

CPHR Knowledge Exam Practice Exam Questions

PRACTICE EXAM QUESTIONS: STRATEGY

1. What is typically considered as part of cost planning for a major project?
 - a. The cost of labour
 - b. A contingency fund for unexpected situations
 - c. Historical data from previous projects
 - d. All of the above

2. Which strategy is an attempt to increase the viability of an organization?
 - a. Turnaround strategy
 - b. Emergent strategy
 - c. Intended strategy
 - d. Business strategy

3. What is Lewin's model for managing change based on?
 - a. Comparative analysis
 - b. Force field analysis
 - c. Ratio analysis
 - d. Cost-benefit analysis

4. What does the Delphi technique identify?
 - a. Human conflict
 - b. Future trends
 - c. Turnover percentage
 - d. Risk exposure

5. Which ethical theory emphasizes the results of behavior?
 - a. Moral based
 - b. Deontology
 - c. Character
 - d. Consequential

References

Author: Belcourt, M., & McBey, K., Year: 2016, Title: Strategic human resources planning (6th ed.), Publisher: Toronto: Nelson Education Ltd., Page(s): 6

Author: Nelson, D. L., Campbell Quick, J., Armstrong, A., & Condie, J., Year: 2015, Title: ORGB (2nd ed.), Publisher: Toronto: Nelson Education Ltd., Page(s): 292-293

Author: Belcourt, M., & McBey, K., Year: 2016, Title: Strategic human resources planning (6th ed.), Publisher: Toronto: Nelson Education Ltd., Page(s): 117

Author: Nelson, D. L., Campbell Quick, J., Amrstrong, A., & Condie, J., Year: 2015, Title: ORGB (2nd ed.), Publisher: Toronto: Nelson Education Ltd., Page(s): ch 2 pg 28-29

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| <p>6. What is the first step in the human resources planning model?</p> <ul style="list-style-type: none"> a. Analyze supply of labor b. Forecast demand for labor c. Complete a trend analysis d. Conduct an environmental scan | <p>Human Resources Management in Canada; 10th edition</p> |
| <p>7. Which term is used for an organization that has developed the continuous capacity to adapt and change?</p> <ul style="list-style-type: none"> a. Matrix organization b. Learning organization c. Product oriented organization d. Involvement oriented organization | <p>Organizational Behaviour: Concepts, Controversies, Applications; 6th edition</p> |
| <p>8. What is a balanced scorecard?</p> <ul style="list-style-type: none"> a. Standardized form of employee appraisal that relies on several types of evaluations b. Weighted checklist created by a department head higher than that of a direct supervisor c. Performance measurement examining organizational learning, financial management, internal operations, and customer management d. Series of performance review sessions giving employees feedback about their past performance or future potential with the organization | <p>Canadian Human Resources Management: A Strategic Approach; 10th edition</p> |
| <p>9. Which term is defined as the systematic, regular monitoring of major external forces that influence the organization?</p> <ul style="list-style-type: none"> a. Demand forecasting b. Workforce planning c. Environmental scanning d. Competitor benchmarking | <p>Managing Human Resources; 5th edition</p> |
| <p>10. Which term is best described as the extent to which an issue requires the application of ethical principles?</p> <ul style="list-style-type: none"> a. Moral intensity b. Values congruence c. Distributive justice d. Social responsibility | <p>Canadian Organizational Behaviour; 9th edition</p> |

PRACTICE EXAM QUESTIONS: PROFESSIONAL PRACTICE

References

1. It is a violation of the Canadian Human Rights Act to make a hiring decision based on which of the following?
 - a. Disability
 - b. Political beliefs
 - c. Tattoos
 - d. Smoking habits

2. Which is the body of labour relations statutes that covers most employees under federal jurisdiction?
 - a. Canada Labour Code
 - b. Occupational Health and Safety Act
 - c. Federal Labour Relations Act
 - d. Canadian Human Rights Act

