



aPHR HR Exam Prep 2026

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1. Susan is tasked with designing an HR initiative that includes holding workshops to enhance employee skills, providing continuous feedback, and optimizing team structures. Which human resource management responsibility is Susan's project primarily associated with?

- A. None of the answers are correct
- B. Recruitment and selection
- C. Workforce planning
- D. Human resource development

2. Given the following organizational changes, how should HRM professionals respond to ensure workforce readiness? Change in Organization Impact on HR Operations
Introduction of new internal CRM software Requires training existing employees on the new system
Shift to remote working Leads to reassessing remote work policies and training on remote tools
Expansion to a new market Necessitates recruitment of employees with local market expertise

- A. HRM professionals should reduce workforce size whenever new technologies are introduced.
- B. HRM professionals should plan training and recruitment to align workforce skills with new organizational requirements.
- C. HRM professionals should focus on maintaining current employee numbers without changes.
- D. HRM professionals have no role in responding to technological changes within an organization.

3. In a small business, which of the following activities should be managed strategically as part of Human Resource Management (HRM), rather than handled as traditional personnel management tasks?

- A. Personnel management involves handling staffing, but HRM does not
- B. Employee development and strategic workforce planning
- C. Payroll and basic scheduling
- D. Maintaining employee records

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4. What approach can HR use to increase employee retention by ensuring their voices are heard in the organization?

- A. Announce new policies in a company newsletter
- B. Randomly select employees to attend monthly meetings
- C. Conduct annual employee satisfaction surveys
- D. Develop feedback loops and committees based on employee interests

5. A company is planning to expand its operations to overseas markets. Which human resource management responsibility is critical to ensure the company has the right personnel with appropriate skills for this expansion?

- A. Staffing
- B. Compensation management
- C. None of the answers are correct
- D. Training and development

6. During the onboarding process, which HR unit is typically responsible for conducting background checks on new employees?

- A. Payroll
- B. Compensation and benefits
- C. Recruitment
- D. Employee relations

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7. An ageing population in the workforce is closely associated with _____.

- A. legal factors
- B. environmental factors
- C. demographic factors
- D. technological factors

8. In a tech company, what common roles are performed by both recruitment coordinators and HR managers?

- A. Both are involved in talent acquisition and workforce planning.
- B. They have no overlapping responsibilities.
- C. Both work solely on employee training programs.
- D. Both are exclusively responsible for compliance and payroll.



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9. The acronym RISE is often used to summarize key focus areas in human resource management. What does RISE stand for?

- A. Retention, Incentives, Support, Employee Relations
- B. Recruitment, Incentives, Sustainability, Evaluation
- C. Recruitment, Incentives, Safety, Employee Relations
- D. Recruitment, Integration, Safety, Employee Engagement

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10. Which type(s) of benefits are typically included in a comprehensive employee benefits package?

- A. Childcare subsidies and wellness programs
- B. Health insurance, retirement plans, and paid time off
- C. Paid time off only
- D. Retirement plans and stock options

11. Which of the following is NOT an accurate statement about implementing employee management software in an organization? Aspect True about Employee Management Software Legal Responsibility The HR department retains ultimate legal responsibility for employee data accuracy and confidentiality. Cost Efficiency Adopting such software can lead to cost savings through reduced administrative workload. Process Efficiency The software often increases efficiency by automating repetitive tasks. Implementation Complexity Organizations might face challenges during the implementation phase due to system integration issues.

- A. Organizations might face challenges during the implementation phase due to system integration issues.
- B. Adopting such software can lead to cost savings through reduced administrative workload.
- C. It absolves the HR department of legal responsibility for employee data accuracy.
- D. The software often increases efficiency by automating repetitive tasks.

12. Which HR unit is typically responsible for managing employee expense claims for business trips?

- A. employee relations
- B. finance
- C. training and development
- D. compensation and benefits



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13. An HR manager must address a new data privacy regulation imposed by the government. Determine the type of external factor this scenario represents in terms of its impact on the organization.

- A. Technological
- B. Legal
- C. Social
- D. Economic

14. Which of the following statements is TRUE regarding the determination of benefits for company interns?

- A. The decision regarding the benefits offered to interns is typically made by the company's executive management or HR department.
- B. Interns are guaranteed the same benefits as full-time employees.
- C. The benefits for interns are determined by state government regulations.
- D. Intern benefits are decided by the intern's immediate supervisor alone.

15. Which classification of employee is typically eligible for overtime pay in most organizations?

- A. Exempt employee
- B. Temporary employee
- C. Independent contractor
- D. Non-exempt employee

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16. Which employee classification is eligible to receive a company-provided performance bonus?

- A. Freelancer
- B. All answers are correct.
- C. Full-time permanent employee
- D. Intern



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17. Who among the following workers would typically not be eligible for company-sponsored health benefits?

- A. Intern enrolled in university co-op program
- B. Independent contractor
- C. Full-time employee
- D. Part-time employee with benefits

18. Resolving employee grievances in a non-union organization falls under which of the following HR responsibilities?

- A. Compensation and benefits
- B. Training and development
- C. Workforce planning
- D. Performance management

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19. Identify the primary purpose of job analysis in human resource management.

