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ITEM 1

The structure of an organization is usually described in the form of an organization chart as a means to describe internal:

- A. chain of command.
- B. working structure.
- C. processes and procedures.
- D. interaction between people.

ITEM 2

The main reason exit interview information should be kept separate from personnel files is:

- A. legal reasons.
- B. confidentiality.
- C. reliability.
- D. company policy

ITEM 3

An employee filed a complaint about another employee and is now contacting HR to find out if and how the other person was disciplined. What is the main reason why the HR administrator should not give out that information?

- A. Bias
- B. Privacy
- C. Retaliation
- D. Legal

ITEM 4

Which of the following barriers cause individuals to interpret the same communication differently, depending on previous experiences?

- A. Frames of reference
- B. Selective listening
- C. Value judgements
- D. Source credibility

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Associate Professional in Human Resources - International (aPHRi) certification exam or if you should wait for a little.

HRCI Associate Professional in Human Resources - International Sample Questions (Q117-Q122):

NEW QUESTION # 117

Sales commission is an example of which kind of pay?

- A. Discretionary bonus
- B. Base
- C. Variable
- D. Productivity incentive

Answer: C

Explanation:

Comprehensive and Detailed in Depth Explanation:

Sales commission is a form of compensation that varies based on an employee's performance, specifically their sales results. This type of pay is classified as variable pay because it is not fixed and fluctuates depending on outcomes, unlike base pay, which is a guaranteed salary.

* Option A (Base): Base pay is a fixed salary or hourly wage, not tied to performance, so this is incorrect.

* Option B (Variable): Correct, as sales commission is a type of variable pay, directly tied to sales performance.

* Option C (Discretionary bonus): A discretionary bonus is a one-time payment decided by the employer, not tied to a specific metric like sales.

Reference: aPHRi knowledge domain - Compensation and Benefits: Types of pay, including variable pay structures like commissions.

NEW QUESTION # 118

Which of the following is most likely to be outsourced?

- A. Payroll processing
- B. Succession planning
- C. Financial reporting
- D. Employee selection

Answer: A

Explanation:

Comprehensive and Detailed in Depth Explanation:

Payroll processing is one of the most commonly outsourced HR functions because it is transactional, requires specialized expertise (e.g., tax compliance), and can be efficiently handled by external vendors (e.g., ADP, Paychex). Outsourcing payroll reduces administrative burden and ensures accuracy.

* Option A (Employee selection): Selection (final hiring decisions) is typically kept in-house to ensure cultural fit, though parts of the process may be supported externally.

* Option B (Payroll processing): Correct, as it is a standard function to outsource due to its complexity and regulatory requirements.

* Option C (Financial reporting): This is a finance function, not HR, and is less commonly outsourced in the HR context.

NEW QUESTION # 119

Match the best recruitment method to the type talent the organization is trying to hire.

| Recruitment Method | Type of Talent |
|---------------------------|---|
| Internal search | Senior executive and managerial skills |
| Search firm | Qualifications and culture match |
| Professional associations | Organizational knowledge and experience |
| Employee referrals | Specific expertise and job demands |

Answer:

Explanation:



Explanation:



Matched Recruitment Method to the Talent Type:

* Internal Search # Organizational Knowledge and Experience

* Explanation: Internal searches involve identifying talent within the existing workforce. Employees already familiar with the organization's culture, policies, and operations are best suited for roles requiring organizational knowledge and experience. Internal promotions or lateral movements also enhance employee retention and morale.

Reference: SHRM's "Talent Acquisition and Employee Retention" 2022 edition highlights the advantage of leveraging internal knowledge through internal recruitment.

Search Firm # Senior Executive and Managerial Skills

Explanation: Executive search firms specialize in identifying high-level talent, particularly for senior managerial or C-suite roles. These roles require specialized skills, industry knowledge, and leadership expertise, making search firms essential for sourcing such candidates.

Reference: "Global Talent Acquisition Practices," CIPD (2023), underscores the role of search firms in filling strategic and high-impact roles.

Professional Associations # Specific Expertise and Job Demands

Explanation: Professional associations are ideal for sourcing candidates with niche or highly specialized skills.

They often provide access to job boards and networking events that connect employers with professionals who meet specific technical demands.

Reference: "Best Practices in Recruiting via Professional Associations," Harvard Business Review, 2021, outlines the effectiveness of professional associations in hiring for specific expertise.

Employee Referrals # Qualifications and Culture Match

Explanation: Employee referrals often result in candidates who align well with the company's culture, as existing employees are likely to recommend individuals they trust and deem a good fit. This method is also cost-effective and results in high-quality hires.

Reference: SHRM's "Employee Referral Programs" (2022) notes that referrals lead to better cultural integration and retention.

Final Matching Summary:

Internal Search # Organizational Knowledge and Experience

Search Firm # Senior Executive and Managerial Skills

Professional Associations # Specific Expertise and Job Demands

Employee Referrals # Qualifications and Culture Match

References:

Society for Human Resource Management (SHRM), "Talent Acquisition and Employee Retention" (2022).

Chartered Institute of Personnel and Development (CIPD), "Global Talent Acquisition Practices" (2023).

Harvard Business Review, "Best Practices in Recruiting via Professional Associations" (2021).

SHRM, "Employee Referral Programs" (2022).

WorldatWork Handbook of Compensation, Benefits & Total Rewards, Chapter 8: "Recruitment Strategies" (2020).

What is a crucial requirement for HR to report accurately when a new hire is added to the workforce?

- A. Training programs completed by the new hire
- B. Onboarding procedures and initial training schedules
- C. Benefits and compensation packages offered to new hires
- **D. Accurate new hire details, such as start date and position**

Answer: D

Explanation:

Accurate new hire details, such as start date and position, are crucial for HR reporting when adding a new hire to the workforce. This information ensures that the employee is properly integrated into the company's records and payroll systems.

NEW QUESTION # 121

Which of the following is most likely to be outsourced?

- **A. Payroll processing**
- B. Succession planning
- C. Financial reporting
- D. Employee selection

Answer: A

Explanation:

Comprehensive and Detailed in Depth Explanation:

Payroll processing is one of the most commonly outsourced HR functions because it is transactional, requires specialized expertise (e.g., tax compliance), and can be efficiently handled by external vendors (e.g., ADP, Paychex). Outsourcing payroll reduces administrative burden and ensures accuracy.

* Option A (Employee selection): Selection (final hiring decisions) is typically kept in-house to ensure cultural fit, though parts of the process may be supported externally.

* Option B (Payroll processing): Correct, as it is a standard function to outsource due to its complexity and regulatory requirements.

* Option C (Financial reporting): This is a finance function, not HR, and is less commonly outsourced in the HR context.

Reference: aPHRi knowledge domain - HR Operations: Outsourcing HR functions, with payroll processing as a common example.

NEW QUESTION # 122

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