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Question: 1146

Under the "Third-Country National" (TCN) staffing model, an HR manager would:

- A. Hire only workers who have never left their home city
- B. Hire a citizen of Country A to work in a subsidiary located in Country B for a firm headquartered in Country C
- C. Hire a citizen of the host country to work in the host country subsidiary
- D. Hire a citizen of the parent country to work in the host country subsidiary

Answer: B

Explanation: The answer is correct because hiring a citizen of Country A to work in a subsidiary located in Country B for a firm headquartered in Country C defines the TCN model, which is used to find specific expertise that may not be available in either the home or host countries.

Question: 1147

Which of the following best defines "Integrative Bargaining" in the context of labor-management negotiations?

- A. A process where two separate unions bargain together as one unit.
- B. A strategy where the union integrates all of its demands into one single "take-it-or-leave-it" offer.
- C. A collaborative "interest-based" approach where parties seek mutually beneficial solutions.
- D. A legal requirement to integrate federal law into local contract language.

Answer: C

Explanation: Integrative bargaining (also known as "win-win" or "interest-based" bargaining) focuses on identifying common interests and solving problems in a way that benefits both parties. Unlike distributive bargaining, it assumes that the "pie" can be expanded through cooperation, such as by improving safety to reduce costs for management while protecting workers.

Question: 1148

A nonprofit with a mission-driven culture faces criticism for low representation of people with disabilities despite inclusive hiring policies. Barriers appear in onboarding and accommodation processes. What intervention best advances true inclusion?

- A. Increasing recruitment targets without process changes
- B. Dismissing feedback as isolated

- C. Offering standard disability training only
- D. Conducting universal design audits of processes and co-creating accommodations with employee input

Answer: D

Explanation: Workforce diversity and inclusion for disabilities requires universal design and participatory approaches to remove systemic barriers.

Question: 1149

A unionized warehouse has a contract expiring in six months. The employer announces it will implement a new electronic monitoring system for employee performance tracking starting next month, without bargaining. The union demands bargaining. Applying recent NLRB decisions on unilateral changes, what outcome is most likely?

- A. Changes to technology are permissive subjects, requiring no bargaining.
- B. No violation occurs if the system was contemplated in prior negotiations.
- C. Bargaining is required only over effects, not the decision itself.
- D. The employer violated Section 8(a)(5) unless the contract contains a clear and unmistakable waiver covering monitoring technology.

Answer: D

Explanation: The NLRB returned to the clear and unmistakable waiver standard, requiring explicit contractual language to permit unilateral changes on mandatory subjects like electronic monitoring of employees.

Question: 1150

An organization facing pay transparency laws in multiple states is conducting a pay equity audit. The analysis reveals unexplained variances in base pay for similar roles after controlling for job evaluation points, tenure, and performance. Which factor is most likely contributing to the disparities under modern compliance expectations?

- A. Ignoring geographic differentials entirely
- B. Overreliance on cost-of-living adjustments for remote workers
- C. Failure to incorporate skills-based pay adjustments
- D. Consistent use of negotiation in initial offers

Answer: D

Explanation: Consistent use of negotiation in initial offers is most likely contributing to the disparities because it often perpetuates inequities, particularly across gender and demographic lines, and modern pay equity practices emphasize structured ranges and reduced negotiation latitude.

Question: 1151

A company's HR department is using "People Analytics" to predict which employees are likely to leave the organization. This use of technology in HR is primarily aimed at:

- A. Replacing human intuition entirely with machine-based decision making.
- B. Increasing the complexity of HR reports to impress the Board of Directors.
- C. Moving from reactive management to proactive, data-driven workforce planning.
- D. Automating the firing process to reduce manager involvement.

Answer: C

Explanation: People Analytics (or HR Analytics) represents the evolution of HR into a data-driven discipline. By using predictive modeling, HR can identify trends and intervene early (e.g., improving retention strategies), moving the function away from "gut feel" to evidence-based management.

