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QUESTION NO: 1

An organization expects several technical employees to retire within the next three years while demand for its products is projected to increase. Which information should HR use to identify the likely workforce gap? (Select TWO options)

- A. Retirement eligibility data
- B. Projected staffing demand based on the business plan
- C. Employee satisfaction survey results
- D. Current salary ranges
- E. Number of training courses offered

ANSWER: A B

Explanation:

Retirement eligibility data and **projected staffing demand based on the business plan** are the most useful inputs because workforce planning requires HR to compare the expected future supply of labor with the number and type of employees the organization will need. Retirement data helps estimate likely losses of experienced employees, while business projections help estimate future demand for technical capability.

Employee satisfaction results may indicate engagement concerns, but they do not quantify future labor supply or demand. Current salary ranges and the number of training courses offered may be relevant to other HR decisions, yet they do not directly establish the size of the anticipated workforce gap.

QUESTION NO: 2

Which of the following is the primary reason for retaining employee records during and after their employment?

- A. To be a resource for templates and best practices
- B. To maintain documentation in case of legal action
- C. To have a backup to the human resource information system (HRIS)
- D. To comply with management guidelines

ANSWER: B

Explanation:

To maintain documentation in case of legal action is the primary reason for retaining employee records because accurate, contemporaneous employment records allow an organization to demonstrate that its decisions and practices were lawful, consistent, and supported by evidence. Records such as applications, performance evaluations, attendance data, disciplinary documentation, compensation information, accommodation communications, and separation records may be essential if an employee, former employee, or government agency raises a concern about discrimination, pay, leave, dismissal, or another employment action. Proper retention also enables the organization to respond credibly to audits, investigations, information requests, and litigation holds. Retention periods must be governed by applicable law and should be reflected in a documented retention schedule, since required periods vary by jurisdiction, record type, and employer circumstances. For example, the U.S. Equal Employment Opportunity Commission generally requires covered employers to preserve personnel and employment records for one year, with additional preservation duties when a charge has been filed. The U.S. Department of Labor also specifies retention requirements for various wage-and-hour records. A sound records-management practice preserves relevant information securely, consistently, and for the required duration. See the [EEOC recordkeeping requirements](#) and the [U.S. Department of Labor FLSA recordkeeping fact sheet](#).

QUESTION NO: 3

To make sure a new junior pilot learns to handle emergency situations in a safe environment, the airline should implement:

- A. classroom programs
- B. computer-based training
- C. on-the-job training
- D. simulated learning programs

ANSWER: D

Explanation:

Simulated learning programs are the appropriate method because they allow a junior pilot to practice rare, complex, and safety-critical emergency procedures in a realistic but controlled setting. A flight simulator can reproduce operational conditions such as engine failures, severe weather, equipment malfunctions, rejected takeoffs, and other abnormal events without exposing passengers, aircraft, crew, or the trainee to the consequences of an actual emergency. This supports experiential learning: the pilot makes decisions, performs procedures, receives feedback, and can repeat scenarios until performance meets the required standard. Simulation also permits instructors to pause, reset, vary conditions, and assess both technical flying skills and crew resource management under pressure. For aviation employers, this is especially valuable because many emergency events cannot be safely or ethically created during normal line operations, yet pilots must be prepared to respond competently when they occur. The U.S. Federal Aviation Administration establishes qualification standards for flight simulation training devices in [14 CFR Part 60](#), reflecting the aviation industry's formal use of simulation for training and evaluation. The FAA also provides guidance on simulator training programs in [Advisory Circular 120-40B](#).

QUESTION NO: 4

HR is implementing a new HRIS that will contain employee compensation, performance, and personal contact information. Which controls are most appropriate for protecting this information? (Select TWO options)

- A. Role-based access controls
- B. A data-retention schedule
- C. Unrestricted manager access to all employee records
- D. Indefinite retention of all employee data
- E. Automatic sharing of data with external vendors

ANSWER: A B

Explanation:

Role-based access controls and a **data-retention schedule** are appropriate controls. Role-based access limits information to employees whose work responsibilities require it, reducing unnecessary access to sensitive personal data. A retention schedule establishes how long information should be kept and when it should be securely deleted or archived in accordance with applicable legal and business requirements.