Canadian Industrial Relations; 3rd edition

3. Which sections are in the national code of ethics?
 - a. Confidentiality, conflict of interest, legal requirements, and rights in the workplace
 - b. Confidentiality, conflict of interest, legal requirements, and reinforcements
 - c. Confidentiality, conflict of interest, competence, and legal requirements
 - d. Confidentiality, conflict of interest, competence, and reinforcements

National Code of Ethics

4. What is the primary challenge when dealing with generation Y employees?
 - a. Their desire for autonomy
 - b. Their pervasive feeling of boredom
 - c. Their need for clearly established rules
 - d. Their need for involvement in decision-making

Canadian Human Resources Management: A Strategic Approach; 10th edition – online

5. When terminating employees, what is ensuring the fairness and justice of the decision called?
 - a. Distributive justice
 - b. Procedural justice
 - c. Interactional justice
 - d. Retributive justice

Human Resources Management in Canada; 11th edition

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| 6. | What is the result of cultural diversity within organizational teams? | Human Resource Management;
12th edition |
| | <ul style="list-style-type: none"> a. Teams that immediately share a common identity and functions more smoothly b. An increase in the organization's revenues from clients who share the cultural norms of team members c. A shift in the behaviours and thinking of team members to conform with local norms and to value similar types of rewards d. A potential for conflict if team members have not been provided with appropriate training to help them respect cultural differences | |
| 7. | Which is an example of ethical misconduct in human resources activities? | Human Resource Management;
2nd edition |
| | <ul style="list-style-type: none"> a. Making errors in an offer letter b. Failing to update the code of conduct c. Showing favoritism in hiring and promotion d. Being absent from health and safety meetings | |
| 8. | Which relationship best supports mentoring opportunities? | Strategic Human Resources
Planning |
| | <ul style="list-style-type: none"> a. Senior leadership as managers to junior employees b. Direct supervisors as mentors to junior employees c. Qualified external coaches as mentors to employees d. Co-workers from different departments as mentors to employees | |
| 9. | What substantial change in hiring practices resulted from the landmark Meiorin decision? | Recruitment and Selection in
Canada; 6th edition, p. 93 |
| | <ul style="list-style-type: none"> a. Employers may use a three-step test to defend a discriminatory employment practice or policy b. Employers can use a bona fide occupational requirement as a proactive equity tool c. Female and male firefighters are no longer required to take an aerobic test d. Female and male firefighters are now required to take the same aerobic test | |
| 10. | What factual information is included as personal information under the Personal Information Protection and Electronic Documents Act? | Canadian Human Resources
Management: A Strategic
Approach |
| | <ul style="list-style-type: none"> a. Included in the individual tax file b. Related to the employment of an individual c. Recorded or not, about an individual d. Recorded in an individual's health file | |

PRACTICE EXAM QUESTIONS: ENGAGEMENT

1. Which are goal directed forces that people experience?
 - a. Drives
 - b. Needs
 - c. Prime movers
 - d. Personal behaviours

2. Which is a key benefit of a successful employee suggestion program for an organization?
 - a. Ensures employee retention in mid-level positions while allowing healthy turnover in entry-level positions
 - b. Enables employees to understand how difficult management positions are, thus increasing employee engagement
 - c. Attracts the right employees to the organization by ensuring only those willing to make proactive suggestions will be hired
 - d. Allows management to monitor employees' feelings and concerns while making it clear that employees can communicate concerns and get responses

3. Which workplace characteristics is typical of baby boomers
 - a. Flexible
 - b. Compliant
 - c. Team oriented
 - d. Able to multi task

4. What themes are included when increasing employment engagement?
 - a. Satisfaction with the job, prospects for future growth, an opportunity for challenging work
 - b. Compensation expectations, assessment of the benefits package, and feelings about the physical work space
 - c. Degree of boredom employees have in their work, ability to relate to coworkers, and pension matching
 - d. 360° feedback with managers, expectations for promotion, and difficulty in communicating with managers

5. Which statement describes the six sigma methodology?
 - a. It is a set of principles and practices whose core ideas include understanding customer needs, doing things right the first time, and striving for continuous improvement
 - b. It is a method for reprogramming the way employees intuitively want to work with the best process for productivity
 - c. It refers to creating a plan for employees based on their current skills and retraining to fit the new job requirements

