

# SHRM<sup>®</sup>

Society for Human  
Resource Management

## COMPLETE STUDY GUIDE

**SHRM-CP EXAM AND SHRM-SCP EXAM**

Includes one year of **FREE** access after activation to the interactive online learning environment and study tools:

**2 custom practice exams**

**Over 100 electronic flashcards**

**Searchable key term glossary**

**SANDRA M. REED**

*SHRM-SCP*

 **SYBEX**  
A Wiley Brand

# Table of Contents

[Cover](#)

[Title Page](#)

[Copyright](#)

[Dedication](#)

[Acknowledgments](#)

[About the Author](#)

[About the Technical Editor](#)

[Introduction](#)

[How This Book Is Organized](#)

[Interactive Online Learning Environment and Test Bank](#)

[SHRM CP Assessment Test](#)

[Answers to SHRM CP Assessment Test](#)

[SHRM SCP Assessment Test](#)

[Answers to SHRM SCP Assessment Test](#)

[PART I: Preparing for the Exams](#)

[Chapter 1: The Basics of SHRM Certification](#)

[Exam Notables](#)

[Exam Overview](#)

[The SHRM Exam Objectives](#)

[The Value of HR Certification](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[Chapter 2: Preparing for the Exam](#)

[Exam Notables](#)

[Study Plans](#)

[Practice Exams](#)

[Exam-Taking Strategies](#)

[Exam Day Basics](#)

[Mental Mechanisms](#)

[Summary](#)

[Exam Essentials](#)

[PART II: Understanding Human Resource Competencies](#)

[Chapter 3: The Dynamic Environment of Human Resource Management](#)

[Exam Notables](#)

[An Evolving Landscape](#)

[HR Demographics](#)

[A Day in the Life of HR](#)

[HR Professional Development](#)

[Managing Burnout](#)

[Summary](#)

[Exam Essentials](#)

[Chapter 4: The Business Competency Cluster](#)

[Exam Notables](#)

[Business Competencies](#)

[Business Acumen](#)

[Consultation](#)

[Critical Evaluation](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[PART III: The People Knowledge Domain](#)

## [Chapter 5: Strategic Human Resource Management](#)

[Exam Notables](#)

[The SHRM Exam Objectives](#)

[Strategic Business Management](#)

[Systems Theory](#)

[Systems Thinking](#)

[Strategic Planning](#)

[The Strategic Planning Process](#)

[SHRM SCP Only](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[Review Questions](#)

## [Chapter 6: Talent Acquisition](#)

[Exam Notables](#)

[The SHRM Exam Objectives](#)

[Aligning Strategy](#)

[Talent Planning](#)

[The Employer Brand](#)

[Job Analysis and Descriptions](#)

[Recruiting](#)

[Selection](#)

[Workforce Analytics](#)

[SHRM SCP Only](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[Review Questions](#)

## Chapter 7: Employee Engagement and Retention

Exam Notables

The SHRM Exam Objectives

Employee Engagement

The Role of Culture

Human Resources and the Employee Life Cycle

Performance Management Systems

SHRM SCP Only

Summary

Key Terms

Exam Essentials

Review Questions

## Chapter 8: Learning and Development

Exam Notables

The SHRM Exam Objectives

The Learning and Development System

L&D Intervention Strategies

SHRM SCP Only

Summary

Key Terms

Exam Essentials

Review Questions

## Chapter 9: Total Rewards

Exam Notables

The SHRM Exam Objectives

Strategic Total Rewards

Building Pay Structures

Benefits

[Compensation Metrics](#)

[SHRM SCP Only](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[Review Questions](#)

[PART IV: The Workplace Knowledge Domain](#)

[Chapter 10: HR in the Global Context](#)

[Exam Notables](#)

[The SHRM Exam Objectives](#)

[Defining Global Strategy](#)

[Multinational Enterprises](#)

[SHRM SCP Only](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[Review Questions](#)

[Chapter 11: Diversity and Inclusion](#)

[Exam Notables](#)

[The SHRM Exam Objectives](#)

[Defining Diversity, Equity, and Inclusion](#)

[Focusing on Diversity, Equity, and Inclusion](#)

