



HRCI

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Practice Questions

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1. Which area within Business Management is primarily responsible for budget planning and related financial services?

- A. Planning
- B. Marketing
- C. Strategy
- D. Finance

2. Corporate compliance initiatives address all of the following concerns EXCEPT:

- A. waste
- B. abuse
- C. risk
- D. fraud

3. The Department of Labor sets guidelines for unemployment insurance and related claims. Which entity is actually responsible for administering the unemployment program?

- A. The Department of Labor
- B. Insurance companies
- C. Each state
- D. Each organization

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4. Which employment testing method typically involves the highest cost?

- A. Cognitive ability tests
- B. Integrity tests
- C. Aptitude tests
- D. Assessment centers



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5. Fran, an HR professional, is conducting interviews for a warehouse position. One applicant indicated on their application that they speak Spanish. Fran interviews this candidate in Spanish while conducting all other interviews in English. What does this illustrate?

- A. Disparate treatment
- B. Perpetuating past discrimination
- C. Disparate impact
- D. Accommodation

6. Which of the following is NOT an example of spreadsheet software?

- A. Excel
- B. Calc
- C. Numbers
- D. Access

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7. Ensuring that qualified employees are available when the organization needs them is the primary responsibility of which function?

- A. business planning team
- B. COO of the organization
- C. employee selection committee
- D. strategic workforce planning

8. Based on the accompanying graph, which grilled food item is the most popular?

- A. Burgers
- B. Chicken
- C. Steak
- D. Hot Dogs

9. Employee relations programs are designed to build a positive, committed workforce. Which of the following would NOT be considered an effective employee relations program?

- A. An employee assistance program
- B. Regular town hall meetings with leadership
- C. A suggestion box placed in the break room
- D. A formal grievance procedure



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10. A company who is active in partnerships with local emergency-response teams and provides disaster relief items when applicable is most likely engaged in?

- A. strategic relationships
- B. offshoring
- C. corporate governance
- D. corporate responsibility

11. Which motivation theory, building on Maslow's hierarchy, organizes human needs into three categories: existence, relatedness, and growth?

- A. Equity Theory
- B. Hierarchy of Needs Theory
- C. Acquired Needs Theory
- D. ERG Theory

12. By what other name is the National Labor Relations Act commonly known?

- A. The Wagner Act
- B. The Labor Act
- C. The Wenger Act
- D. The Wembley Act

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13. What strategy is most effective for unlocking the full potential of employees who are primarily motivated by achievement?

- A. Assigning them tasks that are extremely difficult and unlikely to be completed.
- B. Assigning them tasks that are simple and straightforward.
- C. Assigning them tasks that are challenging yet realistically achievable.
- D. Assigning them any type of task, regardless of difficulty level.

14. You are creating a pre-departure checklist for someone starting an international assignment. Which of the following items is the least critical to include?

- A. Appropriate visa
- B. Identifying temporary housing
- C. Company site orientation
- D. Required vaccinations



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15. You are the HR manager and report directly to the company president, who recently lost his sister to cancer. An employee comes to you in distress because her sister, living in another state, has been diagnosed with a fast-moving cancer and given fewer than six months to live. The employee wants to spend that remaining time caring for her sister. She was already told by both an HR rep and her manager that this situation does not qualify for FMLA coverage. Her department is entering its busiest season, and the manager is reluctant to grant any other leave. The employee is also worried about finances while away and asks whether the company could classify her separation as a layoff so she could collect unemployment insurance, which she believes would cover her expenses during this period. After expressing genuine sympathy, which response is most appropriate?

