

## Exam Prep Practice Questions

**1. Which type of learning delivery method would you be using if you were posting questions and sharing information with another person on an online platform?**

- a. Online bulletin board
- b. Computer-based training
- c. Distance learning
- d. Blended learning

**Correct answer:** Online Bulletin Board

**Explanation:**

**Online bulletin boards** allow users to post questions and share information with each other. They may be facilitated or unfacilitated.

**Computer-based training** is an interactive method, based on the programmed instruction method, that consists of recorded demonstrations and lectures, as well as one-on-one and simulation training, which allows learners to gain real-world experience.

**Distance learning** allows participants from various geographical locations to participate in the same training simultaneously.

**Blended learning** uses multiple delivery methods to enhance the learning experience.

**LEARNING AND DEVELOPMENT** - Reed, Sandra M. *PHR and SPHR Professional in Human Resources Certification Complete Study Guide, 5th Edition*. Pg 157.

**2. During an OSHA inspection, how many employees may a Compliance Safety and Health Officer (CSHO) talk to?**

- a. As many as the CSHO deems necessary
- b. The employer will decide what is appropriate
- c. No more than 3 from each department
- d. 10% of the workforce

**Correct answer:** As many as the CSHO deems necessary

**Explanation:**

An OSHA inspection is conducted by an individual trained in OSHA regulations and compliance standards, an individual referred to as a Compliance Safety and Health Officer (CSHO). The CSHO conducts inspections, usually unannounced, and follows a distinct procedure of an opening conference, a workplace tour, and a closing conference. During the workplace tour, the CSHO may speak to as many employees as they deem necessary to fully understand any workplace health and safety issues that may exist.

**EMPLOYEE RELATIONS AND ENGAGEMENT** - Reed, Sandra M.; Ulrich, Dave. *A Guide to the Human Resource Body of Knowledge (HRBoK), 1st Edition*. Pg 426-428.

Reed, Sandra M. *PHR and SPHR Professional in Human Resources Certification Complete Study Guide, 5th Edition*. Pg 589-590.

**3. What approach is demonstrated when an organization fills positions with the best candidate possible, regardless of their nationality?**

- a. Polycentric
- b. Ethnocentric
- c. Geocentric
- d. Regiocentric

**Correct answer:** Geocentric

**Explanation:**

A geocentric staffing strategy is when an employer chooses to fill positions with the best candidates possible, no matter where they are from or where they live.

**Talent Planning and Acquisition** - Reed, Sandra M.; Ulrich, Dave. *A Guide to the Human Resource Body of Knowledge (HRBoK)*, 1st Edition. Pg 166.

**4. This critical measure of organizational success measures employees' attitudes and feelings toward work.**

- a. Employee culture
- b. Employee needs
- c. Employee engagement
- d. Emotional Intelligence

**Correct answer:** Employee engagement

**Explanation:**

Management of organizational climate and culture are important functions of human resources professionals. A positive culture provides many benefits to the organization. Employee engagement is a term that is commonly used to assess the level of interest employees have in the workplace.

One way to help create and maintain a positive work culture is by implementing employee involvement strategies. These strategies can help promote effective employee relations and includes tools such as suggestion boxes, delegating authority, task forces, committees, work teams, virtual work teams, employee-management committees, and self-directed work teams.

Another strategy commonly used to support positive organizational culture and engagement is communication. Common communication strategies include open-door policies, department staff meetings, brown-bag lunches, and newsletters.

**EMPLOYEE RELATIONS AND ENGAGEMENT** - Reed, Sandra M.; Ulrich, Dave. *A Guide to the Human Resource Body of Knowledge (HRBoK)*, 1st Edition. Pg 177-178.

Reed, Sandra M. *PHR and SPHR Professional in Human Resources Certification Complete Study Guide*, 5th Edition. Pg 234.

**5. Kay is working at a grocery store when her finger gets caught while she is closing her cash drawer. The accident occurred because she was distracted by a customer with a question. She requires stitches but can return to work the same day. Does an OSHA report need to be filed?**

- a. No, the injury was the employee's fault
- b. Yes, assuming the store is subject to OSHA compliance
- c. No, she was able to immediately return to work
- d. Yes, all accidents should be reported to OSHA

**Correct answer:** Yes, assuming the store is subject to OSHA compliance

**Explanation:**

**Correct answer:** Yes, assuming the store is subject to OSHA compliance

Since Kay is working at a grocery store, it is a fairly safe assumption that she has at least ten co-workers. Unless the store in any other way is exempt from OSHA compliance, having eleven or more employees makes them subject to OSHA reporting requirements and therefore Kay's injury must be reported.

