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SHRM Senior Certified Professional (SHRM-SCP) Sample Questions (Q242-Q247):

NEW QUESTION # 242

A firm is experiencing an increase in behaviors that violate its code of ethics. Which recommendation should the VP of HR take first to reduce these incidents?

- A. Implement a system for employees to reaffirm the code of ethics annually.
- B. Reprimand publicly those individuals who violate the code of ethics.
- C. Ask management to openly discuss and support the code of ethics.
- D. Revise the code of ethics to ensure it is clearly written.

Answer: C

Explanation:

* Management Buy-In: Engage senior management in openly discussing and supporting the code of ethics. This sets a tone of ethical behavior from the top and emphasizes its importance.

* Regular Discussions: Integrate discussions about the code of ethics into regular management meetings and communication with employees. Highlight examples of ethical behavior and address any breaches transparently.

* Role Modeling: Encourage managers to role model ethical behavior in their daily interactions.

Employees are more likely to follow the code of ethics if they see their leaders adhering to it.

* Training and Awareness: Implement ongoing training programs to reinforce the code of ethics. Ensure that all employees understand the expectations and consequences of ethical breaches.

* Ethics Committees: Establish ethics committees to review and address ethical issues as they arise. This provides a formal mechanism for monitoring and upholding ethical standards.

This approach emphasizes the importance of leadership in fostering an ethical culture and aligns with SHRM's guidelines on promoting ethical behavior within organizations.

NEW QUESTION # 243

What contributes to an employee's motivation, according to Vroom?

- A. Working in a motivated and driven team environment
- B. Transparent communication from managers to employees
- C. Likelihood to get promoted if one puts in effort
- D. Having a manager with good leadership skills

Answer: C

Explanation:

According to Vroom's expectancy theory, an employee is motivated by three factors:

expectancy, instrumentality and valence. For example, an employee will be motivated if he can expect to get a desired promotion by working hard.

NEW QUESTION # 244

Six months later, the employee is still a challenge. He/she will improve just enough to avoid discipline and seems to be on his/her best behavior around the supervisor, but one team member is reporting "mean" behavior-passive aggressive comments, scoffs and eye rolls, and whispering with other employees. The complainant is shy but well respected and normally has a great attitude. The supervisor doesn't feel a direct conversation between the two will help the situation. What should the next course of action be for the supervisor?

- A. Separate the two employees physically. Move their desks, and make it so that none of their work assignments are dependent upon each other.
- B. Move forward with a disciplinary action for the offending employee as this is bullying behavior.
- C. Keep a watchful eye on the situation. Check in frequently with the employee who feels targeted and ask the employee to keep a log of each incident.
- D. Pull the offending employee aside privately and explain what has been reported. Inform him/her that bullying is not tolerated in the workplace.

Answer: D

Explanation:

This employee's bad behavior is just under the radar and is not quite egregious enough to rise to the level of discipline. A direct conversation from the supervisor may only make matters worse for the other employee. In this case it would be best to separate the two employees in hopes that the situation can be diffused over time.

NEW QUESTION # 245

The president of a large company is planning to retire soon. The president has been with the company for 40 years, the longest tenure of any employee in the company, and has been president for the last 10 years. In addition to replacing its top leader, the company is also in the midst of conducting strategic planning for the next three years. The HR director has been placed in charge of overseeing the selection and transition process for the new president and has organized a search committee consisting of external board members. The search committee has identified three internal candidates for the position and must move forward with the

process of selecting one to be president.

Senior leaders at the company have learned of the upcoming transition and the identity of the candidates. What should the HR director do to ensure the senior leaders stay with the company even if their favored candidate is not selected for the job?

- A. Advise the new president to meet with each senior leader individually.
- B. Implement a profit-sharing program that applies to all senior leaders.
- C. Hold town hall meetings with the new president for senior leaders to express their concerns.
- D. Allow all senior leaders to have a vote in the final selection decision.

Answer: A

Explanation:

* Personal Engagement:

* Building Relationships: Individual meetings help the new president build personal relationships with senior leaders, fostering trust and collaboration.

* Addressing Concerns: These meetings provide an opportunity for senior leaders to express their concerns and for the new president to address them directly.

NEW QUESTION # 246

The president of a large company is planning to retire soon. The president has been with the company for 40 years, the longest tenure of any employee in the company, and has been president for the last 10 years. In addition to replacing its top leader, the company is also in the midst of conducting strategic planning for the next three years. The HR director has been placed in charge of overseeing the selection and transition process for the new president and has organized a search committee consisting of external board members. The search committee has identified three internal candidates for the position and must move forward with the process of selecting one to be president.

The candidates for the position are all engineers with limited experience in business management. What is the best indicator that the candidates will be able to succeed in the position despite a lack of business background?

- A. Consistently high ratings by colleagues on interpersonal skills
- B. Demonstrated success in making sound business decisions in recent positions
- C. Scoring highly on a competency-based managerial assessment of business skills
- D. Commitment to pursue an executive master's of business administration soon after assuming the position

Answer: B

Explanation:

* Demonstrated Business Acumen:

* Importance: Successful business decision-making indicates that the candidates possess practical business acumen, which is crucial for the role of president.

* Evidence of Capability: Past success in business decisions reflects their ability to navigate complex business challenges and contribute to strategic goals.

NEW QUESTION # 247

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