Providing all managers with unrestricted access creates unnecessary privacy risk. Retaining all information indefinitely conflicts with sound data-governance practice. Sharing employee data with external vendors without evaluating their safeguards and contractual responsibilities does not adequately protect confidential information.

QUESTION NO: 5 - (SIMULATION)

Match each HR function with the type of document associated with it.

ANSWER: See the explanation for the answer

Explanation:

Correct matches:

Benefits — Tuition reimbursement application

Payroll — Court-ordered deductions

Employment — Education verification

Training and development — Skills inventory form

Performance appraisals — Employee progress report

Tuition reimbursement is an employee benefit; court-ordered garnishments or similar deductions are processed through payroll; education verification supports employment selection records; skills inventories support development planning; and progress reports document employee performance for appraisal purposes.

QUESTION NO: 6

Which of the following departments are most likely responsible for developing a disaster and recovery plan? (Select TWO options)

- A. IT
- B. Safety
- C. Finance
- D. HR
- E. Logistics

ANSWER: A B

Explanation:

IT and **Safety** are the most appropriate functions to lead development of a disaster and recovery plan because effective organizational resilience must address both technology continuity and the protection of people and facilities. IT identifies critical systems and data, establishes backup and restoration requirements, defines recovery-time and recovery-point objectives, and tests procedures for restoring technology services after an interruption. These activities are central to disaster recovery planning. Safety contributes the emergency-management perspective: hazard identification, evacuation and shelter procedures, incident response, workplace emergency communications, coordination with emergency services, and safe re-entry after an event. Together, these functions help ensure that the plan covers disruptions affecting systems, premises, employees, and operational capability rather than treating recovery solely as an information-technology issue. The plan should be documented, communicated to relevant stakeholders, exercised through drills or simulations, and updated as risks, facilities, and business processes change. This integrated approach aligns with the continuity-planning lifecycle described by the [NIST Contingency Planning Guide for Federal Information Systems](#) and workplace emergency-planning guidance from [OSHA](#).

QUESTION NO: 7

An organization is preparing employees for long-term international assignments. Which actions are most likely to improve the employee's adjustment and assignment success? (Select TWO options)

- A. Provide cross-cultural training before departure
- B. Discuss career and repatriation plans before the assignment begins
- C. Require the employee to use only host-country employment terms without review
- D. Exclude family members from assignment-preparation resources
- E. Delay discussion of assignment expectations until the employee arrives

ANSWER: A B

Explanation:

Cross-cultural training helps employees understand the host-country business practices, communication styles, and social norms that may affect work and daily life. Discussing career and repatriation plans before departure reduces uncertainty about the employee's role and opportunities after the assignment ends.

International assignments should be supported through deliberate preparation rather than assuming technical expertise alone will ensure success. Automatically applying host-country employment practices without reviewing the employee's assignment terms, or excluding family considerations, can create avoidable adjustment and retention risks.

QUESTION NO: 8

Which of the following is the most effective method to create a positive reaction to change?

- A. Involve employees in planning and implementing the new procedure
- B. Explain the reason for the change and enforce its implementation
- C. Involve employees in enforcing the new rules
- D. Explain the desired outcomes from the change

ANSWER: A

Explanation:

Involve employees in planning and implementing the new procedure is the most effective method because meaningful participation gives people influence over work changes that affect them directly. Employees can identify practical implementation issues, contribute operational knowledge, and help shape procedures that are workable in day-to-day practice. This involvement also builds psychological ownership: employees are more likely to see the change as something they helped create rather than something imposed on them. That sense of ownership can increase commitment, trust, and willingness to adopt new behaviors, while reducing uncertainty and resistance.

For HR professionals, participation should be structured and genuine. It can include seeking input before decisions are finalized, using employee representatives or pilot groups, inviting feedback during implementation, and visibly incorporating feasible suggestions. Leaders should still communicate the business rationale and desired results, but communication is most powerful when paired with opportunities for employees to contribute to the change process. This reflects established change-management practice: successful change builds engagement by enabling people to participate, act, and sustain the new approach. See [CIPD's change management factsheet](#) and [Kotter's change leadership framework](#).

QUESTION NO: 9 - (SIMULATION)

An organization spends US \$30,000 on customer service training, which leads to an increase of US \$75,000 in net profit from sales. The training return on investment (ROI) is _____%.