Question: 1152

An employer contributes a set amount to an employee's retirement account each month. The final benefit the employee receives is not guaranteed and depends entirely on the investment's performance. This is a:

- A. Non-qualified deferred compensation plan
- B. Defined benefit plan
- C. Defined contribution plan
- D. Social Security supplement

Answer: C

Explanation: In a defined contribution plan (like a 401(k)), the employer's contribution is defined, but the ultimate benefit fluctuates based on investment returns and market conditions.

Question: 1153

A healthcare organization implements 360-degree feedback for nurse supervisors but excludes self-assessments to reduce bias. During rollout, several supervisors complain that peer input feels anonymous yet personally targeted, leading to defensiveness. What best practice would most effectively mitigate rater reluctance and improve acceptance in this multi-source system?

- A. Using the results exclusively for promotion decisions
- B. Making all ratings visible to the entire department
- C. Providing rater training on behavioral observation and constructive phrasing

D. Limiting feedback to quantitative scales only

Answer: C

Explanation: Providing rater training on behavioral observation and constructive phrasing would most effectively mitigate rater reluctance and improve acceptance, as it equips participants to focus on observable actions and impacts, reduces emotional reactions, and builds trust in the multi-source process for developmental purposes.

Question: 1154

What is the significance of a "Decertification Election" (RD election) in the labor relations process?

- A.** It is a vote by the union to determine if they want to change their national affiliation.
- B.** It is the process used to merge two different unions into one larger entity.
- C.** It is the process used to remove a union that the employees no longer wish to represent them.
- D.** It is a vote by management to determine if they still recognize the union.

Answer: C

Explanation: A decertification election is a formal process conducted by the NLRB where employees vote on whether they want to continue being represented by their current union. If a majority of the voting employees choose "no union," the union loses its status as the exclusive bargaining representative. This cannot occur while a valid CBA is in effect (except during a specific window) due to the "contract bar" rule.

Question: 1155

A company is implementing a "Work-Life Sustainability" initiative. As part of this, they are replacing "Unlimited PTO" with a "Mandatory Minimum PTO" policy. Why is this considered more "Sustainable"?

- A.** It ensures that all employees, especially those in high-pressure roles, actually take the time needed to "regenerate" and prevent burnout.
- B.** It makes it easier for HR to track employee attendance and identify those who are "slacking off."
- C.** It provides a clear legal defense against "wage and hour" lawsuits regarding unpaid overtime.
- D.** It allows the company to save money by not having to pay out unused vacation days when an employee leaves.

Answer: A

Explanation: "Unlimited PTO" often leads to employees taking LESS time off because of cultural pressure and lack of clear guidelines. A "Mandatory Minimum" policy is a sustainable HR practice because it forces "regeneration." This protects the "human resource" from exhaustion, which is the core principle of sustainability applied to people.

Question: 1156

An HR professional is asked to design a "Competency Model" for the organization. How does this task reflect the evolving role of HR compared to traditional job analysis?

- A. It identifies the knowledge, skills, and behaviors that drive high performance in a changing environment.
- B. It focuses on the specific tasks and tools used in a job rather than the person.
- C. It is used only for determining the hourly wage of entry-level workers.
- D. It prioritizes seniority over actual performance metrics.

Answer: A

Explanation: While traditional job analysis focuses on tasks and duties (the job itself), competency modeling focuses on the characteristics of the individual (KSAs and behaviors) that lead to success. This reflects HR's shift toward supporting organizational agility and performance.

Question: 1157

An e-commerce firm adopts continuous performance management with weekly pulse surveys and monthly coaching conversations, eliminating formal annual appraisals. When challenged on compliance, HR asserts the system still meets documentation needs through aggregated digital records. What legal consideration is most critical for ensuring defensibility under EEOC scrutiny?

- A. Conducting external audits of survey anonymity
- B. Requiring annual sign-off on all pulse data
- C. Linking every feedback entry to compensation adjustments
- D. Retaining evidence of consistent application across protected groups

Answer: D

Explanation: Retaining evidence of consistent application across protected groups is most critical for ensuring defensibility under EEOC scrutiny, as disparate impacts or patterns in feedback/coaching records could trigger adverse treatment claims, requiring proof of uniform processes regardless of the continuous format.