References

Canadian
Organizational
Behaviour; 9th
Edition

Fundamentals of
Organizational
Behaviour

Fundamentals of
Organizational
Behaviour

Stewart, E., and al.
(2017) Essentials of
Managing Human
Resources, 6th
Edition, page 77

Belcourt, M and al.
(2017) Managing
Human Resources,
Eight Canadian
Edition, page 6

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- d. It was developed in Japan to break down job requirements, easily creating a training program that could be used in all cultures
6. Which action accurately describes the field of study known as organizational behaviour?
- Articulating the morals and values of an organization's senior management
 - Analyzing how day-to-day behaviours affect productivity
 - Understanding how core values align with the corporate strategic goals
 - Understanding the attitudes and behaviours of individuals and groups in organizations
- Ref: Nelson, D. and al. (2015) ORGB, Second Canadian Edition; Page 4.
7. Which managerial strategy assumes that work can be intrinsically motivating if the organization is structured properly?
- High involvement
 - Low-cost business
 - Classical
 - Human relations
- Strategic Compensation in Canada; 5th edition
8. Which is the most common informal network in an organization?
- Grapevine
 - Newsletter
 - Small group network
 - Social media
- Organizational Behaviour: Concepts, Controversies, Applications; 5th edition
9. Which suggests that individuals are more likely to attempt a particular behaviour if they believe that they can do it and believe that they will receive a reward they value?
- Attribution theory
 - Entitlement theory
 - Expectancy theory
 - Reinforcement theory
- Strategic Compensation in Canada; 5th edition
10. Which is the most important component of a team's effectiveness?
- Formation of subgroups within the team
 - Management of strong differences of opinion
 - Receipt of support from the organization
 - Indifferent employees
- Organizational Behaviour: Concepts, Controversies, Applications; 6th edition

PRACTICE EXAM QUESTIONS: WORKFORCE PLANNING & TALENT MANAGEMENT

	References
1 In which environment do job knowledge tests tend to have higher validity? a. Fast paced jobs b. High complexity jobs c. Single task jobs d. Entry level jobs	Recruitment and Selection in Canada; 4th edition
2 Which succession planning approach includes coaching, assistant-to positions, and committee assignments? a. Job site development b. Offsite development c. Encapsulated development d. Management development	Human Resource Management; 2nd edition
3 Which is the first priority of an effective succession management program? a. To have a plan to replace the organization's leaders b. To prepare for expected and unexpected turnover c. To train current managers to replace leaders d. To anticipate mergers and acquisitions	Strategic Human Resource Planning; 4th edition
4 What human resources forecasting activity focuses on the flow or sequencing of several work activities? a. Process-based b. Event-based c. Chart-based d. Transaction-based	Strategic Human Resource Planning; 6th edition, p. 81
5 What does a yield ratio provide? a. The average cost comparison of two methods of hire b. The determination of costs of recruitment and selection c. Time and costs related to hiring people d. The percentage of applications who advance to the next stage of the selection process	Managing Human Resources; 8th edition, p. 180
6 Which statement best describes the benefits of using a peer appraisal? a. Leadership, interpersonal, and other skills can be identified b. It allows subjectivity in the assessment of coworkers c. Managers gain greater control of the ratings of employees d. All biases are identified within the evaluation process	Managing Human Resources; 8th edition, p. 295

- 7 Which technique determines what a worker does and what is accomplished?
a. Task inventory
b. Job elements method
c. Functional job analysis
d. Position analysis questionnaire
Recruitment and Selection in Canada; 5th edition
- 8 Which is an advantage of piece work?
a. It works well with changing technology
b. It promotes work of high quality standards
c. It reduces the need for supervision of work
d. It is effective with tasks that are interdependent
Strategic Compensation in Canada; 6th edition, p. 137
- 9 Which benefit are non-unionized workers more likely to have than their unionized counterparts?
a. Merit pay
b. Pension plan
c. Paid sick leave
d. Dental coverage
Strategic Compensation in Canada; 4th edition
- 10 Which is a formalized method for resolving disputes regarding the interpretation of terms in a collective agreement?
a. Primary boycott
b. Right to strike
c. Arbitration panel
d. Grievance procedure
Canadian Human Resources Management: A Strategic Approach; 7th edition

