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Question: 1

Scenario: A year after a premium hotel opened in a medium-sized town, the discount hotel across town is forced to close. Many of their housekeepers and desk attendants get picked up by the premium hotel. A few weeks later, the managers of the hotel notice that the former discount hotel employees are clashing with the other employees.

The hotel manager discovers that one of the housekeepers from the affordable motel is allowing family members to stay overnight at the hotel without paying. At the same time, an employee anonymously alleges that the facilities manager does not like the hospitality director and purposely delays and neglects completing room repairs, so they are not available for reservations. Ultimately, this reflects poorly on the hospitality director.

After determining the allegations about the facility manager to be true, the HR generalist presents these findings to the HR director. Which is the most effective approach for the HR director to take to address the facilities manager's petty behavior?
Response:

A. Meet with the facilities manager and hospitality director individually to determine if mediation will solve the problem.
B. Write up facilities manager for purposely trying to damage the hospitality director's ability to meet reservation goals.
C. Review the code of conduct to identify consequences associated with the facilities manager's actions.
D. Suggest the facilities manager and hospitality director resolve their differences under the guidance of their direct supervisors.

Answer: A

Question: 2

Recently, HR has received complaints about the fairness of the CEO's compensation. Which should the HR manager do first to ensure that the executive compensation practices of the company are fair?
Response:

A. Determine which objectives are being used to evaluate executives.
B. Identify the rewards being offered to incentivize long-term goals.
C. Analyze the company culture and compensation structure history.
D. Confirm the plan is balanced with long-term and short-term incentives.

Answer: C

Question: 3

Which test most effectively identifies potential high-performing leaders in a collaborative work environment?
Response:

A. Psychomotor
B. Personality
C. Work sample
D. Emotional intelligence

Answer: D

Question: 4

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The hotel manager terminates the housekeeper. The housekeeper then threatens to file a wrong termination claim, stating that she did not know the policies were different from the affordable hotel where she previously worked.

What is the first thing the HR manager should do to resolve the wrongful termination claim?
Response:

A. Hold a town hall meeting with all employees to ensure understanding of company policies.
B. Reinstate the employee to allow for a thorough investigation to be conducted.
C. Provide coaching to the hotel manager on how to operate within the hotel's organizational policy.
D. Contact general counsel's office to find out if the hotel litigates or settles wrongful termination claims.

Answer: B

Question: 5

Which incentive plan is most likely to cause frustration to higher-performing employees?
Response:

A. Gain sharing
B. Piecework
C. Behavioral encouragement
D. Profit sharing

Answer: A

Question: 6

A CEO thinks the best way to make his organization a leading competitor is to merge with a healthcare organization that recently acquired the rights to new technology. Which best describes the degree and timing of the change the CEO is implementing?
Response:

A. Incremental-anticipatory
B. Incremental-reactive
C. Radical-anticipatory
D. Radical-reactive

Answer: D

Question: 7

Which measure shows how much more valuable an organization has become because of its investment in human capital?
Response:

A. Return on investment
B. Human capital return on investment
C. Human capital value added
D. Human economic value added

Answer: D

Question: 8

Which is the best way to address the lack of diversity within organizational units?
Response:

A. Develop a diversity initiative with targeted hiring objectives.
B. Confirm that recruiters incorporate diversity policy into the recruitment process.

C. Consult legal to mitigate discrimination claims in hiring.
D. Implement incentives to employees for candidate referrals.

$$\boxed{\textbf{Answer: A}}$$

Question: 9

Scenario: A manufacturer has secured a contract from a large hospital to build and supply operating room equipment. The hospital specifies the steps in the manufacturing and quality control processes that it expects, and the manufacturing company has contractually committed to meet these specifications. The production line employees discover that they can skip one of the steps in the quality control process when building respirators without any noticeable change in the final product.

The client unknowingly accepts the finished respirators as meeting specifications. During an exit interview, a departing employee reveals to the senior HR director that his entire unit is skipping a critical step in the quality control process for building the respirators. No one in the production's supervisory line or management is aware this is happening.

What is the first thing the HR director should do?

Response:

A. Report information to the operations manager to decide how to proceed.
B. Confer with counsel's office to determine what information should reported to the hospital.
C. Review the business case to determine if eliminating this step causes product failure.
D. Initiate an investigation to swiftly determine the accuracy of employee's claim.

$$\boxed{\textbf{Answer: D}}$$

Question: 10

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The HR director reviews performance expectations for employees on the production line. She thinks that the employees skipped the quality control step because production goals are unattainable.

Which is the best way for the HR director to proceed?

Response:

A. Craft a communication for the CEO to send assuring employees that the high production expectations will be re-evaluated.

B. Work with supervisors to determine improvements that will help employees meet production goals.
C. Hold a town hall meeting so employees can voice their concerns about the high production expectations.
D. Caution senior management that high production expectations could lead to burnout, turnover, and potential liability.

Answer: B

Question: 11

Dependent enrollment with COBRA continuation coverage

A. is required if the primary beneficiary is enrolled.
B. is allowed even if the primary beneficiary is not enrolled.
C. is only permitted if the primary beneficiary is enrolled.
D. is generally not permitted in any instance.

Answer: B

Explanation:
Dependents may enroll with COBRA continuation coverage even if the primary beneficiary (employee or former employee) is not enrolled.

Question: 12

What is a Performance Improvement Plan (PIP) best suited for?

A. Documentation prior to a termination action
B. Insubordinate behavior
C. Quantifiable performance deficiencies with potential for improvement
D. Unionized workplaces

Answer: C

Explanation:
PIPS are best for specific and measurable problems with an employee's performance that may be turned around with guidance and training. Insubordinate behavior is not generally resolved with a PIP. And last, although PIPS are sometimes the final step before a termination, it is best for managers and supervisors to issue a PIP with the intent that the behavior can be improved.

Question: 13

Which of the following workplace behaviors is most likely to be reduced as a result of building diverse teams?

A. Conflict
B. Trust
C. Groupthink
D. Collaboration

Answer: C

Explanation:
Groupthink is a group behavior trend in which a group's members speak and behave in ways that preserve social cohesion over production and outcomes; the team functions well together but may not have the most effective or creative outputs. Trust (B) in the workplace can be complex to manage and may increase or decrease depending on the communication that accompanies team building and operations. Conflict (A) in the workplace is likely to increase with an influx of differing perspectives and experiences, but if appropriately managed, collaboration (D) can be the conflict style that experiences the greatest increase. Collaboration in the workplace also depends on high levels of trust and creative thinking to design new solutions and create new value.

Question: 14

Best practice for initial completion of the US Citizen and Immigration Services (USCIS) Form 1-9 does NOT include that

A. the employee should fill out the form no later than the first day of work.
B. the employer may specify that the employee should supply a passport to verify identify.
C. the employee may use a translator for purposes of completing the form.
D. the employer must review the original documentation supplied by the employee.

Answer: B

Explanation:
The employer should provide a comprehensive list of acceptable documentation to an employee and allow him/her to choose the documentation that meets the criteria. Requiring a new hire to supply a passport would discriminate against those who are not US citizens.

Question: 15

Which question should interviewers avoid asking candidates during an interview?

A. Are you able to work for our company without immigration sponsorship?
B. Are you able to perform the work duties without accommodation?
C. Do you live close to our of the?
D. It sounds like you have an accent. Where are you from?

Answer: D

Explanation:
Even if a candidate appears to be originally from the United States, interviewers should not
ask where the candidate is from, as national origin is a protected class. If not selected, a candidate
could claim discrimination based on this criterion.

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