[Demographic Barriers to Success](#)

[Competency and Knowledge Alignment](#)

[SHRM SCP Only](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[Review Questions](#)

[Chapter 12: Risk Management](#)

[Exam Notables](#)

[The SHRM Exam Objectives](#)

[Types of Risk](#)

[Enterprise Risk Management](#)

[SHRM SCP Only](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[Review Questions](#)

[Chapter 13: Corporate Social Responsibility](#)

[Exam Notables](#)

[The SHRM Exam Objectives](#)

[Defining Corporate Social Responsibility \(CSR\)](#)

[Corporate Citizenship](#)

[Sustainable Business Practices](#)

[The Role of Human Resources](#)

[SHRM SCP Only](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[Review Questions](#)

[Chapter 14: U.S. Employment Laws and Regulations](#)

[Exam Notables](#)

[The SHRM Exam Objectives](#)

[The Regulatory Environment](#)

[Laws Enforced by the Equal Employment Opportunity Commission](#)

[Laws Enforced/Administered by the Occupational Safety and Health Administration](#)

[Laws Administered by the Office of Workers' Compensation Programs](#)

[Laws Administered by the National Labor Relations Board and the Office of Labor-Management Standards](#)

[Laws Administered by the Wage and Hour Division](#)

[Laws Administered by the Mine Safety and Health Administration](#)

[Laws Administered by the Employee Benefits Security Administration](#)

[Laws Administered by the Department of Homeland Security or the Department of Justice](#)

[Miscellaneous Laws and Concepts](#)

[SHRM-SCP Only](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[Review Questions](#)

[PART V: The Organization Knowledge Domain](#)

[Chapter 15: Structure of the HR Function](#)

[Exam Notables](#)

[The SHRM Exam Objectives](#)

[Human Resources as a Core Competency](#)

[Human Resource Service Models](#)



[Measuring Human Resource Contributions](#)

[Competency and Knowledge Alignment](#)

[SHRM SCP Only](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[Review Questions](#)

[Chapter 16: Organizational Effectiveness and Development](#)

[Exam Notables](#)

[The SHRM Exam Objectives](#)

[Organizational Effectiveness and Development Defined](#)

[People Interventions](#)

[Process Interventions](#)

[International Organization for Standardization](#)

[Structural Interventions](#)

[Managing Change](#)

[Competency and Knowledge Alignment](#)

[SHRM SCP Only](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[Review Questions](#)

[Chapter 17: Workforce Management](#)

[Exam Notables](#)

[The SHRM Exam Objectives](#)

[Integrating Workforce Management](#)

[Knowledge Management](#)

[Leadership Development](#)

[Competency and Knowledge Alignment](#)

[SHRM SCP Only](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[Review Questions](#)

[Chapter 18: Employee and Labor Relations](#)

[Exam Notables](#)

[The SHRM Exam Objectives](#)

[Employment Rights and Responsibilities](#)

[Intellectual Property Rights](#)

[Trade Unions](#)

[Competency and Knowledge Alignment](#)

[SHRM SCP Only](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

[Review Questions](#)

[Chapter 19: Technology Management](#)

[Exam Notables](#)

[The SHRM Exam Objectives](#)

[Impact of Technology on HR Management](#)

[Technology and General HR Practices](#)

[SHRM SCP Only](#)

[Summary](#)

[Key Terms](#)

[Exam Essentials](#)

## [Review Questions](#)

### [Appendix A: Answers to the Chapter Review Questions](#)

[Chapter 5: Strategic Human Resource Management](#)

[Chapter 6: Talent Acquisition](#)

[Chapter 7: Employee Engagement and Retention](#)

[Chapter 8: Learning and Development](#)

[Chapter 9: Total Rewards](#)

[Chapter 10: HR in the Global Context](#)

[Chapter 11: Diversity and Inclusion](#)

[Chapter 12: Risk Management](#)

[Chapter 13: Corporate Social Responsibility](#)

[Chapter 14: U.S. Employment Laws and Regulations](#)

[Chapter 15: Structure of the HR Function](#)

[Chapter 16: Organizational Effectiveness and Development](#)