PRACTICE EXAM QUESTIONS: LABOUR AND EMPLOYEE RELATIONS

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| 1 | Which labour-management dispute process involves a neutral third-party issuing a final binding decision?
a. Arbitration
b. Conciliation
c. Mediation
d. Dispute resolution | Managing Human Resources;
7th edition |
| 2 | In labour relations, which is the principle whereby management retains all rights it held before unionization except those changed by the collective agreement?
a. Residual rights
b. Rights of parties
c. Union concessions
d. Management authority | Industrial Relations in Canada;
2nd edition |
| 3 | Which aspect of a collective agreement allows both parties to interpret and give meaning to various clauses and transforms the document into a “living organism”?
a. Management rights
b. Grievance procedure
c. Disciplinary procedure
d. Employee security provisions | Human Resources
Management |
| 4 | In response to a union organizing campaign, employers have the legal right to take which action?
a. To give all employees an immediate, unprecedented wage increase
b. To warn employees that layoffs most certainly will occur if they unionize
c. To prohibit the distribution of union literature on company property on company time
d. To state the company’s position on unionization during a regular mandatory monthly staff meeting | Human Resource
Management in Canada |
| 5 | What is arbitration?
a. A legislative return to work that orders employees back to work after a strike
b. A final binding decision on the process of how employees will be returning to work after a strike
c. The process whereby an impartial third party makes a final and binding decision on all outstanding issues in dispute
d. A resource provided under the Employment Standards Act to make final decisions on outstanding issues regarding working conditions | Industrial Relations in Canada;
2nd edition |

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| <p>6 Which type of collective bargaining requires union and management negotiators to take a mutual gains approach for a win-win resolution?</p> <ul style="list-style-type: none"> a. Conciliation bargaining b. Distributive bargaining c. Integrative bargaining d. Interest-based bargaining | <p>Essentials of Managing Human Resources; 6th edition, p. 340</p> |
| <p>7 Why do unions argue in favour of seniority provisions in collective agreements?</p> <ul style="list-style-type: none"> a. Seniority provisions protect the rights of older employees b. Seniority ensures best qualified workers are promoted c. Seniority prevents discrimination in the workplace d. Seniority is a fair and legitimate means of making employment related decisions | <p>Management of Human Resources</p> |
| <p>8 What is considered by authorities to be the heart of the collective agreement and the safety valve that gives flexibility?</p> <ul style="list-style-type: none"> a. Primary boycott b. Right to strike c. Arbitration panel d. Grievance procedure | <p>Managing Human Resources</p> |
| <p>9 Which term refers to the authority to exercise exclusive jurisdiction over conditions of employment?</p> <ul style="list-style-type: none"> a. Negotiations b. Management rights c. Collective bargaining d. Pattern bargaining | <p>Human Resources Management in Canada</p> |
| <p>10 What is the formal process to deal with disputes arising from a collective agreement?</p> <ul style="list-style-type: none"> a. Grievance procedure b. Problem-solving mechanism c. Certificate appeal system d. Internal complaint procedure | <p>Canadian Human Resources Management: A Strategic Approach; 7th edition</p> |

PRACTICE EXAM QUESTIONS: TOTAL REWARDS

- 1 Which pension plan has a predetermined outcome?
 - a. Contributory plan
 - b. Defined benefit plan
 - c. Defined contribution plan
 - d. Non-contributory plan

- 2 Which term refers to a method used to analyze whether a lead, lag, or match compensation level strategy is the most efficient for a given organization?
 - a. Merit pay grid
 - b. Graphic rating scale
 - c. Utility analysis
 - d. Compa ratio