ANSWER: See the explanation for the answer

Explanation:

Answer: 150%

Training ROI is calculated as:

$$\text{ROI} = (\text{Net profit benefit} - \text{Training cost}) \div \text{Training cost} \times 100$$

$$\text{ROI} = (\$75,000 - \$30,000) \div \$30,000 \times 100 = \$45,000 \div \$30,000 \times 100 = 150\%$$

Therefore, the customer service training generated a **150% return on investment**.

QUESTION NO: 10

HR can help managers justify a new position by:

- A. reviewing budget requirements
- B. creating a new bonus plan
- C. determining what is at risk in not hiring
- D. analyzing the labor market conditions

ANSWER: C

Explanation:

Determining what is at risk in not hiring is the strongest way to justify a new position because it frames the request as a business need rather than simply an added expense. HR can help the manager identify the operational and strategic consequences of leaving the work uncovered, such as missed revenue or service commitments, excessive workload and burnout, compliance exposure, reduced quality, delayed projects, or loss of critical capability. Where possible, these risks should be quantified through workload volumes, overtime, turnover data, productivity measures, forecasted demand, and the cost of errors or delay. This creates a clear cost-of-inaction comparison: decision-makers can assess whether the likely consequences of not adding capacity exceed the fully loaded cost of the proposed role. It also connects workforce planning to organizational objectives, showing how the position supports delivery, risk management, and sustainable performance. This approach reflects the strategic HR responsibility to align staffing decisions with organizational needs and to use evidence in workforce planning. HRCI identifies workforce planning and talent acquisition as core professional knowledge areas for the PHRi credential; see the [HRCI PHRi certification page](#). For practical guidance on establishing a business case through costs and expected value, see the [U.S. Small Business Administration's business-plan guidance](#).

QUESTION NO: 11

An organization replaces numerous narrow pay grades with a smaller number of wide salary ranges to allow greater flexibility in career movement and pay administration. This is an example of:

- A. Job evaluation
- B. Broadbanding
- C. Salary increase matrix
- D. Pay compression

ANSWER: B

Explanation:

Broadbanding is correct because it combines multiple traditional pay grades into fewer, broader salary bands. The wider ranges give managers and HR more flexibility to recognize expanded responsibilities, skills, and lateral career movement without requiring a formal promotion to a new narrow grade.

A pay grade groups jobs of similar value, but broadbanding specifically reduces the number of grades and expands the range of pay within each band. A salary increase matrix guides individual pay adjustments, while job evaluation determines the relative value of jobs.

QUESTION NO: 12

An organization is planning a workforce reduction that will affect employees in several countries. Which actions should HR take before finalizing selection decisions? (Select TWO options)

- A. Use objective, job-related selection criteria

- B. Review applicable local consultation and notice requirements
- C. Give managers unrestricted discretion to select employees
- D. Apply one severance approach without considering local requirements
- E. Share individual performance ratings with unaffected employees

ANSWER: A B

Explanation:

HR should **use objective, job-related selection criteria** and **review applicable local consultation and notice requirements**. Objective criteria, supported by documentation, help the organization make defensible and consistent decisions. Because employment obligations vary across jurisdictions, HR must also identify country-specific requirements concerning consultation, notice, employee representatives, collective agreements, and termination procedures.

Providing managers unrestricted discretion creates inconsistency and increases the risk of biased decisions. Applying one severance approach without considering local requirements may be noncompliant. Broadly sharing individual performance ratings with unaffected employees is unnecessary and compromises confidentiality.

QUESTION NO: 13

An employee tells HR that a manager threatened the employee after a disagreement and that the employee is scheduled to work alone with the manager later that day. What should HR do first?

- A. Take interim action to protect the employee's safety
- B. Require a formal written complaint before acting
- C. Confront the manager immediately in front of the employee
- D. Wait until the next scheduled HR meeting

ANSWER: A

Explanation:

HR should **take immediate interim action to protect the employee's safety**. The report presents a potential immediate risk, so HR must first ensure that the employee is not required to work in an unsafe situation while the concern is assessed. Appropriate interim measures may include separating the individuals, changing reporting arrangements, or arranging temporary coverage.

HR should then begin a prompt, impartial investigation and document the actions taken. Requiring the employee to submit a formal written complaint before acting may delay a necessary safety response. Confronting the manager without preliminary fact-finding can compromise the investigation, while waiting for the next scheduled meeting fails to address the immediate concern.