?
- ☐ A. Employees may be more wary during an organizing campaign.
 - ☐ B. A union will file a charge against the employer with the National Labor Relations Board (NLRB).
 - ☐ C. Employees will become more curious about the benefits of unionization.
 - ☐ D. An employee will accuse the employer of violating the employee's Section 7 rights.
81. For many years, an electronics company has used financial measurements such as the balance sheet and the income statement to plan and measure organizational performance. What is the benefit of implementing the balanced scorecard approach?
- ☐ A. It enables companies to save money on accounting personnel and practices.
 - ☐ B. It drops financial measurement in favor of more process-oriented measurement.
 - ☐ C. It provides feedback around both internal business processes and external outcomes.
 - ☐ D. It eliminates the need to share financial information with managers.
82. Why are totalization agreements desirable?
- ☐ A. They protect the benefit rights of workers who divide their working careers between two or more countries.
 - ☐ B. They set the amount of severance an assignee is eligible to receive in the event of involuntary termination.
 - ☐ C. They clarify the distinction between short-term and long-term disability in different countries.
 - ☐ D. They establish which benefits employers must provide because local government mandates them to do so.
83. How would an organization's use of zero-based budgeting affect the human resources budget?
- ☐ A. All expenditures must be justified.
 - ☐ B. Balances for continuing projects from the previous period are carried over.
 - ☐ C. New projects must be postponed.
 - ☐ D. The function's budget will see no growth in this period.
84. A publicly held organization wants to provide an incentive for senior executives to focus on the organization's strategic goals. Which of the following would be a good retention tool for this organization?
- ☐ A. Phantom stock
 - ☐ B. Parachute
 - ☐ C. High base salary
 - ☐ D. Performance grant



85. An organization operates on the basis of a product leadership strategy. Which of the following HR objectives should receive highest priority?
- ☐ A. Roll out training on lean manufacturing techniques.
 - ☐ B. Work with the information technology department to increase sharing of customer data.
 - ☐ C. Develop programs to attract and retain talented individuals.
 - ☐ D. Implement a rewards system for eliminating product defects.
86. Which of the following work arrangements allows an organization to retain its organizational knowledge?
- ☐ A. Phased retirement
 - ☐ B. Job sharing
 - ☐ C. Telecommuting
 - ☐ D. Fast-tracking
87. What is a reasonable outcome of effective succession planning for leadership positions in an organization?
- ☐ A. Organizational diversity
 - ☐ B. Strategic assessment
 - ☐ C. Equitable executive compensation
 - ☐ D. Organizational experience
88. A company conducts a sexual harassment training program for first-line supervisors and managers due to the unacceptable level of EEOC complaints. What is the BEST way to show the effectiveness of the training?
- ☐ A. Document the number of complaints before and after training.
 - ☐ B. Ask attendees how the training will reduce harassment complaints.
 - ☐ C. Ask managers to observe employee behavior on the job.
 - ☐ D. Send out a training evaluation form three months after the training.
89. What is the difference between replacement planning and succession planning?
- ☐ A. Replacement planning focuses on developing backups for key positions; succession planning develops a pool of candidates capable of filling several assignments.
 - ☐ B. Replacement planning is based on a formal development plan; succession planning is more informal and is usually based on oral discussions between manager and employee.
 - ☐ C. Replacement planning focuses on mid-level positions; succession planning focuses on executive-level positions.
 - ☐ D. Replacement planning has a long-term focus; succession planning has a short-term focus.



FINAL EXAM

90. An organization has four generations working side-by-side in the workplace. Which of the following programs could alleviate management concerns that intergenerational tensions and a lack of camaraderie could undermine organizational success?
- ☐ A. Succession planning
 - ☐ B. Sustainability initiatives
 - ☐ C. Preventive health-care and wellness programs
 - ☐ D. A flexible workplace