- 3 Which of the following includes extrinsic and intrinsic factors and is implemented by an organization in order to influence employee behaviour?
 - a. Performance pay
 - b. Reward system
 - c. Base pay
 - d. Incentive plan

- 4 Which is the most cost-effective compensation strategy for a company whose cost of turnover and recruitment are low?
 - a. Utility
 - b. Lag
 - c. Lead
 - d. Match

References

(REF1) Author: Belcourt, M., Singh, P., Snell, S. A., Morris, S. S., Bohlander, G., Year: 2017, Title: Managing human resources (8th Canadian ed.), Publisher: Toronto: Nelson Education Ltd., Page(s): 405

(REF1) Author: Long, R. J., Singh, P., & Belcourt, M., Year: 2018, Title: Strategic compensation in Canada (6th edition), Publisher: Toronto, ON: Nelson Education Ltd., Page(s): 198

Strategic Compensation in Canada; 4th edition

Strategic Compensation in Canada; 5th edition

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| <p>5 What is the study of people’s vital statistics such as age, gender, race and ethnicity, and location?</p> <ul style="list-style-type: none"> a. Demography b. Multiculturalism c. Social responsibility d. Ethical responsibility | <p>The Future of Business; 3rd edition</p> |
| <p>6 How are employer contributions to workers compensation insurance determined?</p> <ul style="list-style-type: none"> a. Contributions are determined solely by the safety risk within the industry b. Contributions are based on the number of employees in the organization c. Contributions are assessed as a percentage of payroll and vary with the nature of the industry d. Contributions are based on past injury claims made by the organization | <p>Managing Human Resources; 7th edition</p> |
| <p>7 What is the Fleishman job analysis system designed to do?</p> <ul style="list-style-type: none"> a. Classify jobs according to ability requirements b. Generate the specific traits relevant to the job c. Identify employee traits relevant to the target job d. Distinguish between superior and inferior performance | <p>Recruitment, Selection and Deployment of Human Resources: A Canadian Perspective, Recruitment and Selection in Canada</p> |
| <p>8 Which employer paid benefit premium is considered a taxable benefit to the employee?</p> <ul style="list-style-type: none"> a. Group life insurance b. Group dental insurance c. Long-term disability insurance d. Short-term disability insurance | <p>Strategic Compensation in Canada; 3rd edition</p> |
| <p>9 Which is a contextual variable used to determine the managerial strategy for building an appropriate reward system?</p> <ul style="list-style-type: none"> a. Job design b. Job location c. Control system d. Organization size | <p>Strategic Compensation in Canada; 4th edition, Strategic Compensation in Canada 3rd edition</p> |
| <p>10 What is a difference between a defined benefit pension plan and a defined contribution pension plan?</p> <ul style="list-style-type: none"> a. Retirement age b. Employer tax implications c. Employee contribution limits d. Predictability of pension amounts | <p>Canadian Human Resources Management: A Strategic Approach</p> |

PRACTICE EXAM QUESTIONS: LEARNING AND DEVELOPMENT

	References
1 How will increased use of new technologies for training delivery benefit organizations? a. Improve customer satisfaction b. Support retention of millennials c. Allow trainers to understand how products are being used d. Bring geographically dispersed employees to one central training location	Employee Training & Development
2 What are the four levels of training evaluation in Kirkpatrick's hierarchical model? a. Reactions, behaviours, competency, results b. Reactions, learning, behaviours, results c. Learning, behaviours, skills, results d. Learning, motivation, behaviours, results	Saks, A. and Haccoun, R. (2016) Managing Performance through Training and Development; 7th edition, page 340
3 Which activity identifies the skills and knowledge that need to be covered in job training? a. Job analysis b. Task analysis c. Cost-benefit analysis d. Organizational analysis	Human Resources Management in Canada; 12th edition
4 Management is aware of a manufacturing issue. What should be examined in the training needs analysis to assist with resolving this problem? a. Employee personnel history records b. Employee time cards and absentee reports c. Production records, quality control reports, and grievances d. Workplace hazard audits	Canadian Human Resources Management: A Strategic Approach; 10th edition
5 Which activity is most likely to facilitate the transfer of learning? a. Ensuring that all employees attend the same training program b. Providing trainees with opportunities to apply to their job what they have learned c. Creating opportunities for trainees to apply for more senior positions after training is complete d. Allowing employees to update their job description after training is complete	Managing Performance Through Training and Development; 4th edition
6 How does a kinesthetic learner like to learn? a. Using videos and other visual aids b. Using a combination of videos and discussion c. Using both talking and listening exercises d. Using physical and tactile activities	Human Resources Management in Canada; 11th edition