**EMPLOYEE RELATIONS AND ENGAGEMENT** - Reed, Sandra M.; Ulrich, Dave. *A Guide to the Human Resource Body of Knowledge (HRBoK)*, 1st Edition. Pg 422-423.

Reed, Sandra M. *PHR and SPHR Professional in Human Resources Certification Complete Study Guide*, 5th Edition. Pg 586-587.

**6. Scott is the manager on duty when a Compliance Safety and Health Officer (CSHO) comes in for an OSHA inspection. When asked to present his credentials, the CSHO states that he forgot them at home today and offers Scott his driver's license as proof of identity. What is Scott's best course of action?**

- a. Allow the inspection and copy the inspector's license
- b. Allow the inspection and require the inspector to bring his credentials by tomorrow
- c. Refuse to allow the inspection to proceed until the CSHO can properly identify himself
- d. Allow the inspection because inspectors are not required to show identification

**Correct answer:** Refuse to allow the inspection to proceed until the CSHO can properly identify himself

**Explanation:**

An OSHA inspection is conducted by an individual trained in OSHA regulations and compliance standards, an individual referred to as a Compliance Safety and Health Officer (CSHO). The CSHO conducts inspections, usually unannounced, and follows a distinct procedure of an opening conference, a workplace tour, and a closing conference. During the workplace tour, the CSHO may speak to as many employees as they deem necessary to fully understand any workplace health and safety issues that may exist.

When the CSHO arrives, they should present their credentials and identification. If they do not, the employer has the right to insist on seeing them before the inspection can begin. Additionally, the employer has the right to require the inspector to hold security clearance to enter any secure areas that are to be inspected.

**EMPLOYEE RELATIONS AND ENGAGEMENT** - Reed, Sandra M.; Ulrich, Dave. *A Guide to the Human Resource Body of Knowledge (HRBoK)*, 1st Edition. Pg 426-427.

Reed, Sandra M. *PHR and SPHR Professional in Human Resources Certification Complete Study Guide*, 5th Edition. Pg 589-590.

**7. Which of the following exceptions to the concept of employment at will applies when an employer entices an employee to take action by promising a reward but then does not follow through once the action has been taken?**

- a. Statutory exception
- b. Duty of good faith and fair dealing
- c. Promissory estoppel
- d. Contract exceptions

**Explanation:**

**Correct answer:** Promissory estoppel

Employment at will was defined in 1884 by Justice Ingersoll as being employment in which “either party may terminate the service, for any cause, good or bad, or without cause, and the other cannot complain in law.” Several situations exist that allow for exemption to this common law doctrine, including the following:

- Promissory estoppel is similar to fraudulent misrepresentation. In the workplace setting, this occurs when an employer has made a promise that it should reasonably have known would cause the employee to believe a more permanent employment relationship existed, and the employee has relied on this promise, causing harm. To prove the existence of promissory estoppel, the employee must show the following: (1) a clear promise was made by his employer, (2) he/she relied on that promise, (3) to his/her substantial detriment (by giving up some benefit, such as an existing job), and (4) damages measured by the extent of the obligation assumed by the employer and not performed.
- Statutory exception: Employment at will may not be used as a pretext for terminating employees for discriminatory reasons as set forth in equal-opportunity legislation or other legislation designed to protect employee rights.
- Duty of good faith and fair dealing: Every contract contains an implied duty of good faith and fair dealing. This duty requires that neither party will do anything that will destroy or injure the right of the other party to receive the benefits of the contract.
- Contract exceptions occur when at-will intentions are outlined in an express or implied contract. Despite most states in the U.S. having at-will legislation, a contract stating otherwise would alter this at-will status.

**EMPLOYEE RELATIONS AND ENGAGEMENT** - Reed, Sandra M.; Ulrich, Dave. *A Guide to the Human Resource Body of Knowledge (HRBoK)*, 1st Edition. Pg 365-368.

Reed, Sandra M. *PHR and SPHR Professional in Human Resources Certification Complete Study Guide*, 5th Edition. Pg 534-536.

## 8. What is the main purpose of constructive confrontation?

- a. To resolve localized problems in a workgroup
- b. To allow managers to provide constructive criticism
- c. To resolve complex, long-standing conflicts in the organization by identifying the root cause
- d. To provide construction workers an avenue to show new projects

### Explanation:

**Correct answer:** To resolve complex, long-standing conflicts in the organization by identifying the root cause

The idea of constructive confrontation was developed by Guy Burgess. This process is a form of mediation and attempts to use a systematic structured approach to resolve issues that are complex and long-standing in order to get to the root cause. An underlying belief of this approach to mediation is that conflict can be healthy.

