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Exam : SHRM-CP

Title : SHRM Certified Professional

Version : DEMO

1.The Valve firm has reviewed its exit interview data and concluded that the greater number of employees are leaving due to rigid vacation requirements.
Which of the following can be built into the vacation leave program to enhance its flexibility?
A. increase the number of vacation leave days
B. decrease the advance notice period stipulation
C. determine vacation leave schedules based on longevity with the firm
D. switch from paper-based leave requests to virtual leave requests.
Answer: B
Explanation:
Vacation leave is a voluntary leave program offered to employees. employees are usually expected to request for vacation leave from their managers.
Where employees must request for vacation weeks or months in advance, may hinder an employee's ability to take time off for spur of the moment family reasons or other activities. A decrease in the advance notice period for vacation will give employees greater flexibility.

2.Which of the following is a consistent determining factor in union agreements in the United States?
A. A no-strike clause in which the union agrees that during the life of the contract employees will not engage in strikes but will submit to a grievance arbitration provision
B. Union security agreements in the form of union shops and agency shops
C. Seniority systems that give special benefits to members based on the length of service within which an employee has been a union member working in a union job.
D. Clauses where the employer and union agree to compel employees to join the union and pay dues in a bid to eliminate the "free rider" problem
Answer: C
Explanation:
A consistent determining factor in union agreements in the USA is seniority where collective bargaining agreements base employee benefits, promotions, and raises on seniority. Note that right-to-work states prohibit union security agreements that require an employee to join a union or pay union dues.

3.A software company is opening a manufacturing facility in China. Some U.S. management and key personnel will be transferred; however, most new employees will be hired in China. Company executives want more information about the Chinese workforce, including a workforce evaluation of the employment market in China.
What first step should be accomplished as soon as possible?
A. Conducting a supply analysis of available employees.
B. Identifying flexible staffing arrangements available in China.
C. Establishing replacement and succession plans for the new facility.
D. Creating a talent acquisition strategy to recruit proficient talent.
Answer: A
Explanation:
Evaluating the current supply of U.S. workers and Chinese workers will help to identify the skillsets required and how many workers from each country will be needed. Note that in workforce planning, supply analysis comes first, then a demand analysis, then the gap analysis, and finally the solution analysis.

4.A hybrid multinational consumer goods corporation operates 8 strategic business units which are fully-functional units with their own vision, direction, product/service, location, and target market under the umbrella of the larger business entity. The corporation has a corporate HR department while the SBUs each have autonomous HR departments that are largely independent from corporate HR. The Head of HR of each SBUs has significant authority to operate in a polycentric fashion and only interact with the Head of Corporate HR on a quarterly basis.
Due to a significant reduction in revenue during the pandemic, the organization has made a decision to streamline its HR structure by adopting a more centralized HR structure that can provide HR services to corporate and the SBUs. The proposed centralization of the HR function is expected to result in cost reduction, consistency in HR operations, and increased HR proficiency.
Corporate HR has created a team comprising of HR managers, HR business partners and HR admin personnel to originate and implement the new HR services model. Anna is a HR manager from a strategic business unit in California that has been drafted to join the team. Anna has 8 years of cognate HR experience working with various SBUs in the organization. Anna is the only team member who has worked with an SBU, the rest of the team have only corporate HR experience. The team has been working for over 3 weeks reviewing the feasibility, advantages and disadvantages of several HR structures, with most team members favoring a shared services and center of excellence model.
One of the team members anticipates resistance from employees when the announcement of a change in the organization's HR structure is made. Anna agrees and states that the change may lead to apprehension and stress among SBU staff.
What is the best tactic the team should adopt to ensure a smooth acceptance by employees?
A. Develop a business case that details the cost-benefit analysis, timeline, risks and justification for adopting the preferred HR structure model.
B. Encourage employees to supply feedback on the pros and cons of the newly implemented HR structure versus the old HR structure.
C. Develop a communication plan outlining the team's purpose, rationale for change, and a summary of its goals.
D. Proactively communicate to employees on the variety of HR structures and best practice models adopted in comparative organizations.
Answer: C
Explanation:
A communication plan outlines the information the team delivers to employees to help them understand why the change is being made and how it will affect them. These include: communicating what the change will mean for the organization and why it is necessary, and outlining the goals of the change.
Option B is wrong because communication should begin before the implementation stage (Note the word "newly implemented"). Note that communication is at the core of all successful change initiatives – but it has to be communication that is relevant to the issue at hand.

5.Racha is the CHRO of a multinational conglomerate whose primary role is transforming the HR division to a strategic, solution-driven division.
Which of the following is a part of the CHRO's role in influencing business results;
A. Business-driven people administration, and risk mitigation with a strong focus on regulatory
B. compliance

C. Tie recommendations, people programs, and recognition to the tactical goals of the business
D. Develop HR analytics and metrics to primarily drive transactional business value and operational success
E. Link people initiatives to drive business results and engage other leaders to achieve high-level documented corporate goals.
Answer: E
Explanation:
Remember strategy is high-level, organization-wide and engaged in primarily by executive leadership. It is not tactical, business-unit, transactional, administrative or compliance-driven. There is a cascade from top-level strategic goals, to the mid-level tactical goals, to lower level action plans.