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| 7 | What provides a focus for both trainees and trainers, and the benchmark for evaluating success of the training program? <ol style="list-style-type: none"> a. Training objectives b. Task analysis c. Performance analysis d. Training needs assessment | Human Resources Management in Canada; 11th edition, Human Resources Management in Canada; 12th edition |
| 8 | Which method of training is most effective for improving a manager's problem-solving skills? <ol style="list-style-type: none"> a. Role play b. Case study c. Behavioural modeling d. Self-directed learning | Managing Performance Through Training and Development; 6th edition |
| 9 | Which is the most common method for training non-managerial employees? <ol style="list-style-type: none"> a. On the job training b. Internship program c. Mentorship program d. Self-directed training | Managing Human Resources; 7th edition |
| 10 | In which way will employees learn a desired behaviour most effectively? <ol style="list-style-type: none"> a. Being rewarded for the desired behaviour and being punished for undesirable behaviour b. Attending a lecture about the merits of the desired behaviour with their coworkers c. Observing others perform the desired behaviour and managing their own behaviour d. Participating in a group discussion about the advantages associated with the desired behaviour | Managing Performance Through Training and Development; 3rd edition |

PRACTICE EXAM QUESTIONS: HEALTH, WELLNESS AND SAFE WORKPLACE

	References
1 What is the structure of a joint health and safety committee? a. Management representatives and equal or more workers b. Management representatives, Worker’s Compensation Board representative and workers c. Management representatives outnumbering workers d. Management representatives and operational experts such as engineers	Management of Occupational Health & Safety; 4th edition
2 Which scenario may constitute sufficient grounds to terminate an employee who is being medically accommodated? a. The employee has rejected the support and advice of his/her union b. The employee has been disruptive in a manner consistent with a disability c. The employee does not return to full duties within one year of returning to work d. The employee has not adhered to the medical therapy prescribed by his/her physician	Management of Occupational Health & Safety; 5th edition
3 Which approach is most effective when developing a disability management program? a. Systems b. Preventative c. Full recovery d. Early intervention	Management of Occupational Health & Safety; 5th edition
4 Developing a policy to deal with sexual harassment addresses an environmental change stemming from which area? a. Team dynamics b. Legal requirements c. Workforce diversity d. Organizational culture	Management of Occupational Health & Safety; 5th edition
5 Which is a barrier for injured employees returning to work? a. Impact on their safety record b. Coworkers resentment of job accommodations c. Assessment by the return to work coordinator d. The fear of not returning to their pre-injury job	Management of Occupational Health & Safety; 5th ed.

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| <p>6 Return to work case management refers to which action?</p> <ul style="list-style-type: none"> a. Providing job enrichment to employees b. Developing an injured employee's career plan c. Staffing a replacement for an injured employee d. Coordinating services for appropriate care to employees | <p>Management of Occupational Health & Safety; 5th ed.</p> |
| <p>7 Which is an approach to workplace safety that relies on the cooperation of the employer and employees?</p> <ul style="list-style-type: none"> a. Procedural trust model b. Health and safety model c. Employer-employee model d. Share responsibility model | <p>Canadian Human Resources Management: A Strategic Approach; 10th edition</p> |
| <p>8 A joint health and safety committee is usually required in a workplace once there are how many employees?</p> <ul style="list-style-type: none"> a. 15 b. 20 c. 25 d. 40 | <p>Canadian Human Resources Management: A Strategic Approach; 10th edition- online, Canadian Human Resources Management: A Strategic Approach</p> |
| <p>9 Which is a cause of repetitive strain injury?</p> <ul style="list-style-type: none"> a. Increase variability in job tasks and routines b. Fatigue due to increased work hours c. Manufacturing work environments and work hardening d. Unnatural posture and force application to hinge joints | <p>Management of Occupational Health & Safety; 6th edition</p> |
| <p>10 What is a company practicing when it takes all reasonable steps to avoid an accident?</p> <ul style="list-style-type: none"> a. Due process b. Due diligence c. Medical accommodation d. Hazard identification | <p>Management of Occupational Health and Safety; 7th edition, p. 11</p> |