**EMPLOYEE RELATIONS AND ENGAGEMENT** - Reed, Sandra M. *PHR and SPHR Professional in Human Resources Certification Complete Study Guide, 5th Edition. Pg 268-269.*

## 9. Which of the following is not something that a NIOSH HHE is needed for?

- a. Conduct medical or epidemiological investigations
- b. Assist in reducing workers' comp costs
- c. Identify the cause of employee illness
- d. Investigate higher than expected occurrences of injury or illness

### Explanation:

**Correct answer:** Assist in reducing workers' compensation costs

"Assist in reducing workers compensation costs" is the correct answer because this is something that an OSHA consultation would be needed for, rather than a NIOSH HHE.

The National Institute of Occupational Safety and Health (NIOSH) was created under the Occupational Safety and Health Act of 1970 as a research agency focused on the study of worker safety and health and empowering employers and workers to create safe and healthy workplaces. The NIOSH inspection, known as a Health Hazard Evaluation (HHE), was established to address concerns expressed by employers, employees, unions, and government agencies. NIOSH inspections focus on the following:

- Identifying the cause of employee illness
- Evaluate the potential for hazard from exposure to unregulated chemicals or working conditions
- Investigate adverse health effects
- Conduct medical or epidemiologic hazard investigations
- Investigate higher than average injury/illness
- Evaluate newly identified hazards
- Investigate possible hazards and the potential for hazards

**EMPLOYEE RELATIONS AND ENGAGEMENT** - Reed, Sandra M.; Ulrich, Dave. *A Guide to the Human Resource Body of Knowledge (HRBoK), 1st Edition. Pg 428-430.*

Reed, Sandra M. *PHR and SPHR Professional in Human Resources Certification Complete Study Guide, 5th Edition. Pg 591-592.*

**10. Which of the following best defines integrative bargaining?**

- a. Parties involved collaborate to create a win-win solution for the issues
- b. Parties involved in the negotiation have congruent interests
- c. Parties involved in the negotiation have opposing interests
- d. Parties involved represent their individual demands

**Explanation**

**Correct answer:** Parties involved collaborate to create a win-win solution for the issues

Principled bargaining is a negotiation approach in which the parties look at all the issues and collaborate to create win-win solutions for all parties involved. One of the most common of these negotiation approaches is integrative bargaining. Another common principled bargaining strategy, interest-based bargaining, is based on the concept that both sides in the negotiation have similar interests.

Positional bargaining is an approach where each side has a position, and the goal is to win versus creating a win-win solution. Each side will start out with a high or low demand, and concessions are made until an agreement is made somewhere in the middle. This makes the process an adversarial, competitive one.

**EMPLOYEE RELATIONS AND ENGAGEMENT** - *Reed, Sandra M. PHR and SPHR Professional in Human Resources Certification Complete Study Guide, 5th Edition. Pg 474.*

**11. What is occurring when an employer damages an individual's reputation in the community, which prevents them from being able to obtain employment or other benefits?**

- a. Constructive discharge
- b. Defamation
- c. Respondeat superior
- d. Employment-at-will

**Explanation:**

**Correct answer:** Defamation

**Defamation** is defined as a false statement or action about other that damages an individual's reputation. In an employment context, defamation could occur when an employer provides a false reference about a former employee which damages an individual's reputation in the community, and prevents them from being able to obtain other employment.

**Constructive discharge** is defined as behavior by the employer, that creates a hostile work environment, with the goal of forcing an employee to resign.

**Respondeat superior** is a common and civil law doctrine which defines that a principle is responsible for the actions of their agents. In this workplace, this means that employers are responsible for the actions and behaviors of their employees while performing the scope of their job duties.

**At-will employment** is a common law doctrine that allows either party in employment to terminate the service, for any cause, good or bad, or without cause, and the other cannot complain in law. This doctrine is subject to several exceptions including contract exceptions, statutory exceptions, and public policy.

**EMPLOYEE RELATIONS AND ENGAGEMENT** *Reed, Sandra M.; Ulrich, Dave. A Guide to the Human Resource Body of Knowledge (HRBoK), 1st Edition. Pg 368. Reed, Sandra M. PHR and SPHR Professional in Human Resources Certification Complete Study Guide, 5th Edition. Pg 534-536.*

Choose the **best** answer.

