

Western Governors University (WGU) D351 Functions of Human Resource Management Practice Exam (Sample)

Study Guide



Everything you need from our exam experts!

This is a sample study guide. To access the full version with hundreds of questions,

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Don't worry about getting everything right, your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 - 45 minutes). Review a handful of questions, reflect on the explanations, and take breaks to retain information better.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning.

7. Use Other Tools

Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly — adapt the tips above to fit your pace and learning style. You've got this!

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Questions

- 1. How is fixed pay defined in the context of compensation?**
 - A. Compensation that is independent of performance**
 - B. Compensation dependent on sales performance**
 - C. Pay that varies with employee output**
 - D. A type of incentive pay for achieving targets**
- 2. According to human resource management, how are 'skills' defined?**
 - A. As innate abilities to perform tasks.**
 - B. As proficiencies developed through experience.**
 - C. As certifications obtained through training.**
 - D. As theoretical concepts of job performance.**
- 3. What actions might an organization undertake when creating an attraction plan?**
 - A. Reducing salaries and benefits**
 - B. Increasing employee self-control and emphasizing intrinsic rewards**
 - C. Limiting communication channels**
 - D. Focusing on external hiring only**
- 4. What element is critical in ensuring effective job matching?**
 - A. Employee tenure**
 - B. Job profiles and candidate profiles**
 - C. Performance feedback systems**
 - D. Cross-training opportunities**
- 5. How is healthcare classified in human resource management?**
 - A. Direct compensation**
 - B. Variable compensation**
 - C. Indirect compensation**
 - D. Performance-based compensation**

- 6. What is involved in the first phase of the human resource planning process?**
- A. Developing data**
 - B. Setting performance targets**
 - C. Conducting job interviews**
 - D. Implementing training programs**
- 7. What is the term for a compensation method where employees are paid a standard rate for each unit produced?**
- A. Hourly Wage**
 - B. Salary**
 - C. Piecework**
 - D. Commission**
- 8. What is a key consideration for organizations when implementing a promotion-from-within policy?**
- A. External candidates always have a fresh perspective.**
 - B. Internal promotions are often less costly.**
 - C. It creates divisions among long-term and short-term employees.**
 - D. It is irrelevant to employee morale.**
- 9. What constitutes national origin employment discrimination?**
- A. Adverse employment decisions based on a person's height**
 - B. Decisions made against someone due to their ancestors' country**
 - C. All decisions made by employers**
 - D. Recruitment of only local candidates**
- 10. Which type of training is characterized by a hands-on learning experience?**
- A. Online training**
 - B. Classroom training**
 - C. On-the-job training**
 - D. Simulation training**

Answers

1. A
2. B
3. B
4. B
5. C
6. A
7. C
8. B
9. B
10. C

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Explanations

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1. How is fixed pay defined in the context of compensation?

A. Compensation that is independent of performance

B. Compensation dependent on sales performance

C. Pay that varies with employee output

D. A type of incentive pay for achieving targets

Fixed pay is defined as compensation that is independent of performance, which means it remains constant regardless of an employee's output or the organization's performance metrics. This type of pay typically includes salaries, wages, and base pay. Employees can expect to receive this amount regularly, usually on a monthly or biweekly basis, without fluctuations based on their performance levels or the company's financial results. In contrast, the other choices refer to compensation structures that are performance-dependent. Pay that varies with employee output or is tied to sales performance indicates a variable pay structure, where earnings are influenced by achieving specific outcomes or targets. Additionally, incentive pay is designed to motivate employees to reach particular goals and is contingent on performance. Therefore, these options are examples of performance-based compensation, distinguishing them from fixed pay, which offers stability and predictability in earnings.

2. According to human resource management, how are 'skills' defined?

A. As innate abilities to perform tasks.

B. As proficiencies developed through experience.

C. As certifications obtained through training.

D. As theoretical concepts of job performance.

The definition of 'skills' in human resource management emphasizes the importance of proficiencies developed through experience. Skills refer to the specific abilities that individuals acquire as they engage in various tasks and activities over time. This hands-on experience helps refine these proficiencies, allowing individuals to perform tasks more efficiently and effectively. In a workplace context, skills can be categorized into technical skills, interpersonal skills, and problem-solving skills, among others, all of which are cultivated through practice and engagement with work-related tasks. This viewpoint underscores the dynamic nature of skills, as they evolve through real-world application and learning opportunities. The other options do not accurately capture the essence of skills as understood in HR management. While innate abilities can contribute to someone's potential, they do not define skills themselves—skills are gained and enhanced over time. Certifications denote proof of training and knowledge but do not inherently imply the practical application or proficiency. Theoretical concepts refer to ideas or models rather than the actionable abilities that skills represent. Thus, option B aligns best with the HR perspective on skills.

