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PRACTICE QUESTIONS

Society For Human Resource Management (SHRM)

CPE

SHRM Certified Professional (Arabic)

EDITION

Demo

QUESTIONS

9

FORMAT

Limited Edition PDF

Before you begin

What this is

9 practice questions for Society For Human Resource Management (SHRM) **CPE**, 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, **CPE**
- the question number
- the email address on your order

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

QUESTION 1

SINGLE CHOICE

An HR business partner (HRBP) is assigned to support a newly formed cross-functional project team that has been experiencing escalating conflict between the engineering and marketing leads. Which initial action best demonstrates the relationship management competency at the strategic level?

- ☐ A Document the conflict in the employee relations case file for compliance tracking.
- ☒ B Meet separately with both leads to understand each perspective before facilitating any joint session.
- ☐ C Refer the matter to the employee relations investigations team since interpersonal disputes fall outside HRBP scope.
- ☐ D Send a standardized conflict resolution e-learning link to all team members and monitor completion rates.

ANSWER B

WHY Relationship management requires the HRBP to build and sustain productive working relationships. Meeting separately with each lead first is a diagnostic step that builds trust, gathers balanced information, and prepares the HRBP to facilitate an effective joint conversation. Option A treats the situation as a compliance case rather than a relationship issue. Option C incorrectly removes the HRBP from a relationship-driven responsibility that is core to the role. Option D applies a one-size-fits-all training solution instead of diagnosing the specific conflict.

QUESTION 2

SINGLE CHOICE

During a recruitment process, a hiring manager asks the HR professional to withhold from candidates the fact that the division is slated for divestiture within twelve months. From an ethical practice standpoint, what should the HR professional do?

- ☐ **A** Comply with the hiring manager's request because internal business decisions are not required to be disclosed to candidates.
- ☐ **B** Disclose the planned divestiture only after a candidate has received and signed the offer letter.
- ☒ **C** Advise the hiring manager that material information affecting employment security must be accurately representable and counsel on lawful disclosure.
- ☐ **D** Cancel the recruitment immediately because any hiring during a divestiture is unethical regardless of disclosure.

ANSWER C

WHY The ethical practice competency requires HR professionals to apply consistent, transparent, and lawful standards of practice. Withholding material information that affects a candidate's employment decision can constitute misrepresentation and may violate labor and consumer protection norms in many jurisdictions. The correct response is to counsel the hiring manager on what can lawfully and ethically be communicated, balancing confidentiality of strategic plans with accurate representation of the employment offering. Options A and B both involve concealment of material information. Option D is overly broad; hiring during restructuring is not inherently unethical.

QUESTION 3

SINGLE CHOICE

An organization is conducting a market-pricing study for its professional and managerial roles. The HR team is selecting which compensation surveys to use. Which combination of survey choices best supports an externally competitive and legally defensible total rewards strategy?

- ☐ **A** Two salary surveys using identical job matches and the same single industry cut to ensure consistency.
- ☒ **B** Surveys with matched jobs sourced from a recognized survey provider; mixes of industries with relevant cuts where job matches are unavailable; and data within six to twelve months of the effective date.
- ☐ **C** Only the survey showing the highest market pay rates to maximize the organization's ability to attract talent.
- ☐ **D** Surveys published more than three years ago because they reflect the negotiated rates employers have actually sustained.

ANSWER B

WHY Best practice in market pricing uses multiple reputable surveys, matches jobs carefully (not by industry alone), broadens industry cuts when job matches are otherwise unavailable, and uses current data so pay structures reflect present-day labor markets. Option A relies on duplicate sources and one cut, which distorts the market signal. Option C introduces upward bias. Option D uses stale data that misrepresents current competitive conditions.

QUESTION 4

SINGLE CHOICE

The L&D team is applying the ADDIE instructional design model to build a new anti-harassment training program. Which sequence correctly reflects the model?

- ☐ A Design, Analysis, Development, Implementation, Evaluation
- ☒ B Analysis, Design, Development, Implementation, Evaluation
- ☐ C Analysis, Development, Design, Implementation, Evaluation
- ☐ D Assessment, Delivery, Implementation, Evaluation

ANSWER B

WHY ADDIE stands for Analysis, Design, Development, Implementation, and Evaluation, in that order. Analysis identifies the performance gap and learner needs; Design translates the analysis into objectives, assessments and a blueprint; Development produces the actual learning materials; Implementation delivers the program; Evaluation measures effectiveness and feeds back into future iterations. The other orderings shown correspond to common misconceptions or to different models (for example, ADDE lacks Implementation) and are incorrect.

QUESTION 5

SINGLE CHOICE

An HR leader is rolling out a new performance management framework across subsidiaries in three countries with very different cultural attitudes toward direct feedback. Which application of the global and cultural effectiveness competency is most appropriate?