- A. Tell the employee that it is up to the state, not the company, whether unemployment insurance will be granted and that, while you personally sympathize with her circumstances, it is not possible to code the termination as a layoff.
- B. Explain that your role in HR is to advocate for employees, and you are prepared to go to the president on her behalf. You are reasonably confident he will approve the request and will update her as soon as you hear back.
- C. Tell the employee that it is up to the state, not the company, whether unemployment insurance will be granted. However, assuming the president approves — and you believe he will — you are willing to code the termination as a layoff.
- D. Remind the employee as gently as possible that your role in HR is to ensure all policies and procedures are followed, and that falsifying the termination code would be a policy violation. Therefore, you simply cannot code it as a layoff.

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16. What is the compa-ratio for an employee who is earning \$75,000 annually, while the midpoint for the position is set at \$85,000 per year?

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



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17. As HR manager, you are looking for innovative ways to enhance employee benefits at minimal additional cost. Your company already has a Premium Only Plan (POP) in place. What would be your most likely recommendation?

- A. PCAs
- B. PNGs
- C. ESOPs
- D. FSAs

18. ERISA enforcement is divided among three government agencies. Which of the following is NOT one of the agencies responsible for enforcing ERISA?

- A. IRS
- B. FDIC
- C. Department of Labor
- D. Pension Benefit Guaranty Corporation

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19. According to the global performance management process, company systems should be aligned in phases across all stages EXCEPT which one?

- A. Linking rewards, benefits, and employee development to the process
- B. Establishing each employee's performance plan
- C. Conducting the performance appraisal with each employee
- D. Defining global business strategy and objectives

20. Which of the following is NOT influenced by demographic factors?

- A. Government and regulatory agencies
- B. Corporate level strategies
- C. Business unit level strategies
- D. Functional strategies

21. What is the term for a collective bargaining agreement clause that prevents either party from demanding to reopen negotiations during the contract's term?

- A. reopening and dormant clause
- B. closed negotiation clause
- C. zipper clause
- D. remorse clause



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22. Communication that restricts attention to or comprehension of the opinions, values, or beliefs of others is which of the following?

- A. aggressive communication
- B. assertive communication
- C. positive communication
- D. nonverbal communication

23. What is OSHA's primary mandate?

- A. Administer workers' compensation claims
- B. Regulate union organizing activities
- C. Establish minimum wage standards for workers
- D. Ensure the safety and health of workers in the workplace

24. What term describes the practice of denying an individual the same employment or membership opportunities available to others because of their sex, race, or ethnicity?

- A. Prejudicial treatment
- B. Adverse impact
- C. Disparate treatment
- D. Unfair practices

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25. A company invests in an onsite fitness center and Friday aerobics classes to study the effect on employee wellness and sick leave usage. Over the first two months, 11 participants lost the following amounts of weight (in pounds): 11, 5, 10, 8, 12, 15, 4, 5, 5, 8, and 5. What is the mean weight loss across all participants?

- A. 6 pounds
- B. 8 pounds
- C. 5 pounds
- D. 10 pounds



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26. In which phase of the strategic planning process does a company typically develop its mission and vision statements?

- A. Strategy formulation
- B. Strategy evaluation
- C. Strategy implementation
- D. Strategy development

27. Which of the following is NOT one of the six core elements of the HR Code of Ethics?

- A. Professional Development
- B. Use of Information
- C. Commitment to Workplace Diversity
- D. Fairness and Justice

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28. Which organizational concept refers to a continuous, unbroken line of reporting relationships running from the organization's top to its lowest level?

- A. unity of command
- B. decentralization
- C. span of management
- D. chain of command

29. What type of report is written by lower- or middle-level managers and sent upward to guide leadership in making decisions, typically to win approval for a proposed investment or project?

- A. Research report
- B. Solicited proposal
- C. Justification report
- D. Troubleshooting report

30. Which financial measure is calculated by dividing gross profit by net sales?

- A. gross profit margin
- B. operating profit margin
- C. net profit margin
- D. return on equity



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Answer Key & Explanations

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1. D — Finance

The Finance area of Business Management handles budget planning, financial oversight, and related financial services within the organization.