3. What actions might an organization undertake when creating an attraction plan?

A. Reducing salaries and benefits

B. Increasing employee self-control and emphasizing intrinsic rewards

C. Limiting communication channels

D. Focusing on external hiring only

An organization aiming to create an attraction plan may focus on increasing employee self-control and emphasizing intrinsic rewards because this approach fosters a positive work environment that can naturally draw in talent. When employees have a sense of self-control, they feel empowered in their roles and more engaged with their work. This empowerment contributes to higher job satisfaction, making the organization more appealing to potential recruits who seek meaningful work and growth opportunities. Moreover, emphasizing intrinsic rewards—such as personal growth, recognition, and the fulfillment that comes from the work itself—can enhance the organizational culture, making it more attractive to individuals looking for a supportive and rewarding workplace. In contrast, strategies like reducing salaries and benefits or limiting communication channels could deter potential candidates by creating a perception of an unwelcoming or unsupportive workplace. Additionally, focusing solely on external hiring neglects the potential benefits of internal talent development and mobility, which can further undermine employee morale and retention. Overall, focusing on intrinsic rewards aligns with modern HR practices centered on employee engagement and satisfaction, shaping a strong attraction plan.

4. What element is critical in ensuring effective job matching?

A. Employee tenure

B. Job profiles and candidate profiles

C. Performance feedback systems

D. Cross-training opportunities

The correct choice focuses on the importance of job profiles and candidate profiles in the process of effective job matching. Job profiles outline the specific requirements, responsibilities, and expectations for a position, while candidate profiles detail the skills, experience, and attributes of potential hires. Having a clear alignment between these two profiles facilitates the identification of candidates who not only have the necessary skills but also fit the organization's cultural and operational needs. This ensures that individuals are more likely to succeed and be satisfied in their roles, reducing turnover and enhancing overall job performance. In contrast, while employee tenure may provide insight into the stability of the workforce, it does not inherently contribute to how well a candidate's qualifications match a specific job. Performance feedback systems are valuable for ongoing evaluation and improvement of employee performance but do not directly correlate to the initial job matching process. Similarly, cross-training opportunities enhance employee versatility and engagement but do not directly address the foundational matching of job and candidate profiles. The alignment provided by job and candidate profiles is crucial for successful recruitment and retention strategies.

5. How is healthcare classified in human resource management?

- A. Direct compensation**
- B. Variable compensation**
- C. Indirect compensation**
- D. Performance-based compensation**

Healthcare is classified as indirect compensation in human resource management because it represents a form of employee benefit that is provided beyond direct payments like salaries and wages. Indirect compensation includes various non-cash benefits that organizations offer to support their employees' well-being and enhance their overall compensation package. This classification encompasses various offerings such as health insurance, dental coverage, vision care, retirement benefits, and wellness programs. These benefits play a crucial role in attracting and retaining talent, promoting job satisfaction, and encouraging employee loyalty. By categorizing healthcare as indirect compensation, organizations acknowledge the value of these benefits in contributing to an employee's overall remuneration and quality of life, without directly tying them to hourly wages or salary figures. The other options focus on different aspects of compensation, either emphasizing direct monetary payments or performance-related incentives, which do not capture the essence of healthcare benefits as part of the broader spectrum of employee compensation.

6. What is involved in the first phase of the human resource planning process?

- A. Developing data**
- B. Setting performance targets**
- C. Conducting job interviews**
- D. Implementing training programs**

In the first phase of the human resource planning process, developing data is crucial as it lays the foundation for informed decision-making regarding staffing needs. This phase typically involves collecting and analyzing information about the current workforce, including skills, competencies, and employee demographics, as well as future workforce needs based on organizational goals and anticipated changes in the external environment. This initial data gathering helps HR professionals understand the existing capabilities within the workforce and identify gaps between current resources and future requirements. By focusing on data development, organizations can effectively plan for recruiting, training, and developmental initiatives that align with their strategic objectives. The gathering of this information sets the stage for all subsequent phases of human resource planning, ensuring that performance targets, job interviews, and training programs are effectively aligned with actual workforce needs.

