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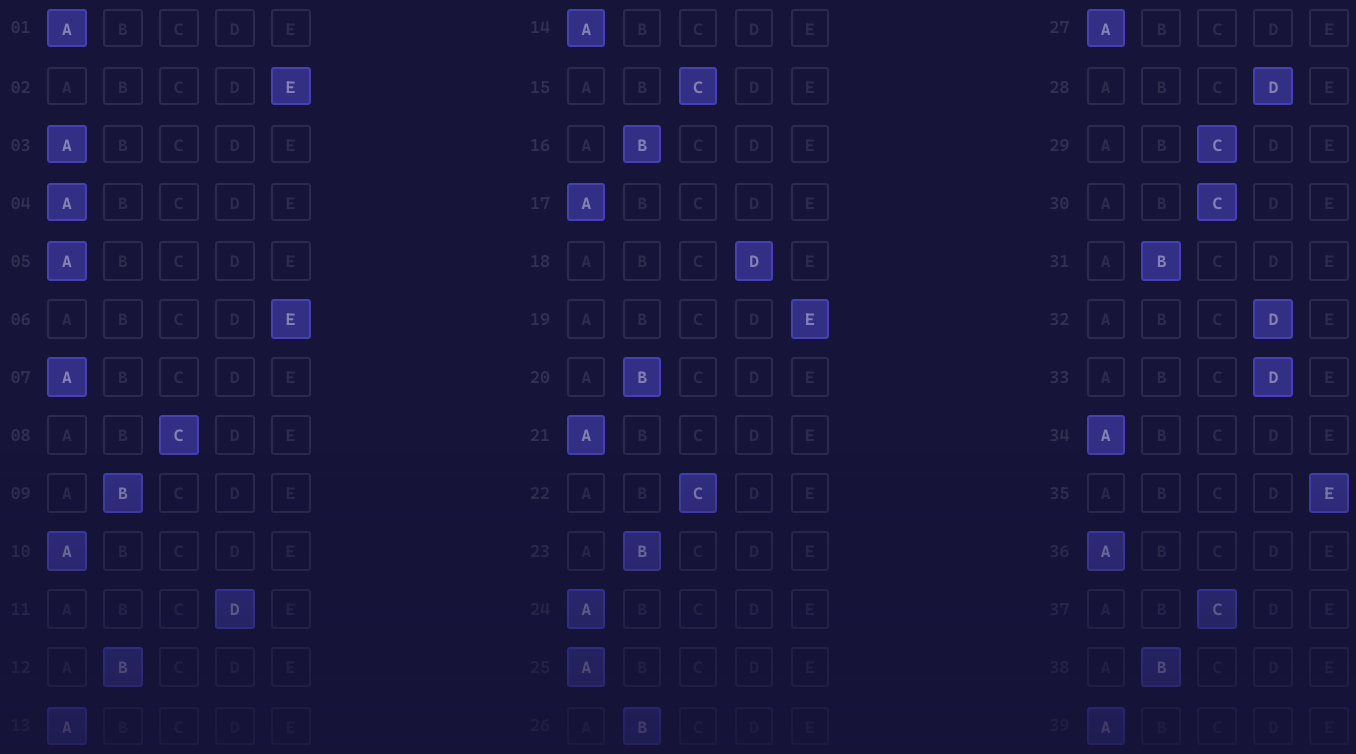

PRACTICE QUESTIONS

Advanced Credentials by Ripples Learning and Research

HRBP

CHRMP HRBP Advanced

EDITION	QUESTIONS	FORMAT
Demo	9	Limited Edition PDF

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Before you begin

What this is

9 practice questions for Advanced Credentials by Ripples Learning and Research `HRBP`, each with its answer key and an explanation. Answer a question before you read its key — the explanation is worth more once you have committed.

If something looks wrong

Send us three things and we will check it:

- the exam code, `HRBP`
- the question number
- the email address on your order

Write to **support@mometrix.net**. We reply within one business day.

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QUESTION 1 SINGLE CHOICE

An HR Business Partner (HRBP) is assigned to a business unit whose revenue declined 15% year-over-year while headcount remained flat. According to the CHRMP HRBP Advanced framework, what should the HRBP do FIRST when aligning the HR strategy with the business context?