PRACTICE EXAM QUESTIONS: HR METRICS, REPORTING AND FINANCIAL MANAGEMENT

References

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| 1 | Which selection tool or method most fairly assesses minority applicants?
a. Top down selection
b. Rational weighting
c. Informal interviewing
d. Structure interviewing | Recruitment and Selection in Canada; 5th edition |
| 2 | An organization is experiencing lower customer retention as a result of higher employee attrition rates. Which term best describes the statement?
a. Leading indicator
b. Lagging indicator
c. Efficiency
d. Attitudes | Strategic Human Resource Planning; 5th edition |
| 3 | Which approach can provide objective comparative data with best in class organizations to enhance organizational performance?
a. Benchmarking
b. Utility analysis
c. Cost benefit analysis
d. Human resources scorecard | Strategic Human Resource Planning; 6th edition, page 384 |
| 4 | Which practice is allowable by organizations under privacy legislation?
a. Conducting surveillance and monitoring employees without the employees' knowledge
b. Creating a policy that restricts access to employee files, including employees wanting to access their own files
c. Collecting information about the birth country of all employees, regardless of position, to facilitate international transfers
d. Communicating to employees that they have no privacy rights with any material delivered or received through company email or voicemail | Managing Human Resources; 7th edition |

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| 5 | <p>What is the first step an employer should take to reduce the likelihood of legal challenges to its performance appraisal system?</p> <ol style="list-style-type: none"> a. Develop performance criteria through job analysis b. Develop safeguards to prevent immediate dismissal based on poor performance c. Ensure that performance appraisals are approved by human resources personnel d. Ensure that managers and supervisors observe employee behaviour closely | <p>Managing Human Resources; 6th edition</p> |
| 6 | <p>What measures the relevance of the test to the individual being tested?</p> <ol style="list-style-type: none"> a. Face validity b. Predictive validity c. Concurrent validity d. Generalizability | <p>Recruitment and Selection; 6th edition, p. 45</p> |
| 7 | <p>What is the process that examines long-term projects and chooses the ones offering the best returns while enhancing the organization's value?</p> <ol style="list-style-type: none"> a. Project budgeting b. Breakeven analysis c. Cash management d. Capital budgeting | <p>The Future of Business; 3rd edition</p> |
| 8 | <p>Which statistic should be used to examine the midpoint that splits a salary distribution in half?</p> <ol style="list-style-type: none"> a. Mean b. Mode c. Standard deviation d. Median | <p>Strategic Compensation in Canada; 3rd edition</p> |
| 9 | <p>What is present value?</p> <ol style="list-style-type: none"> a. A determination of present amounts based on future cash flows b. An asset arising from the payment of cash that has not been used by the end of the present period c. A measure of the proportion of present capital provided by creditors d. The company's present ability to pay obligations as they become due | <p>Author: Rich, J. S., Jones, J. P., Mowen, M. M., Hansen, D. R., Jones, D., & Tassone, R., Year: 2017, Title: Cornerstones of financial accounting (2nd Cdn. ed.), Publisher: Toronto: Nelson Education Ltd., Page(s): 811</p> |
| 10 | <p>A flexible activity budget does which of the following?</p> <ol style="list-style-type: none"> a. Includes only fixed costs b. Includes fixed and variable costs c. Computes expected costs at different levels of activity d. Pertains to a particular level of activity | |