7. What is the term for a compensation method where employees are paid a standard rate for each unit produced?

- A. Hourly Wage**
- B. Salary**
- C. Piecework**
- D. Commission**

The term for a compensation method where employees are paid a standard rate for each unit produced is referred to as piecework. This method focuses on rewarding employees based on their productivity, where they earn a specific amount of money for every unit they complete or produce. This incentive structure can effectively motivate workers to increase their output, as their earnings are directly tied to the quantity of units they produce. Piecework is often utilized in manufacturing and production environments, where output can be easily measured, making it a clear and straightforward compensation strategy. In contrast, hourly wages pay employees based on the time they work rather than their output, salaries provide a fixed payment regardless of the number of units produced, and commissions are typically associated with sales roles, where employees earn a percentage of sales they generate rather than payment per unit of production. Each of these alternatives focuses on different aspects of compensation rather than the unit-based productivity that characterizes piecework.

8. What is a key consideration for organizations when implementing a promotion-from-within policy?

- A. External candidates always have a fresh perspective.**
- B. Internal promotions are often less costly.**
- C. It creates divisions among long-term and short-term employees.**
- D. It is irrelevant to employee morale.**

A promotion-from-within policy is primarily a strategic approach that organizations use to fill vacant positions by considering their current employees. This method tends to be less costly for several reasons. Internal candidates are already familiar with the organization's culture, policies, and procedures, which reduces the onboarding and training expenses associated with hiring external candidates. Additionally, the organization saves on recruitment costs such as advertising for job openings and the time involved in screening and interviewing new candidates. Moreover, promoting from within can enhance employee engagement and retention, as employees are likely to feel valued and see opportunities for career advancement. This policy can create a sense of loyalty and commitment among employees, as they recognize that hard work and dedication can lead to growth within the organization. Utilizing internal talent effectively can foster a more efficient and cohesive work environment, aligning with the long-term goals of the organization while being cost-effective.

9. What constitutes national origin employment discrimination?

- A. Adverse employment decisions based on a person's height**
- B. Decisions made against someone due to their ancestors' country**
- C. All decisions made by employers**
- D. Recruitment of only local candidates**

National origin employment discrimination occurs when an individual faces adverse employment decisions based on their ancestry, ethnicity, place of origin, or cultural characteristics associated with a certain country. This encompasses biases or unjust treatment directed at individuals because of their heritage or the country their ancestors came from. When referring to employment decisions, it is essential to understand that this form of discrimination could manifest in various ways, including hiring, firing, promotions, job assignments, and working conditions, all influenced by an individual's national origin. Consequently, the concept emphasizes protecting individuals from being disadvantaged at work due to their ethnic or cultural backgrounds. Other options presented do not accurately define national origin discrimination. For instance, adverse decisions based on physical attributes, such as height, or limiting recruitment to only local candidates without regard to an individual's national origin do not align with the established legal definitions surrounding national origin discrimination. These options focus on different bases for discrimination or employment practices not specifically related to national origin.

10. Which type of training is characterized by a hands-on learning experience?

- A. Online training**
- B. Classroom training**
- C. On-the-job training**
- D. Simulation training**

The type of training characterized by a hands-on learning experience is on-the-job training. This method places employees in their actual working environment, allowing them to learn tasks and skills while performing their job duties under the guidance of an experienced colleague or supervisor. The real-world context enables learners to apply theoretical knowledge immediately and develop practical skills within the specific environment they will be working in. On-the-job training is particularly effective because it encourages active participation and enables learners to experience the challenges and realities of the job first-hand. This method tends to improve retention of knowledge and can lead to greater job satisfaction as employees feel more engaged and capable. Other training methods vary in their approach: online training typically relies on digital platforms and self-paced learning, classroom training often emphasizes lectures and discussions without the hands-on component that characterizes on-the-job training, and simulation training involves practicing tasks in a controlled, artificial environment rather than the actual workplace. Each of these methods has its own advantages but does not fully encompass the experiential learning aspect inherent in on-the-job training.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://wgu-hrm2110-d351.examzify.com>

We wish you the very best on your exam journey. You've got this!