[Chapter 17: Workforce Management](#)

[Chapter 18: Employee and Labor Relations](#)

[Chapter 19: Technology Management](#)

### [Appendix B: Summary of Form I-9 Changes](#)

[Exam Notables](#)

[Summary of Changes](#)

[Index](#)

[Online Test Bank](#)

[Register and Access the Online Test Bank](#)

[End User License Agreement](#)

## **List of Tables**

## Chapter 1

[TABLE 1.1 Exam eligibility criteria](#)

[TABLE 1.2 Common HR acronyms](#)

## Chapter 2

[TABLE 2.1 Pros and cons of self- vs. group study](#)

## Chapter 4

[TABLE 4.1 Basic accounting terms](#)

[TABLE 4.2 Financial ratios](#)

[TABLE 4.3 Data analysis terms](#)

## Chapter 5

[TABLE 5.1 Five-box scenario analysis](#)

## Chapter 7

[TABLE 7.1 Pros and cons of evaluative methods](#)

## Chapter 8

[TABLE 8.1 Kirkpatrick's four levels of training evaluation](#)

## Chapter 13

[TABLE 13.1 Examples of forces shaping CSR strategies](#)

[TABLE 13.2 Employee benefits of CSR health and safety initiatives](#)

## Chapter 14

[TABLE 14.1 Record-keeping and retention](#)

## Chapter 15

[TABLE 15.1 Sample job titles for HR by career level](#)

## Chapter 16

[TABLE 16.1 Top personality tests in use by employers](#)

## Chapter 17

[TABLE 17.1 Leadership theories and styles: advantages and disadvantages](#)

# List of Illustrations

## Chapter 1

[FIGURE 1.1 Certification steps](#)

[FIGURE 1.2 Item content distribution and type](#)

[FIGURE 1.3 SHRM's behavioral competencies](#)

[FIGURE 1.4 HR functional areas](#)

## Chapter 3

[FIGURE 3.1 Who we are 2019-2020](#)

[FIGURE 3.2 HR Specialist role](#)

## Chapter 4

[FIGURE 4.1 Review of competency components](#)

[FIGURE 4.2 Hofstede's dimensions of culture](#)

[FIGURE 4.3 Unfreeze, change, refreeze](#)

[FIGURE 4.4 Business and product life cycle](#)

[FIGURE 4.5 Pyramid of needs](#)

## Chapter 5

[FIGURE 5.1 The Growth Matrix tool](#)

[FIGURE 5.2 An Excel Gantt chart](#)

## Chapter 7

[FIGURE 7.1 Phases of the employee life cycle](#)

[FIGURE 7.2 Aligning individual performance](#)

[FIGURE 7.3 Example of a Bell Curve](#)

## Chapter 8

[FIGURE 8.1 Department of Labor's O\\*Net Content Model](#)

[FIGURE 8.2 Example dual career ladder](#)

## Chapter 9

[FIGURE 9.1 Recommended pay range using market data](#)

[FIGURE 9.2 Total rewards](#)

## Chapter 10

[FIGURE 10.1 Totalization agreements](#)

## Chapter 11

[FIGURE 11.1 Four dimensions of a team member](#)

[FIGURE 11.2 How to create mattering](#)

[FIGURE 11.3 Demographics of the labor force population](#)

[FIGURE 11.4 Key findings of SHRM research](#)

## Chapter 12

[FIGURE 12.1 OSHA's Recordability Criteria](#)

[FIGURE 12.2 OSHA Injury and Illness Log](#)

## Chapter 13

[FIGURE 13.1 Distribution of wealth in the United States](#)

[FIGURE 13.2 Benefits of CSR efforts](#)

[FIGURE 13.3 Global industry innovation](#)

## Chapter 14

[FIGURE 14.1 WHD Overtime Violations](#)

[FIGURE 14.2 WHD FLSA Violations](#)

[FIGURE 14.3 WHD Prevailing Wage Violations](#)

[FIGURE 14.4 1968 mine explosion](#)

## Chapter 15

[FIGURE 15.1 Statistics: U.S. employer size](#)

[FIGURE 15.2 aHRM data from ADP](#)

[FIGURE 15.3 HR Support by Employer Size](#)