2. C — risk

Corporate compliance initiatives are designed to address waste, fraud, and abuse — not risk as a standalone concern. In healthcare and other regulated industries, compliance programs are intended to prevent legal and regulatory violations, detect fraud and abuse, and uphold organizational standards of integrity.

3. C — Each state

Unemployment benefits and their associated claims are administered at the state level. Each state has its own rules and regulations governing the administration of benefits, so the Department of Labor does not directly administer unemployment programs.

4. D — Assessment centers

Assessment centers are the most expensive selection method because they involve multiple evaluators, simulated exercises, role plays, and other structured activities administered over an extended period. Written tests such as aptitude, cognitive, and integrity assessments are far less resource-intensive.

5. A — Disparate treatment

Disparate treatment occurs when an individual is treated differently from others based on a protected characteristic. Interviewing one candidate in Spanish while interviewing all others in English treats that candidate differently based on their language background, which is an example of disparate treatment. It is not accommodation, as the candidate's needs were not the reason for the change. It is not disparate impact, which involves neutral policies with disproportionate effects. And it does not involve maintaining historical discriminatory practices.

6. D — Access

Microsoft Access is a database management system used for storing and querying structured data — not a spreadsheet application. Excel (Microsoft), Numbers (Apple), and Calc (LibreOffice/OpenOffice) are all current examples of spreadsheet software.

7. D — strategic workforce planning

Strategic workforce planning anticipates future talent needs and ensures the organization has the right people with the right skills at the right time. It is a talent strategy that flows directly from the organization's overall strategic plan and objectives.

8. C — Steak

According to the pie chart, steak accounts for 30%, which is higher than any other item shown, making it the most preferred grilled food.



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9. C — A suggestion box placed in the break room

While a suggestion box may collect some feedback, it is generally considered an informal and passive mechanism that lacks the structured, two-way communication and support features characteristic of a robust employee relations program.

10. D — corporate responsibility

A company who is active in partnerships with local emergency-response teams and provides disaster relief items when applicable is engaged in **corporate responsibility**. Corporate social responsibility (CSR) refers to business practices that involve participating in initiatives that benefit society.

11. D — ERG Theory

Clayton Alderfer developed ERG Theory by condensing Maslow's five levels into three: Existence (physiological and safety needs), Relatedness (social and esteem needs), and Growth (self-actualization and higher esteem). Unlike Maslow's strictly hierarchical model, ERG allows for simultaneous need activation.

12. A — The Wagner Act

The National Labor Relations Act is widely referred to as the Wagner Act, named after Senator Robert F. Wagner, its primary sponsor. It established the right of employees to organize and bargain collectively.

13. C — Assigning them tasks that are challenging yet realistically achievable.

Achievement-motivated employees thrive when given tasks that stretch their capabilities while remaining within reach. Challenging assignments tap into their drive to excel, while the attainability of the goal ensures there is a realistic path to success—together maximizing motivation, performance, and growth.

14. C — Company site orientation

While a site orientation can be helpful, it is the least critical item on a pre-departure checklist. Having the proper visa, necessary vaccinations, and temporary housing arranged are all essential practical requirements that must be addressed before departure.

15. A — Tell the employee that it is up to the state, not the company, whether unemployment insurance will be granted and that, while you personally sympathize with her circumstances, it is not possible to code the termination as a layoff.

The correct response acknowledges the employee's difficult situation with genuine compassion while providing accurate information: unemployment insurance eligibility is determined by the state, not the company. It also makes clear that misclassifying the termination as a layoff is not an option, avoiding falsification of company records. The option involving possible presidential approval is wrong because it suggests the code could be changed under certain conditions — that is misleading and violates policy. The pure advocacy option ignores the HR professional's responsibility to uphold company policy. The policy-only response fails because it omits genuine empathy, which the question explicitly requires.