PRACTICE EXAM QUESTION ANSWER GUIDE

Strategy

#	Answer
1	d. All of the above
2	a. Turnaround strategy
3	b. Force field analysis
4	b. Future trends
5	d. Consequential
6	b. Forecast demand for labour
7	b. Learning organization
8	c. Performance measurement examining organizational learning, financial management, internal operations, and customer management
9	c. Environmental scanning
10	a. Moral intensity

Professional Practice

#	Answer
1	a. Disability
2	a. Canada Labour Code
3	c. Confidentiality, conflict of interest, competence, and legal requirements
4	b. Their pervasive feeling of boredom
5	a. Distributive justice
6	d. A potential for conflict if team members have not been provided with appropriate training to help them respect cultural differences
7	c. Showing favoritism in hiring and promotion
8	a. Senior leadership as managers to junior employees
9	a. Employers may use a three-step test to defend a discriminatory employment practice or policy
10	c. Recorded or not, about an individual

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Engagement

#	Answer
1	b. Needs
2	d. Allows management to monitor employees' feelings and concerns while making it clear that employees can communicate concerns and get responses
3	a. Affective
4	a. Satisfaction with the job, prospects for future growth, and opportunity for challenging work
5	a. It is a set of principles and practices whose core ideas include understanding customer needs, doing things right the first time and striving for continuous improvement
6	d. Understanding the attitudes and behaviours of individuals and groups in organizations
7	a. High involvement
8	a. Grapevine
9	c. Expectancy theory
10	b. Receipt of support from the organization

Workforce Planning & Talent Management

#	Answer
1	b. High complexity jobs
2	a. Job site development
3	a. To have a plan to replace the organization's leaders
4	a. Process-based
5	d. The percentage of applicants who advance to the next stage of the selection process
6	a. Leadership, interpersonal, and other skills can be identified
7	c. Functional job analysis
8	d. It is effective with tasks that are interdependent
9	a. Merit pay
10	d. Grievance procedure

Labour and Employee Relations

#	Answer
1	a. Arbitration
2	a. Residual rights
3	b. Grievance procedure
4	c. To prohibit the distribution of union literature on company property on company time
5	c. The process whereby an impartial third party makes a final and binding decision on all outstanding issues in a dispute
6	d. Interest-based bargaining
7	d. Seniority is a fair and legitimate means of making employment related decisions
8	d. Grievance procedure
9	b. Management rights
10	a. Grievance procedure

Total Rewards

#	Answer
1	b. Defined benefit plan
2	c. Utility analysis
3	b. Reward system
4	b. Lag
5	a. Demography
6	c. Contributions are assessed as a percentage of payroll and vary with the nature of the industry
7	a. Classify jobs according to ability requirements
8	a. Group life insurance
9	d. Organization size
10	d. Predictability of pension amount

Learning & Development

#	Answer
1	d. Bring geographically dispersed employees to one central training location
2	b. Reactions, learning, behaviours, results
3	b. Task analysis
4	c. Production records, quality control reports, and grievances
5	b. Providing trainees with opportunities to apply to their job what they have learned
6	d. Using physical and tactile activities
7	a. Training objectives
8	b. Case study
9	a. On the job training
10	c. Observing others perform the desired behaviour and managing their own behaviour

Health, Wellness & Safe Workplace

#	Answer
1	a. Management representatives and equal or more workers
2	d. The employee has not adhered to the medical therapy prescribed by his/her physician
3	a. Systems
4	b. Legal requirements
5	d. The fear of not returning to their pre-injury job
6	d. Coordinating services for appropriate care to employees
7	d. Share responsibility model
8	b. 20
9	d. Unnatural posture and force application to hinge joints
10	b. Due diligence

Human Resources Metrics, Reporting and Financial Management

#	Answer
1	d. Structure interviewing
2	b. Lagging indicator
3	a. Benchmarking
4	d. Communicating to employees that they have no privacy rights with any material delivered or received through company email or voicemail
5	a. Develop performance criteria through job analysis
6	a. Face validity
7	d. Capital budgeting
8	d. Median
9	a. A determination of present amounts based on future cash flows
10	c. Computes expected costs at different levels of activity.