

# Western Governors University (WGU) HRM3540 D356 HR Technology Practice Exam (Sample)

## Study Guide



**Everything you need from our exam experts!**

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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. 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.**

## **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. 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!**

## Questions

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- 1. What is at the core of electronic human resource management (eHRM)?**
  - A. People**
  - B. Technology**
  - C. Data**
  - D. Processes**
  
- 2. Which of the following is an example of a direct benefit?**
  - A. Minimize travel expenses for employees**
  - B. Conduct custom e-learning training module development for other organizations**
  - C. Increase branding opportunities**
  - D. Improve customer loyalty**
  
- 3. What HR system option is typically viable for a small organization?**
  - A. File management**
  - B. Global ERP suite**
  - C. Hybrid cloud services for large enterprises**
  - D. Advanced predictive analytics**
  
- 4. Which architectural model has become prevalent in the last decade due to advances in cloud computing?**
  - A. Cloud computing enables applications to be used without a complex installation process.**
  - B. On-premises servers are mandatory for all deployments.**
  - C. Stand-alone desktop software with manual updates.**
  - D. Peer-to-peer networks replacing servers.**
  
- 5. If recent college graduates are a company's target audience, social networks can provide what?**
  - A. A direct and efficient link to potential applicants.**
  - B. An indirect and slow link to applicants.**
  - C. No link to applicants.**
  - D. Only internal candidates can be reached.**

- 6. In a business-cost analysis to determine average employee contribution, which indirect formula should be used?**
- A. Number of employees who have left divided by the average number of employees multiplied by 100**
  - B. Total payroll divided by headcount**
  - C. Sum of benefits divided by total employees**
  - D. New hires divided by current employees**
- 7. To put an HR metric in context, which two reporting metrics should be included?**
- A. Benchmark and Trends**
  - B. Benchmark and Variance**
  - C. Trends and Variance**
  - D. Cost and Time**
- 8. In planning a needs analysis for a new HRIS, what should the project manager ensure is communicated to focus group participants to make the meeting effective?**
- A. Explain the objectives clearly**
  - B. Schedule the meeting without a defined agenda**
  - C. Limit participants to managers only**
  - D. Focus on technical details during the meeting**
- 9. What is the best approach to addressing gaps identified in the HRIS implementation phase?**
- A. Close the identified gaps**
  - B. Ignore gaps**
  - C. Outsource the HRIS entirely**
  - D. Redesign the corporate strategy**
- 10. What do Kotter's, Nadler's, and Lewin's change models have in common?**
- A. Predictable and manageable plans**
  - B. Focus on short-term wins**
  - C. Emphasize statistical process control**
  - D. Rigid change resistance**

## Answers

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

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## **Explanations**

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**1. What is at the core of electronic human resource management (eHRM)?**

- A. People**
- B. Technology**
- C. Data**
- D. Processes**

People are at the center of electronic human resource management. The purpose of eHRM is to use technology to support how organizations attract, develop, manage, and retain employees. Technology serves as the enabler that makes HR tasks more efficient and accurate, but everything hinges on serving people—employees, managers, and HR professionals. Data provides the information to guide decisions, and processes supply the structured workflows, yet both exist to benefit people. So the best answer is People, because they are the focus and beneficiaries of eHRM, with technology, data, and processes acting to support that goal.

**2. Which of the following is an example of a direct benefit?**

- A. Minimize travel expenses for employees**
- B. Conduct custom e-learning training module development for other organizations**
- C. Increase branding opportunities**
- D. Improve customer loyalty**

Direct benefits are the tangible, immediate gains the organization gets from implementing a program—things you can measure in the near term like cost savings or time saved. Reducing travel expenses for employees fits this well because it directly lowers the company's costs right away as a result of the initiative (such as a travel policy, remote work, or virtual meetings). The other options focus on outcomes that are not the immediate internal payoff of the initiative: creating training for other organizations could bring external revenue or business, which is more about market opportunities; increasing branding opportunities boosts external visibility and reputation; and improving customer loyalty is an external, longer-term result driven by many factors beyond the program itself.

**3. What HR system option is typically viable for a small organization?**

- A. File management**
- B. Global ERP suite**
- C. Hybrid cloud services for large enterprises**
- D. Advanced predictive analytics**

For a small organization, a simple file management approach to HR records is viable because it keeps costs and complexity low while still handling essential human resources tasks like storing employee documents, policies, and compliance records. It avoids the heavy setup, ongoing maintenance, and specialized IT support required by a global ERP suite, which is designed for larger organizations with many processes and users. Likewise, hybrid cloud services aimed at large enterprises add layers of complexity and governance that a small team typically doesn't need. Advanced predictive analytics require substantial data quality, infrastructure, and analytics capability that a small organization often cannot support. So starting with straightforward file management aligns with the immediate needs and resource constraints of a small organization.

**4. Which architectural model has become prevalent in the last decade due to advances in cloud computing?**

- A. Cloud computing enables applications to be used without a complex installation process.**
- B. On-premises servers are mandatory for all deployments.**
- C. Stand-alone desktop software with manual updates.**
- D. Peer-to-peer networks replacing servers.**

The key idea is software delivered as a service over the internet, so you can use applications without installing them on every device. Advances in cloud computing have popularized architectures where the app runs in the cloud and is accessed via a web browser or thin client, with the provider handling hosting, maintenance, scaling, and updates. This SaaS-style approach minimizes setup friction, speeds deployment, and makes updates seamless, which is why it has become the prevalent model in the last decade. The other options don't fit this trend. Requiring on-premises servers means more local setup and maintenance, which cloud services reduce. Stand-alone desktop software with manual updates is the old model that cloud approaches have largely replaced, since cloud apps push updates automatically. Peer-to-peer networks replacing servers describe a different networking approach that isn't the dominant architecture for enterprise applications driven by cloud hosting.