## Chapter 16

[FIGURE 16.1 Tuckman's five stages of group development](#)

[FIGURE 16.2 The Conflict Continuum](#)

## Chapter 17

[FIGURE 17.1 Components of the path-goal theory](#)

## Chapter 18

[FIGURE 18.1 Positive vs. progressive discipline](#)

## Chapter 19

[FIGURE 19.1 Rates of technology adoption in HR](#)

[FIGURE 19.2 Top technology distractors at work](#)

# **SHRM<sup>®</sup> Society for Human Resource Management Complete Study Guide**

**SHRM-CP Exam and SHRM-SCP Exam**



**Sandra M. Reed, SHRM-SCP**





Copyright © 2022 by John Wiley & Sons, Inc. All rights reserved.

Published by John Wiley & Sons, Inc., Hoboken, New Jersey.

Published simultaneously in Canada.

ISBN: 978-1-119-80548-9

ISBN: 978-1-119-80550-2 (ebk.)

ISBN: 978-1-119-80549-6 (ebk.)

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 750-4470, or on the web at [www.copyright.com](http://www.copyright.com). Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at <http://www.wiley.com/go/permission>.

**Limit of Liability/Disclaimer of Warranty:** The publisher and the author make no representations or warranties with respect to the accuracy or completeness of the contents of this work and specifically disclaim all warranties, including without limitation warranties of fitness for a particular purpose. No warranty may be created or extended by sales or promotional materials. The advice and strategies contained herein may not be suitable for every situation. This work is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional services. If professional assistance is required, the services of a competent professional person should be sought. Neither the publisher nor the author shall be liable for damages arising herefrom. The fact that an organization or Website is referred to in this work as a citation and/or a potential source of further information does not mean that the author or the publisher endorses the information the organization or Website may provide or recommendations it may make. Further, readers should be aware the Internet Websites listed in this work may have changed or disappeared between when this work was written and when it is read.

For general information on our other products and services or for technical support, please contact our Customer Care Department within the United States at (800) 762-2974, outside the United States at (317) 572-3993 or fax (317) 572-4002.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic formats. For more information about Wiley products, visit our web site at [www.wiley.com](http://www.wiley.com).

**Library of Congress Control Number:** 2021948880

**TRADEMARKS:** WILEY, the Wiley logo, Sybex, and the Sybex logo are trademarks or registered trademarks of John Wiley & Sons, Inc. and/or its affiliates, in the United States and other countries, and may not be used without written permission. SHRM is a registered trademark of Society for Human Resource Management. All other trademarks are the property of their respective owners. John Wiley & Sons, Inc. is not associated with any product or vendor mentioned in this book.

Cover image: © Jeremy Woodhouse/Getty Images

Cover design: Wiley

*This book is dedicated to the tireless HR professionals that show up every single day and try to make their workplaces—and themselves—better. I see you.*

# Acknowledgments

I would like to start by acknowledging the efforts of the incredible editorial team I had the privilege of working with on this project! It would not have happened without the guidance (and nudging) from my project manager, Gary Schwartz, who barely digitally reacted when I added four chapters halfway through the project and submitted content in such a nonlinear fashion. Similarly, thanks to my editor, Kenyon Brown, whose “flexibility-with-accountability” approach is exactly what my INTP (Introverted, Intuitive, Thinking, and Perceiving) personality requires.

Whenever I start a new book, I put in a special request for Pantelis Markou as the technical editor. Having him review my work gives me confidence that, if I make an error, he will not only catch it, but he will also provide feedback on how to make the content stronger. I was also fortunate to call upon his expertise for the special features in [Chapter 11](#), “Diversity and Inclusion,” along with the professional expertise of Reut Schwartz-Hebron, Jeffrey Pietrzak, and Dawn Kelley. I am grateful that they understood my vision for that chapter and for their generosity in sharing their work.

I have had the absolute luxury of working with clients and students whom I adore. Thank you to the businesses and students who put their trust in me and allowed me to conduct my experiments in their “petri dishes.” We have learned together the incredible value of heartfelt leadership over these last 18 months, and they (the leaders and employees) were my role models.