- A. To comprehensively gather and analyze job information to inform recruitment, training, and performance evaluation.
- B. To evaluate the performance of current employees in their roles.
- C. To determine appropriate compensation levels for different job roles.
- D. To create detailed organizational charts for management structures.

20. In a retail company's HR department, how does the Compensation and Benefits Unit differ from the Recruitment and Selection Unit?

- A. The Compensation and Benefits Unit oversees employee orientation while the Recruitment and Selection Unit designs training programs.
- B. The Compensation and Benefits Unit focuses on employee grievances while the Recruitment and Selection Unit handles payroll.
- C. The Compensation and Benefits Unit manages employee relations while the Recruitment and Selection Unit develops performance metrics.
- D. The Compensation and Benefits Unit manages employee compensation packages while the Recruitment and Selection Unit focuses on hiring new employees.



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21. A company recently adopted a telecommuting policy, allowing employees to work from home. What is the primary factor that likely influenced this decision?

- A. The economic environment
- B. The political and legal environment
- C. The technological environment
- D. The social and cultural environment

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22. A local ice cream shop ramps up its staff every summer to meet the increased demand. Which type of employee is best suited for this seasonal increase, given they must work varied hours?

- A. On-call employee
- B. Permanent full-time employee
- C. Intern
- D. Freelancer

23. In the context of HR operations, while strategic talent development aims to enhance the company's workforce capabilities, payroll functions are primarily focused on which of the following?

- A. Aligning workforce strategy with business goals
- B. Creating a diverse talent pipeline
- C. Implementing the company's HR strategy
- D. Managing employee compensation and record-keeping

24. Which of the following is INCORRECT about centralized and decentralized HR systems?

- A. Decentralized HR systems give more autonomy to individual managers in decision-making.
- B. Both types of systems have pros and cons based on company size and strategy.
- C. Centralized HR systems allow each department to design its unique hiring policies.
- D. Decentralized HR systems can lead to inconsistent HR policies across departments.

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25. How does human resource management view the evaluation of employee performance?

- A. As a routine administrative task
- B. As an opportunity for termination
- C. As a check for compliance
- D. As a mandatory legal requirement

26. In strategic planning, which document is akin to a blueprint for the organization's future aspirations and long-term objectives?

- A. Annual budget
- B. Code of conduct
- C. Vision statement
- D. Strategic plan

27. Why are regular feedback sessions an important practice in human resource operations for enhancing employee engagement?

- A. They are primarily for HR to dictate new policies without employee input.
- B. They allow employees to voice their opinions and concerns, which helps in creating a more engaging workplace.
- C. They mandate employees to stay overtime to complete surveys.
- D. They are only conducted once a year, making them too infrequent to matter.

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28. What type of statement would an organization use to communicate its fundamental ethical guidelines to employees?

- A. Values
- B. Mission statement
- C. Code of conduct manual
- D. Vision statement

29. Which term identifies the aspirational description of what an organization would like to achieve in the future?

- A. Mission
- B. Code of Conduct
- C. Vision
- D. Core Values



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30. Why might an HR department implement flexible work arrangements to enhance their talent acquisition strategy?

- A. To access a global talent pool and remain competitive
- B. To improve workplace safety
- C. To increase employee sharing of company resources
- D. To comply with local labor laws



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Answer Key & Explanations

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1. D — Human resource development

Susan's project is primarily associated with human resource development, which focuses on enhancing skills, improving organizational abilities, and facilitating personal and professional growth through various developmental activities.

2. B — HRM professionals should plan training and recruitment to align workforce skills with new organizational requirements.

HRM professionals must ensure that the workforce is equipped with the necessary skills and competencies when an organization undergoes changes, such as technology adoptions, to maintain productivity and meet business goals.

3. B — Employee development and strategic workforce planning

Employee development and strategic workforce planning are core functions of HRM as they focus on aligning the workforce with the business goals. Unlike personnel management functions like payroll, scheduling, maintaining records, or processing paperwork, HRM activities are more strategic and future-oriented.

4. D — Develop feedback loops and committees based on employee interests

Ensuring employees have opportunities for participation and input increases engagement, leading to higher retention rates.

5. A — Staffing

Staffing is the HR responsibility that involves ensuring that the organization has a sufficient number of employees with the right skills to fulfill its objectives. In the context of expanding operations internationally, staffing is critical to assembling a team capable of supporting this growth.

6. C — Recruitment

Recruitment is responsible for the acquisition and selection of candidates, which typically includes conducting background checks as part of the onboarding process.

7. C — demographic factors

Demographic factors, such as an ageing population, play a crucial role in HR operations by affecting workforce planning and retirement age policies. This can lead to increased focus on recruiting younger employees or devising retention strategies for experienced workers.

