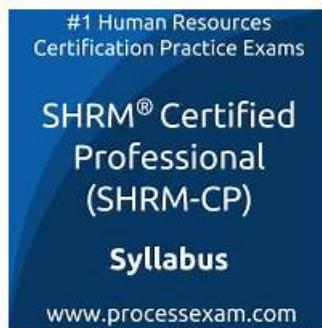


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## **SHRM Society for Human Resource Management Certified Professional Sample Questions (Q262-Q267):**

**NEW QUESTION # 262**

Which of the following is not a step in the strategic planning process?

- A. Implementing strategy
- B. Making adjustments to strategy
- C. Formulating strategy
- D. Environmental scanning
- E. Creating business plan

**Answer: E**

Explanation:

Explanation: Creating a business plan, while useful for businesses that are in their early stages, is not an identifiable step within the strategic planning process that a human resources professional may complete. On the other hand, completing an environmental scan (answer choice A), formulating a strategy (answer choice B), implementing that strategy (answer choice D), and adjusting the strategy (answer choice E) are all significant steps in the strategic planning process. It is important to bear in mind that strategic planning is related largely to a company's future goals for growth and improvement.

#### **NEW QUESTION # 263**

In the United States, there is an expectation that employees will meet a minimum standard of effort and competence in their work. This is known as

- A. a mandatory minimum
- B. the duty of diligence.
- C. the duty of loyalty.
- D. due process

**Answer: B**

Explanation:

Explanation: The expectation that employees will meet a minimum standard of effort and competence in their work is known as the duty of diligence. This duty is a part of common law. In other words, within a legal setting, employees are considered to be at fault when they fail to work towards this minimum standard. This presumption is valid in situations that are not otherwise covered in case law.

#### **NEW QUESTION # 264**

Helena is the human resources professional for a large legal firm. The upper management is interested in polling employees about ideas for improvements, but the firm has a solid hierarchy in place. As a result, many of the lowerlevel employees have confided in Helena that they do not feel comfortable speaking up. Which of the following ideas might Helena recommend to allow employees to voice their opinions without fear of upsetting higherranking employees?

- A. Brown bag lunch
- B. Suggestion box
- C. Email
- D. Focus group

**Answer: B**

Explanation:

Explanation: A suggestion box offers employees a measure of anonymity in proffering ideas to the company's upper management. Brown bag lunches and focus groups require employees to participate actively, and as the scenario indicates many employees would be uncomfortable with this. Email might be private, but it certainly is not anonymous, so it would not represent the best recommendation for Helena to make.

#### **NEW QUESTION # 265**

Pattern bargaining, whipsawing, and leapfrogging are all alternate names for which of the following collective bargaining strategies?

- A. Parallel bargaining
- B. Singleunion bargaining

- C. Multiunit bargaining
- D. Multiemployer bargaining

**Answer: A**

Explanation:

Explanation: Pattern bargaining, whipsawing, and leapfrogging are all alternate names for parallel bargaining. Singleunit bargaining has no alternate names. Multiemployer bargaining also has no recognized alternate names. Multiunit bargaining is also known as coordinated bargaining.

**NEW QUESTION # 266**

Which of the following best represents what an employer can do when employees begin to unionize?

- A. Employers may explain problems with unionization to employees
- B. Employers may contact union leaders and forbid unionization.
- C. Employers may block employees who begin the process of unionization
- D. Employers may threaten to replace workers who choose to unionize
- E. Employers are not allowed to discuss unionization with employees

**Answer: A**

Explanation:

Explanation: When an employer discovers that employees are beginning to unionize, the employer is not allowed to prevent unionization. The employer can, however, provide information to employees about the problems involved with unionization. Answer choice A is incorrect because the employer may not contact union leaders and forbid unionization. Answer choice B is incorrect because employers are not allowed to block employees who begin to unionize. Answer choice C is incorrect because employers may not threaten to replace workers who choose to unionize (although employers may replace workers during a lawful economic strike). Answer choice E is incorrect because employers are allowed to discuss unionization with employees; however, the substance of that discussion can be restricted by law.

**NEW QUESTION # 267**

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