Finally, I'd like to acknowledge my family, Chris, Clara, Calvin, and Jen. I tend to disappear when writing, and yet they continue to support and encourage and love and demand and enrich my life beyond any professional work I could imagine. This last year was intense beyond belief, and I wouldn't want to "do life" without them!

## About the Author

**Sandra M. Reed**, SPHR, SHRM SCP is a leading expert in the certification of human resource professionals. She is the author of *HRCI: A Guide to the Human Resource Body of Knowledge (HRBoK)* (Wiley, 2017), *PHR and SPHR Professional in Human Resources Certification Complete Deluxe Study Guide: 2018 Exams, Second Edition* (Wiley, 2019), and *PHR/SPHR Exam For Dummies with Online Practice, Second Edition* (For Dummies Press, 2021). Reed has trained adult learners at the University of California, Davis; the University of the Pacific, and California State University, Stanislaus. She holds an undergraduate degree in industrial-organizational psychology and a graduate degree in organizational leadership. She is a master practitioner of the Myers–Briggs Type Indicator (MBTI) personality assessment, and the owner of a business consulting group that specializes in strategy, organizational effectiveness and design, and leadership development for small businesses. You can find her at [www.sandrareed.co](http://www.sandrareed.co).

## About the Technical Editor

**Pantelis Markou**, PhD, is the chief administrative officer for Mikimoto America and an adjunct professor of business psychology at the Chicago School of Professional Psychology. He has over 20 years of corporate experience managing human capital in the fashion and luxury jewelry industries, and some of his specialties are business strategy, executive selection and coaching, talent management and leadership development, change management, organizational design and restructuring, and cultural integration for mergers and acquisitions. In

addition to his responsibilities in human resources, he oversees information technology, real estate, legal, and operations at t=company headquarters in New York.

Markou holds a bachelor of science in psychology from Brooklyn College, a master's degree in organizational psychology from Columbia University, and a PhD in business psychology from the Chicago School of Professional Psychology.



# Introduction

Writing a book at any time is always exciting; writing a book in the middle of a pandemic is an extreme adventure. Toward the beginning of this project, I became ill with Covid-19. Six months later, my Type 1 diabetic husband also caught the virus. Five months later my oldest son got married. In between these major events, my daughter began her independent study at high school, there were a couple of job changes in the house, a cancelled vacation to New York, a strategic rebrand, an added 10 pounds, and a switch to a vegetarian diet. Oh, and one other small item: I let my SHRM SCP certification expire and had to retest—not because I didn't have the credits, but because I simply did not register them. My first thought when I found out was “Am I an adult or not?” Anxiety, joy, lack of balance, a healthy dose of curiosity, and the original cast of “Hamilton: An American Musical” were the companions inside my head.

As I navigated these circumstances and thoughts that informed my perspective: I am you, and you are me. Your experiences may be different, but we have weathered this time in history, and all of its uncertainties, together.

During the pandemic, my LinkedIn message box filled daily with questions about certification, specifically: “Is now the right time to take the exam?” Other concerns included pass rates, fear of failure, finances, job security, and perhaps the most common of concerns—capacity and time. The truth is, doing anything of significance is never convenient, even in the absence of a global shutdown. Those issues have always been barriers to taking a first step toward professional certification. The pandemic simply spotlighted them in a more emotionally intensive way.

If the exam concerns and my experience are familiar to you, consider the words of Lao Tzu, who asked, "Do you have the patience to wait until your mud settles, and the right course of action comes along?" (*Tao Te Ching*, Stephen Mitchell translation, 1995). When I read this, I visualize myself thrashing about in a stream, blocking my own vision by stirring up the mud. It was in one of these underwater moments that the theme for my writing process (and quite frankly, life), declared itself: *Be still, not idle*. I encourage you to do the same. Read this book. Take practice exams. Reach out to your network. Set the worry aside. Wander when stuck. Rest before you quit. Life will happen whether you prepare, pass, or fail. The key to success of all sorts is to plant your feet firmly on the ground and stop thrashing about. This will allow you to be on your path with a still mind and a clear vision. This is important because, as a therapist told me, "We are not human *thinkers*, we are human *beings*, meant to do, to act." Stop thinking, start doing, and enjoy the people you meet and the perspectives you gain along the way. I truly wish you the best of luck!