**12. When is internal promotion not beneficial for an organization?**

- a. Internal employee is overqualified for the company
- b. An existing employee is highly engaged in the culture
- c. Promoted employee fails to perform to expectations
- d. The employee is eager to learn new skills

**Explanation:**

**Correct answer:** Promoted employee fails to perform to expectations

If an internal employee is chosen for a promoted position (instead of hiring fresh outside talent), the employee may fail to meet the company expectations. It is not uncommon, in promotion situations, for employee to not (yet) have the skills to be successful in the new role. The problem then becomes what to do with the employee if they are not successful but was a high performer in their previous role.

**LEADERSHIP AND STRATEGY** Reed, Sandra M.; Ulrich, Dave. *A Guide to the Human Resource Body of Knowledge (HRBoK)*, 1st Edition. Pg 126. Reed, Sandra M. *PHR and SPHR Professional in Human Resources Certification Complete Study Guide*, 5th Edition. Pg 73-74.

**13. After an organizational project has been implemented and is in the early phases of evaluation, how can human resources best support the goals of the project manager?**

- a. Using tools to measure success and employee behavioral changes
- b. Re-allocating technology to other departments
- c. Making the project manager a supervisor of a new department
- d. Hiring more people to replace an aging workforce

**Explanation**

**Correct answer:** Using tools to measure success and employee behavioral changes

HR often has access to technology that can accurately measure the successful outcome of the project, as well as its positive impact on employee behavior and productivity. The other activities do not support project management from the standpoint of human capital management.

**LEADERSHIP AND STRATEGY** Reed, Sandra M.; Ulrich, Dave. *A Guide to the Human Resource Body of Knowledge (HRBoK)*, 1st Edition. Pg 92.

**14. Employee skill sets, brand recognition, and innovativeness are all examples of what capabilities in a SWOT analysis?**

- a. Strengths and weaknesses
- b. External threats
- c. External opportunities
- d. Employer value

**Explanation:**

**Correct answer:** Strengths and weaknesses

A SWOT Analysis is a strategic planning tool that examines internal and external strengths, weaknesses, threats, and opportunities, which the organization can leverage to make a move in a certain direction. The SWOT analysis forces leaders to look first at the organizational strengths and weaknesses before assessing opportunities and threats from others.

**LEADERSHIP AND STRATEGY** Reed, Sandra M. *PHR and SPHR Professional in Human Resources Certification Complete Study Guide, 5th Edition.* Pg 347-348.

Reed, Sandra M.; Ulrich, Dave. *A Guide to the Human Resource Body of Knowledge (HRBoK), 1st Edition.* Pg 62-63.

**15. Geoff resigns from his job after six years, following backlash from a supervisor for taking too much time off to deal with his sick spouse. As he applies for a new job, he discovers that his former boss is saying negative things about him that are false to companies asking for a work reference.**

**What can Geoff do to preserve his reputation and employability?**

- a. Take temporary assignments until it blows over.
- b. Sue his former company for defamation; ask all companies to contact HR directly.
- c. Call the former supervisor and confront her.
- d. Leave off his former employer's information on his resume.

**Explanation**

**Correct answer:** Sue his former company for defamation; ask all companies to contact HR directly.

Geoff can seek legal counsel and, with proof that the former supervisor is sharing false information and speaking negatively of him, file a lawsuit for defamation. In the meantime, he can indicate on job applications that they are to call HR directly and leave the former supervisor's name off the applications for now.

The other choices will not get the desired results or correct the issue.

**LEADERSHIP AND STRATEGY** Reed, Sandra M. *PHR and SPHR Professional in Human Resources Certification Complete Study Guide, 5th Edition.* Pg 536.

Reed, Sandra M.; Ulrich, Dave. *A Guide to the Human Resource Body of Knowledge (HRBoK), 1st Edition.* Pg 368-369.



**16. The outline of how an organization expects employees to conduct themselves around the world is called:**

- a. Earth Employee Handbook
- b. World Behavior Chart
- c. Global Ethics Policy
- d. Global Diversity Plan

**Explanation**

**Correct answer:** Global Ethics Policy

A Global Ethics Policy outlines the acceptable behaviors of employees who are doing business on this level. The policy may include strategies to avoid illegal practices, bribery, conflicts of interest, workplace privacy, and more.

**LEADERSHIP AND STRATEGY** *Reed, Sandra M.; Ulrich, Dave. A Guide to the Human Resource Body of Knowledge (HRBoK), 1st Edition. Pg 105.*