Question: 1158

A federal agency eliminates a longstanding telework option without bargaining impact. The union claims violation. The CSRA analysis is:

- A. Effects and arrangements must be bargained even if substance is reserved.
- B. Telework is non-negotiable entirely.
- C. Past practice overrides statute.
- D. Elimination is a management right with no bargaining required.

Answer: A

Explanation: While substantive decisions remain management rights, the Statute mandates bargaining over procedures and appropriate arrangements for adversely affected employees.

Question: 1159

A company decides to use "Projective Tests" as part of its executive selection process. Which of the following is a characteristic of a projective test?

- A. It presents ambiguous stimuli and asks the candidate to describe them to uncover latent traits
- B. It measures specific technical knowledge using a multiple-choice format
- C. It asks the candidate to perform a sample task, such as a simulated "In-Basket" exercise
- D. It uses a highly structured interview format with a panel of three or more experts

Answer: A

Question: 1160

An HR Manager is faced with a whistleblower complaint involving a senior executive. The executive is a close friend of the HR Manager. To act ethically, the HR Manager should:

- A. Rewrite the company policy to exclude the executive's specific actions
- B. Advise the whistleblower to drop the complaint to protect the executive
- C. Recuse themselves from the investigation to avoid a conflict of interest
- D. Handle the investigation personally to ensure the executive's reputation is protected

Answer: C

Explanation: Ethical HR practice requires the avoidance of conflicts of interest. When a personal relationship could bias a professional investigation, the most ethical course of action is for the HR professional to step aside and allow an objective party to handle the matter.

Question: 1161

An HR team analyzes injury data showing spikes after shift changes. The most appropriate response is:

- A. Eliminate shift changes
- B. Increase staffing without analysis
- C. Blame night shift workers
- D. Review fatigue management policies, implement controlled shift handovers, and provide fatigue risk training

Answer: D

Explanation: Reviewing fatigue management policies, implementing controlled shift handovers, and providing fatigue risk training addresses human factors in occupational accidents, aligning with best practices for safety in 24/7 operations.

Question: 1162

In a professional services firm, high-potential employees express frustration with opaque career paths. HR introduces individual development planning tied to competency frameworks. Which element best supports sustained participation?

- A. Restricting plans to annual cycles
- B. Providing static templates without follow-up
- C. Focusing only on technical skills
- D. Facilitating regular dialogue with sponsors to adjust plans based on performance and opportunities

Answer: D

Explanation: Dynamic sponsorship and dialogue promote ownership and alignment in career progression.

Question: 1163

During a period of rapid organizational restructuring, a firm utilizes the "9-box grid" to identify candidates for an upcoming reduction-in-force (RIF). Which quadrant placement would logically protect an employee from displacement while simultaneously flagging them for a lateral transfer rather than a promotion?

- A. Low Potential / High Performance
- B. High Potential / Low Performance
- C. Moderate Potential / Moderate Performance
- D. Talent Risk / Low Performance

Answer: A

Explanation: Individuals categorized as "Low Potential / High Performance" are often referred to as "Core Employees" or "Workhorses." While they are highly valuable due to their current output and should be protected during a reduction-in-force to maintain operational stability, they are deemed to have reached their ceiling in terms of vertical growth. A lateral transfer may be used to keep them engaged or to apply

their high-level execution skills to a different department without the expectation of moving into a more complex leadership role.

Question: 1164

Which of the following describes "Pay Compression"?

- A. The process of reducing the number of pay grades in an organization.
- B. A situation where there is only a small difference in pay between new hires and experienced employees.
- C. When the midpoint of a salary range is lowered due to market deflation.
- D. The tendency for the highest-paid employees to receive the smallest percentage raises.

Answer: B

Explanation: Pay compression occurs when the pay of newer employees approaches or exceeds that of more experienced employees in the same grade, often due to rapidly rising market rates for entry-level talent.