# How This Book Is Organized

The goal of this book is to serve two outcomes: prepare for a difficult exam and be a go-to resource as you practice the craft of human resources. For these reasons, a few structural features were included.

## Applied Examples

As you may be aware, these exams are experience-based, and thus it is critical that you see examples of how the content applies to the workplace. This is accomplished in three main ways:

**Exam Notables:** Each chapter opens with a section entitled “Exam Notables.” The purpose of this section is to introduce SHRM's definition of the exam functional area and to provide a relevant example that demonstrates how the concepts apply in real life. You will also see a list of key terms within each chapter. Some of these terms are drawn straight from SHRM's Glossary of Terms, whereas others are drawn from the best practices of HR.

**Chapter Feature:** Titled “Note,” “Case Study,” or “Tip,” these sidebars feature relevant examples of an exam concept as it is being practiced in the field or as it may appear on the exam.

**Review Questions:** [Chapters 5–19](#) closes with 10 Review Questions that are designed to test your knowledge. A few are written to place you into the workplace, requiring that you use critical thinking skills to apply what you just read.

## Parts

As you begin to prepare for the exams, your main tool from SHRM will be the exam Body of Competency and Knowledge (BoCK). This document outlines the content focus of the exams, and it is divided into behavioral competencies, technical competencies, and functional areas. These are further sorted into clusters and sub-competencies. More on this will be found in the coming chapters. For our purposes here, though, I sought to organize the book into parts to reduce the confusion that the BoCK can produce. The five main “parts” of this book are briefly reviewed next.

**[Part I: Preparing for the Exams](#)** In [Part I](#), you will find a review of the certification process and take a closer look at the BoCK.

**[Part II: Understanding Human Resource Competencies](#)** In [Part II](#), we break down the various competencies that are reviewed throughout the content areas. This includes a look at the differences between the behavioral competencies and the domains of knowledge competencies (also called technical expertise), which are further broken down into HR functional areas.

**[Part III: The People Knowledge Domain](#)** [Part III](#) takes a deep dive into the functional areas related to the workers we trust to achieve organizational goals.

**[Part IV: The Workplace Knowledge Domain](#)** The technical competencies of the workplace focuses on the internal and external environments where work gets done and how workplace practices affect achieving organizational results. It is in [Part IV](#) that SHRM's behavioral competencies begin to be introduced at the end of each chapter.

**Part V: The Organization Knowledge Domain** This part's major focus is on the structures and relationships that drive organizational behavior and successful strategies.

## **Other Resources**

Finally, I took care to ensure that each chapter includes additional resources to augment your studying efforts. Hearing from multiple perspectives, in multiple voices, and in multiple ways will increase the odds that you will retain information on exam day and beyond. I encourage you to build additional time each week into your study plan to access the website links, watch the recommended videos, read summaries of the cited authors, or even chase down a headline about a topic of interest. Context matters with these exams.

## **Interactive Online Learning Environment and Test Bank**

The interactive online learning environment that accompanies the *SHRM® Society for Human Resource Management Complete Study Guide: SHRM-CP Exam and SHRM-SCP Exam* provides a test bank with study tools to help you prepare for the certification exams—and increase your chances of passing them the first time! The test bank includes the following:

### **Sample Tests**

All the questions in this book are provided, including the chapter review questions at the end of each chapter. In addition, there are two practice exams (one each for the SHRM-CP and SHRM-SCP). Use these questions to test

your knowledge of the material. The online test bank runs on multiple devices.

## **Flashcards**

Two sets of questions are provided in digital flashcard format (a question followed by a single correct answer); one set is for the SHRM-CP and the other set is for the SHRM-SCP. You can use the flashcards to reinforce your learning and provide last-minute test prep before the exam.

## **Other Study Tools**

A glossary of key terms from this book and their definitions is available as a fully searchable PDF.



Go to [www.wiley.com/go/sybextestprep](http://www.wiley.com/go/sybextestprep) to register and gain access to this interactive online learning environment and test bank with study tools.