16. C — 88 percent

The compa-ratio is a measure used in compensation management to compare an employee's salary to the midpoint of the salary range for their position. It is calculated by dividing the employee's salary by the midpoint and multiplying by 100. In this case, the employee is earning \$75,000 annually, while the midpoint for the position is set at \$85,000 per year. To calculate the compa-ratio, we divide \$75,000 by \$85,000 and multiply by 100. $\$75,000 / \$85,000 * 100 = 0.8824 * 100 = 88.24$ Rounding the compa-ratio to the nearest whole number, we get 88 percent. Therefore, the correct answer is D) 88 percent.



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17. D — FSAs

A Flexible Spending Account (FSA) is the most suitable recommendation when a POP is already in place. FSAs allow employees to set aside pre-tax dollars for qualified medical or dependent care expenses, reducing taxable income and enhancing benefits without significant employer cost. ESOPs are retirement ownership plans unrelated to this scenario. PCAs and PNGs are not standard employee benefit terms in this context.

18. B — FDIC

The FDIC (Federal Deposit Insurance Corporation) insures bank deposits and promotes financial system stability—it is not an ERISA enforcement agency. ERISA is enforced by the Department of Labor, the IRS, and the Pension Benefit Guaranty Corporation.

19. D — Defining global business strategy and objectives

Defining global business strategy and objectives sets the overall organizational direction and is not itself a phase in which company systems are aligned. The other three stages—performance planning, linking rewards, and conducting appraisals—each require alignment of organizational systems.

20. D — Functional strategies

Functional strategies — the specific plans within individual business functions such as marketing, finance, or HR — are primarily shaped by internal factors like organizational goals and capabilities, not external demographic considerations. Business unit and corporate strategies, as well as government and regulatory agencies, are all influenced by demographic factors.

21. C — zipper clause

A zipper clause locks both parties into the negotiated terms for the life of the contract, barring either side from reopening any issue regardless of whether it was addressed during the original negotiations.

22. A — aggressive communication

Aggressive communicators make decisions for themselves and others with the goal of winning at all costs. They prioritize getting their own needs met immediately and exclusively, often using manipulative tactics, and they disregard or suppress the perspectives of others.

23. D — Ensure the safety and health of workers in the workplace

The Occupational Safety and Health Administration (OSHA) was created to ensure safe and healthful working conditions for employees by setting and enforcing standards and by providing training, outreach, education, and assistance.

24. C — Disparate treatment

Disparate treatment is intentional discrimination in which an individual is treated differently from others based on a protected characteristic such as sex, race, or ethnicity. Adverse impact (disparate impact) refers to neutral policies that unintentionally disadvantage protected groups; these are distinct legal concepts.

25. B — 8 pounds

To calculate the mean, sum all values and divide by the number of participants. Sum: $11 + 5 + 10 + 8 + 12 + 15 + 4 + 5 + 5 + 8 + 5 = 88$ pounds. Mean: $88 \div 11 = 8$ pounds.

26. A — Strategy formulation

Mission and vision statements are created during the strategy formulation phase, in which the organization defines its purpose, long-term aspirations, and the strategies it will pursue to achieve them.



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27. C — Commitment to Workplace Diversity

The HR Code of Ethics includes six essential elements governing HR professional conduct. Professional Development, Fairness and Justice, and Use of Information are all included among these elements. 'Commitment to Workplace Diversity' is not listed as one of the six core elements.

28. D — chain of command

The chain of command is the uninterrupted sequence of authority from the highest to the lowest level of an organization, with each level accountable to the one above it. Unity of command means each employee reports to one superior; span of management describes how many subordinates a manager oversees; and decentralization relates to distributing decision-making authority.

29. C — Justification report

A justification report is prepared by lower- or middle-level management and directed to upper management to support and guide decision-making. It is commonly used to persuade leadership to approve a proposed investment or course of action.

30. A — gross profit margin

The gross profit margin is calculated by dividing gross profit by net sales. It indicates how effectively a company converts each dollar of sales into profit after accounting for the cost of goods sold.



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