5. If recent college graduates are a company's target audience, social networks can provide what?

- A. A direct and efficient link to potential applicants.**
- B. An indirect and slow link to applicants.**
- C. No link to applicants.**
- D. Only internal candidates can be reached.**

Social networks give a direct channel to reach the exact group a company wants to hire—in this case, recent college graduates. They allow targeted outreach, meaning you can tailor messages, job posts, and ads to people who fit graduation year, degree, field of study, location, and other criteria. Recruiters can connect with potential applicants directly, share openings, and even start conversations or recruitment campaigns right on platforms where graduates spend time. This makes finding and engaging the right candidates faster and more efficient than many traditional methods, and it also helps spread opportunities through networks so more qualified applicants can discover the role with ease.

6. In a business-cost analysis to determine average employee contribution, which indirect formula should be used?

- A. Number of employees who have left divided by the average number of employees multiplied by 100**
- B. Total payroll divided by headcount**
- C. Sum of benefits divided by total employees**
- D. New hires divided by current employees**

When estimating how much value the workforce contributes on average, turnover is a practical indirect indicator. The formula takes the number of employees who have left during a period and divides it by the average number of employees, then multiplies by 100 to express it as a percentage. This turnover rate reflects how stable the workforce is and signals the impact on productivity, training, and replacement costs—factors that influence overall average contribution over time. Using this measure smooths out month-to-month fluctuations by employing the average headcount in the denominator, giving a clearer view of churn relative to the workforce size. In contrast, other options focus on direct cost allocations (average pay, benefits per employee) or recruitment activity (new hires), which don't directly capture the ongoing effect of employees leaving on the organization's average contribution.

**7. To put an HR metric in context, which two reporting metrics should be included?**

- A. Benchmark and Trends**
- B. Benchmark and Variance**
- C. Trends and Variance**
- D. Cost and Time**

When you're interpreting an HR metric, you need context to know if the number is good or bad. The two reporting elements that provide that context are benchmarks and trends. Benchmarks establish a standard or target—whether from internal goals or external industry norms—so you can compare the current value to what's expected or typical. Trends show how the metric moves over time, revealing whether performance is improving, staying the same, or declining. Put together, benchmarks tell you where you should be, and trends tell you the direction you're heading, which helps you assess whether you're on track and whether any interventions are making a difference. Variance depends on a target but isn't by itself the whole context, and cost or time are separate measurements rather than the contextual references that interpretation relies on.

**8. In planning a needs analysis for a new HRIS, what should the project manager ensure is communicated to focus group participants to make the meeting effective?**

- A. Explain the objectives clearly**
- B. Schedule the meeting without a defined agenda**
- C. Limit participants to managers only**
- D. Focus on technical details during the meeting**

Communicating clear objectives to focus group participants is essential for an effective needs analysis for a new HRIS. When participants understand exactly what the meeting aims to uncover—such as current pain points, desired capabilities, data flows, and reporting needs—and how their input will influence the selection and design of the system, they can contribute focused, relevant information. This upfront clarity helps the project manager structure the session with the right questions and activities, manage time efficiently, and prevent drift from the key goals. Without clearly stated objectives, discussions can wander off topic, making it harder to gather the necessary requirements. Limiting who participates or jumping into technical details too soon would further constrain insights and obscure user needs and real-world workflows that the HRIS must support.

**9. What is the best approach to addressing gaps identified in the HRIS implementation phase?**

- A. Close the identified gaps**
- B. Ignore gaps**
- C. Outsource the HRIS entirely**
- D. Redesign the corporate strategy**

When implementing an HRIS, promptly addressing gaps identified during the implementation phase is essential to ensure the system delivers what the business needs. Gaps can appear in functionality, data quality, integration, security, or workflow alignment. The best approach is to document each gap, assess its impact on how the system will be used, and then create a prioritized remediation plan. This plan guides fixes in configuration, data mapping, or small development changes, followed by thorough retesting and user validation. By closing gaps, the project reduces risk, keeps scope under control, and boosts user acceptance because the system actually supports the intended processes and data flows. Ignoring gaps leaves critical issues unresolved, which can lead to incomplete functionality, poor data quality, and costly rework after go-live. Outsourcing the HRIS entirely can be a strategic option in some cases, but it does not automatically resolve existing implementation gaps and may add delays or integration challenges. Redesigning the corporate strategy is a broader move that doesn't address the specific gaps in the HRIS implementation and could divert attention and resources from necessary remediation.

**10. What do Kotter's, Nadler's, and Lewin's change models have in common?**

- A. Predictable and manageable plans**
- B. Focus on short-term wins**
- C. Emphasize statistical process control**
- D. Rigid change resistance**

A structured, planned process for implementing organizational change is what these models share. Each framework treats change as a deliberate sequence rather than a one-off event, providing a roadmap with steps, timing, and roles to guide the transition. Lewin's model lays out clear stages—unfreeze, move, refreeze—to prepare, implement, and solidify new practices. Kotter's approach offers a detailed eight-step path, beginning with urgency and a guiding coalition and ending with anchoring new behaviors in culture. Nadler's view treats change as a system transformation with inputs, processes, and outputs designed through planning and feedback to achieve a predictable outcome. This emphasis on a predictable, manageable plan distinguishes these models from ad hoc attempts to change. The other options don't fit because they describe specific tactics or aspects not shared by all three: short-term wins are a tactic within Kotter's framework but not the common thread across all three; statistical process control is about quality processes, not change management; and rigid resistance misrepresents these models, which advocate managing resistance through structured steps, communication, and involvement.

## 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](mailto:hello@examzify.com).**

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

**<https://wgu-hrm3540d356.examzify.com>**

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

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