8. A — Both are involved in talent acquisition and workforce planning.

Recruitment coordinators and HR managers both play a role in talent acquisition by attracting and selecting new hires. Additionally, they participate in workforce planning, which involves forecasting staffing needs and developing strategies to meet those needs. This ensures that the company has the right number and type of employees to meet its goals. Activities such as compliance or payroll are typically specialized roles within HR.

9. C — Recruitment, Incentives, Safety, Employee Relations

The acronym RISE refers to key human resource functions: Recruitment (process of attracting and selecting



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candidates), Incentives (motivating employees through rewards), Safety (ensuring a safe working environment), and Employee Relations (managing the employer-employee relationship to foster positive working conditions).

10. B — Health insurance, retirement plans, and paid time off

A comprehensive employee benefits package typically includes a combination of health insurance, retirement plans (such as 401k), and paid time off (vacation, sick leave). Other benefits may also be offered, but these are the core components.

11. C — It absolves the HR department of legal responsibility for employee data accuracy.

While the adoption of employee management software can lead to efficiency and cost savings, the organization retains responsibility for data accuracy and confidentiality. Implementing technology does not transfer legal accountability.

12. B — finance

Generally, employee expense claims for business trips are managed by the finance unit because they involve financial transactions and reimbursements.

13. B — Legal

Addressing a data privacy regulation involves compliance with laws, indicating it is a legal factor impacting the organization. While it might have economic implications, the primary nature of the regulation is legal.

14. A — The decision regarding the benefits offered to interns is typically made by the company's executive management or HR department.

Intern benefits are not typically guaranteed or mandated by state government; they are decided by company leadership or HR policy.

15. D — Non-exempt employee

Non-exempt employees are typically eligible for overtime pay according to the Fair Labor Standards Act (FLSA), while exempt employees are not. Temporary employees might be eligible depending on their classification and hours, and independent contractors are generally not eligible for overtime pay.

16. C — Full-time permanent employee

Full-time permanent employees are typically eligible for company-provided benefits such as performance bonuses, unlike interns or freelancers who generally do not qualify for these bonuses due to the nature of their employment status.

17. B — Independent contractor

Independent contractors are generally not eligible for company-sponsored health benefits since they are not considered employees. Full-time employees and some part-time employees can qualify for benefits depending on company policy, and interns in co-op programs may sometimes receive benefits if company policy allows.

18. A — Compensation and benefits

Employee and labor relations in HR focus on managing the relationships between the organization and its employees, including resolving grievances, whether in a unionized setting or not.

19. A — To comprehensively gather and analyze job information to inform recruitment, training, and performance evaluation.



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Job analysis is critical for gathering detailed information about job roles, which is then used to inform various HR practices such as recruitment, training needs assessment, and developing performance measurement criteria. It is not focused solely on evaluating current employee performance, determining compensation, or creating organizational charts.

20. D — The Compensation and Benefits Unit manages employee compensation packages while the Recruitment and Selection Unit focuses on hiring new employees.

The Compensation and Benefits Unit is responsible for designing and administering employment packages, including salary, healthcare, and other benefits. In contrast, the Recruitment and Selection Unit is tasked with the attraction, selection, and onboarding of new personnel.

21. D — The social and cultural environment

The decision to adopt telecommuting policies is often influenced by social and cultural trends emphasizing work-life balance and flexible work arrangements, reflecting a shift in employee priorities and societal norms.

22. A — On-call employee

On-call employees are ideal for seasonal work as they can adapt to varying weekly schedules depending on demand. Permanent full-time employees typically expect consistent hours year-round, and freelancers are generally involved in short-term specific projects, not ongoing seasonal adjustments. Interns are generally hired for training purposes rather than adapting to fluctuating demand.

23. D — Managing employee compensation and record-keeping

Payroll functions are operational HR tasks focusing on managing employee compensation and maintaining accurate record-keeping, separate from strategic initiatives like workforce capability or talent pipeline development.

24. C — Centralized HR systems allow each department to design its unique hiring policies.

In centralized HR systems, decisions and policies are controlled by a central unit, ensuring consistency and uniformity. However, the incorrect statement suggests that individual departments have autonomy in creating unique hiring policies, which is characteristic of decentralized systems.

25. A — As a routine administrative task

HR views employee performance evaluations as opportunities for growth, focusing on development and enhancement of employee skills and abilities to align with the organization's goals, rather than merely judging current contributions.

26. C — Vision statement

A vision statement serves as a blueprint for an organization's future aspirations and long-term objectives, guiding its strategic direction.

27. B — They allow employees to voice their opinions and concerns, which helps in creating a more engaging workplace.

Regular feedback sessions are vital because they provide a structured process for employees to share insights and concerns, leading to a more inclusive workplace environment and improving overall engagement.

28. A — Values

The correct answer is 'Values' because the value statement typically outlines the ethical principles and core beliefs that guide an organization's culture and behavior.



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29. C — Vision

Vision is correct because it represents the organization's long-term aspirations and future goals, guiding its strategic direction.

30. A — To access a global talent pool and remain competitive

Implementing flexible work arrangements allows organizations to recruit talent globally, which can be more adaptive and cost-effective, leveraging the benefits of globalization.



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