Question: 1165

Which of the following is a potential disadvantage of using "vestibule training" for new equipment operators?

- A. It may be expensive to set up and maintain a separate, simulated environment
- B. It interferes with the regular flow of production in the main facility
- C. It prevents the use of experienced supervisors as instructors
- D. It endangers the safety of the trainees by placing them on the actual production line

Answer: A

Explanation: Vestibule training involves setting up a separate area with the same equipment used on the job to train employees without the pressures or risks of the actual production floor. While safe and effective for learning, the primary disadvantage is the significant cost associated with duplicating equipment and space purely for training purposes.

Question: 1166

A company with multiple sites plans to lay off 120 employees nationwide due to automation, with no single site exceeding 40 affected. Is WARN Act notice required?

- A. Yes, if total exceeds 500 employees affected
- B. Yes, aggregating all sites as one employer action

C. Only for unionized locations

D. No, because no single employment site meets the 50-employee threshold for mass layoff or plant closing

Answer: D

Explanation: WARN Act calculations are site-specific; mass layoff or plant closing notice applies only if thresholds are met at an individual employment site, not aggregated across locations.

Question: 1167

A firm adopting agile methodologies restructures teams frequently. HR's evolved function most critical here is:

- A. Facilitating dynamic talent mobility and continuous learning
- B. Focusing on annual reviews only
- C. Enforcing rigid job descriptions
- D. Limiting internal movements

Answer: A

Explanation: HR supports agile environments by enabling talent mobility and continuous learning, reflecting function evolution toward flexibility.

Question: 1168

An organization is designing a training program using the ADDIE model. During the "Analysis" phase, they discover that the performance gap is actually caused by outdated software, not a lack of employee knowledge. What is the most appropriate HR action?

- A. Recommend a systems upgrade or process redesign instead of a training program
- B. Implement a "Train-the-Trainer" program to save costs
- C. Continue with the training program but add a module on software troubleshooting
- D. Redesign the training to be delivered via E-learning to increase engagement

Answer: A

Explanation: One of the most critical aspects of the "Analysis" phase in ADDIE is determining whether training is the appropriate solution. If the performance gap is environmental or resource-based (like outdated software) rather than skill-based, training will not solve the problem. HR should act as a consultant to recommend the correct non-training intervention.

Question: 1169

A publicly traded financial services firm is designing its executive compensation package for the upcoming proxy season. Shareholders have expressed concerns about excessive risk-taking linked to short-term incentives. The board wants to emphasize long-term value creation while complying with Dodd-Frank clawback requirements and recent SEC updates on pay-versus-performance disclosures. Which element should be weighted most heavily in the package?

- A. Restricted stock units vesting over 4 years with performance conditions
- B. Immediate stock options without holding requirements
- C. Base salary comprising 70% of total target compensation
- D. Annual cash bonuses tied solely to quarterly earnings

Answer: A

Explanation: Restricted stock units vesting over 4 years with performance conditions should be weighted most heavily because they align executive interests with long-term shareholder value, reduce short-term risk-taking incentives, and support transparent pay-versus-performance disclosures.

Question: 1170

In a federal agency covered by the Civil Service Reform Act, a bargaining unit experiences a change in mission priorities that requires reassigning several employees to new duties without prior notice to the union. The union files a grievance claiming a violation of the duty to bargain. What is the key legal principle that determines whether bargaining is required?

- A. Federal agencies are exempt from bargaining over mission-related changes due to management rights provisions
- B. The union must demonstrate that the change violates an existing collective bargaining agreement
- C. Bargaining is mandatory only if the reassignment affects more than 10% of the unit
- D. The change must involve a condition of employment that is substantively negotiable under the statute's scope of bargaining

Answer: D

Explanation: The Civil Service Reform Act (Title VII) preserves management rights over mission direction but requires bargaining over conditions of employment impacted by such changes if they fall within the negotiable scope. Agencies must provide notice and an opportunity to bargain over the impact and implementation of changes affecting working conditions, unless the matter is excluded by law or regulation.

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