A Launch a workforce reduction program to align headcount with the reduced revenue base.

B **Conduct a strategic workforce analysis to determine where capability gaps exist relative to the revised business plan.**

C Benchmark compensation against industry peers to ensure the unit remains competitive.

D Implement an employee engagement survey to identify morale issues that may have contributed to the decline.

ANSWER **B**

WHY The CHRMP HRBP Advanced framework emphasizes that HR strategy must be anchored in a thorough understanding of the business context before any intervention. A strategic workforce analysis identifies capability, capacity, and competency gaps against the revised business plan, allowing the HRBP to recommend targeted HR actions. Headcount cuts (A) and engagement surveys (D) are premature without this diagnosis, and compensation benchmarking (C) addresses a symptom rather than the strategic alignment problem.

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QUESTION 2 SINGLE CHOICE

During a meeting with a senior business leader who is resistant to implementing a new performance management process, the HRBP is employing the 'consulting' role described in the CHRMP HRBP Advanced competency model. What is the MOST appropriate initial response?

A Present data and ROI projections that demonstrate the value of the new process.

B **Use diagnostic questioning to explore the leader's underlying concerns and current business priorities.**

C Escalate the issue to the CHRO to obtain top-down authority to proceed.

D Refer the leader to the corporate HR policy document that mandates the new process.

ANSWER **B**

WHY The CHRMP HRBP Advanced consulting competency emphasizes a diagnostic, inquiry-based approach before advocating for solutions. Diagnostic questioning uncovers the real concerns (often not the ones stated) and builds trust, allowing the HRBP to co-create solutions. Pushing data (A), escalating (C), or invoking policy (D) are positional moves that damage the consultative partnership the HRBP role depends on.

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QUESTION 3 SINGLE CHOICE

A regional sales organization has strong short-term revenue performance but a critical shortage of internal successors for its director-level roles. Which talent management intervention BEST addresses this capability gap in line with the CHRMP HRBP Advanced approach?

A Increase the annual performance bonus for top sales representatives.

B **Implement a structured succession planning process with identified successors, development plans, and readiness assessments.**

C Outsource the director-level roles to a specialty consulting firm.

D Conduct a compensation market analysis for director-level positions.

ANSWER **B**

WHY Succession planning is the documented talent management practice for building a pipeline of internal capability. The CHRMP HRBP Advanced curriculum emphasizes a structured process involving identification, development, and readiness assessment rather than ad-hoc promotion. Bonus changes (A), outsourcing (C), and market pricing (D) do not build internal capability and may even signal that internal development is not valued.

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QUESTION 4 SINGLE CHOICE

An HRBP wants to demonstrate the impact of an investment in a leadership development program. Which category of HR metric is MOST appropriate for demonstrating business impact in the CHRMP HRBP Advanced evidence-based decision-making model?

A Operational metrics such as training hours delivered per participant.

B Reaction metrics such as participant satisfaction scores.

C **Outcome metrics such as business KPIs (e.g., revenue per leader, engagement scores of their teams) measured before and after the program.**

D Learning metrics such as knowledge gained on post-tests.

ANSWER C

WHY The evidence-based decision-making model distinguishes between lower-level metrics (reaction, learning, behavior) and outcome metrics that link to business results. Outcome metrics tied to business KPIs are required to demonstrate ROI and business impact, which is the highest-value analytical contribution of an advanced HRBP. Operational, reaction, and learning metrics are necessary but not sufficient for proving business impact.

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QUESTION 5 SINGLE CHOICE

A mid-sized company is implementing a major ERP system that will restructure core workflows across finance, HR, and supply chain. The HRBP has been asked to support the change. According to the CHRMP HRBP Advanced change leadership model, what is the HRBP's MOST important contribution during the DESIGN phase of this initiative?

A Negotiating vendor contracts and service-level agreements for the new ERP system.

B **Assessing the organizational implications of the new system, including role changes, skill requirements, and impacts on the operating model.**

C Configuring the user security roles within the ERP software.