- ☐ **A** Mandate identical calibration sessions and rating distributions in every country to ensure global consistency.
- ☐ **B** Train local managers only on the global template and require strict adherence in every language.
- ☒ **C** Adapt the delivery and feedback practices to local norms while keeping the framework's core principles and rating definitions consistent across countries.
- ☐ **D** Allow each country to design its own framework independently to eliminate any cultural friction.

ANSWER C

WHY Global and cultural effectiveness requires balancing organizational consistency with sensitivity to local norms. Keeping the framework's core principles and rating definitions consistent preserves comparability and fairness, while adapting delivery and feedback practices respects cultural expectations (for example, more indirect communication in some cultures). Option A forces uniformity that ignores cultural realities. Option B does the same and assumes training alone resolves cultural differences. Option D fragments the system so much that cross-country comparisons and equity become difficult.

QUESTION 6

SINGLE CHOICE

Under most modern equal employment opportunity frameworks, an employer is generally prohibited from asking which of the following interview questions?

- ☐ A A candidate's relevant technical certifications for the role.
- ☐ B A candidate's ability to perform the essential functions of the job with or without reasonable accommodation.
- ☒ C A candidate's date of birth, national origin, or religious affiliation when not job-related.
- ☐ D A candidate's work history for positions substantially similar to the one being filled.

ANSWER C

WHY Questions about age-related dates, national origin and religious affiliation are typically considered non-job-related and can constitute discriminatory intent when asked in interviews under most equal employment opportunity laws. Technical certifications (A), ability to perform essential functions with or without accommodation (B), and relevant work history (D) are job-related and permissible, often even required to assess ability. The correct answer focuses on the protected, non-job-related inquiries.

QUESTION 7

SINGLE CHOICE

A line manager reports a potential case of workplace harassment. Which sequence of HR actions reflects an appropriate employee relations response?

- ☐ **A** Inform the accused employee of the identity of the complainant and the substance of the allegations immediately.
- ☐ **B** Conclude the allegation is unfounded without investigation because no written complaint was filed, and continue normal operations.
- ☒ **C** Receive the concern, preserve confidentiality to the extent possible, conduct a prompt and impartial investigation, and take appropriate corrective action based on the findings.
- ☐ **D** Transfer the complainant to another department pending an indefinite investigation to avoid workplace tension.

ANSWER C

WHY Appropriate employee relations practice requires receiving the concern, maintaining confidentiality consistent with a thorough process, conducting a prompt and impartial investigation, and acting on the findings with proportionate corrective measures. Option A compromises confidentiality and may chill reporting. Option B skips the investigation requirement that exists in most harassment policies and many legal frameworks. Option D imposes a unilateral transfer on the complainant without evidence and may itself constitute retaliation.

QUESTION 8

SINGLE CHOICE

The CHRO has been asked to lead a difficult, organization-wide change initiative that many senior leaders privately oppose. Which demonstration of the leadership and navigation competency is most appropriate for the CHRO to model first?

- ☐ **A** Wait until consensus emerges organically before communicating any direction to avoid early conflict.
- ☒ **B** Articulate a clear point of view on the case for change, acknowledge legitimate concerns, and outline how decisions will be made.
- ☐ **C** Allow each senior leader to interpret the change independently so engagement feels voluntary.
- ☐ **D** Escalate the decision back to the CEO immediately because HR should not lead operational change.

ANSWER B

WHY Leadership and navigation requires HR leaders to take a clear stance, communicate direction, and engage stakeholders honestly. Articulating the case for change while acknowledging concerns and decision criteria models the very behavior the organization needs to see. Option A defers until drift has already set in. Option C abdicates leadership by failing to set direction. Option D mischaracterizes the HR leader's role; CHROs frequently lead or co-lead major change initiatives.

QUESTION 9

MULTIPLE CHOICE

An HR professional discovers that a senior executive has asked the payroll team to reclassify a large severance payment as a 'consulting fee' in the company's books. The HR professional believes this misrepresents the nature of the payment to internal stakeholders and may also affect tax reporting. Which actions should the HR professional take consistent with the SHRM Code of Ethical and Professional Standards in Human Resource Management? (Choose two.)

- ☐ **A** Confront the executive in a public leadership meeting to expose the issue
- ☒ **B** Document the request and the relevant facts, including who made the request and when
- ☒ **C** Raise the concern with the executive first to seek clarification, and if unresolved, escalate to the appropriate authority such as legal counsel, internal audit, or the board as the organization's governance structure permits
- ☐ **D** Ignore the issue because the executive outranks the HR professional
- ☐ **E** Share the details of the suspected misclassification with peers at other companies to gather opinions

ANSWER B • C

WHY The SHRM Code emphasizes competence, integrity, and professional responsibility. Documenting facts (B) protects the HR professional and creates an objective record. Raising the concern first with the executive and then escalating through proper channels (C) reflects due process and appropriate use of organizational governance. Public confrontation (A) breaches confidentiality and proportionality; ignoring the issue (D) violates the duty to act with integrity; and disclosing suspected misconduct to external peers (E) breaches confidentiality.