D Writing the technical specifications for system interfaces.

ANSWER **B**

WHY HRBPs contribute distinctive value to change initiatives by translating business strategy into organizational design, role, and people implications. Assessing role changes, skill gaps, and operating model impacts is squarely an HRBP deliverable. Vendor negotiation (A), system configuration (C), and technical specification (D) are the responsibilities of procurement, IT, and technical architects respectively.

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QUESTION 6 SINGLE CHOICE

A newly appointed people manager is highly skilled technically but has received feedback that their direct reports feel micromanaged. The HRBP is using the GROW coaching model. Which sequence of questions BEST represents the appropriate first steps?

A **Goal: 'What do you want to achieve as a manager?' Reality: 'What is happening now with your team and how are they responding?'**

B Reality: 'What is happening now?' Options: 'What could you do?' Will: 'What will you do?'

C Goal: 'What is your development goal?' Will: 'What will you commit to?' Options: 'What support do you need?' Reality: 'Where are you now?'

D Options: 'What approaches could you try?' Goal: 'What outcome do you want?' Reality: 'What is the current situation?' Will: 'When will you start?'

ANSWER **A**

WHY The GROW model follows the sequence Goal, Reality, Options, Will. The coach begins by establishing the coachee's goal and then explores the current reality before generating options and commitment. Sequence A correctly begins with Goal followed by Reality. The other options begin with Reality, misorder Options before Goal, or place Will before Options.

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QUESTION 7 SINGLE CHOICE

An HRBP discovers that a senior executive, who is a personal friend, has been crediting sales figures to the wrong region, which inflates the apparent performance of the executive's division. The HRBP's ethical obligation under the CHRMP Code of Ethical and Professional Standards is to:

A Confront the executive directly and demand an immediate correction, threatening escalation if not addressed.

B Report the matter through the appropriate channels defined in the organization's ethics and integrity framework while maintaining confidentiality.

C Discuss the issue informally with mutual colleagues to gauge how widespread the practice is.

D Remain silent because the issue is technically a finance matter outside the HRBP's scope.

ANSWER B

WHY The CHRMP Code requires HR professionals to act with integrity, respect for evidence, and responsibility to the organization and its stakeholders. Reporting through defined ethics channels protects confidentiality, ensures proper investigation, and upholds professional standards. Direct confrontation (A) bypasses process, informal gossip (C) breaches confidentiality, and silence (D) fails the duty of integrity regardless of functional scope.

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QUESTION 8 SINGLE CHOICE

A technology firm wants its reward strategy to reinforce a shift from individual contribution to team-based innovation. Which reward design principle, aligned with the CHRMP HRBP Advanced total rewards framework, MOST directly supports this shift?

A Increasing base pay premiums for top individual technical experts.

B **Introducing team-based incentives and recognition programs that reward collaborative outcomes and shared innovation milestones.**

C Standardizing compensation across all roles to remove internal pay differentials.

D Eliminating variable pay to reduce administrative complexity.

ANSWER **B**

WHY Reward strategy must reinforce desired behaviors and outcomes. The total rewards framework emphasizes that the mix of pay, benefits, and recognition should align with business priorities. Team-based incentives and recognition directly reinforce collaboration and innovation. Increased individual premiums (A) reinforce individual outcomes; standardizing (C) and removing variable pay (D) remove the differentiation needed to drive the desired behavior change.

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QUESTION 9 SINGLE CHOICE

An HRBP is conducting a strategic workforce review with a business unit's leadership team. Which document should the HRBP develop FIRST to ensure that HR initiatives are directly tied to the unit's competitive position and operational priorities?

A A balanced scorecard of HR operational metrics

B **A workforce segment map aligned with the unit's value chain**

C A succession plan for the top 5% of critical roles

D A re-engineered job descriptions archive for every role in the unit

ANSWER **B**

WHY A workforce segment map — tying talent segments to the unit's value chain — is the foundational strategic artifact in HRBP practice. It links human capital directly to where value is created and where strategic priorities live. Balanced scorecards, succession plans, and job-description overhauls are downstream tools that depend on this segmentation being in place.

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