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Topic Break Down

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QUESTION NO: 1

Which of the following are established by Fair Labor Standards Act (FLSA) of 1938?

Each correct answer represents a complete solution. Choose all that apply.

- A. Criteria for exempt and nonexempt employees
- B. Health insurance requirement
- C. Laws for protecting American children against labor exploitation
- D. Minimum wage requirement

ANSWER: A C D**Explanation:**

Answer options D, C, and A are correct.

The Fair Labor Standards Act (FLSA) of 1938 established the following:

1. Minimum wage requirement
2. Laws for protecting American children against labor exploitation
3. Criteria for exempt and nonexempt employees

Answer option B is incorrect. Health insurance requirement are not established by FLSA.

Reference: "http://en.wikipedia.org/wiki/Fair_Labor_Standards_Act"

Chapter: Compensation and Benefits

Objective: Compensation

QUESTION NO: 2 - (SIMULATION)**SIMULATION**

The doctrine of _____ negligence was used to mitigate the employer's responsibility if the worker's actions contributed in any way to the injury.

ANSWER: contributory**Explanation:**

The doctrine of contributory negligence was used to mitigate the employer's responsibility if the worker's actions contributed in any way to the injury.

Chapter: Risk Management

Objective: Risk Management

QUESTION NO: 3

The concept of a learning organization is fundamental to organizational development. One of the key leaders in this thought is Peter Senge and his five principles as defined in the The Fifth Discipline. One of his disciplines defined is personal mastery. Which of the following statements best defines personal mastery?

- A. A forward-looking perspective that inspires and secures a commitment to working toward a common vision
- B. Deeply-rooted, firmly-held beliefs and assumptions that impact how we perceive the world around us
- C. Subject matter expertise that an individual possesses and demonstrates
- D. The ability to identify patterns and to recognize how those patterns can be impacted or changed

ANSWER: C**Explanation:**

Answer option C is correct.

Personal mastery is defined as subject matter expertise that an individual possesses and demonstrates. It also includes a commitment to maintain that expertise through lifelong learning.

Answer option D is incorrect. This statement defines systems thinking.

Answer option B is incorrect. This statement defines mental models.

Answer option A is incorrect. This statement defines a shared vision.

Reference: Professional in Human Resources Certification Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter 5: Human Resource Development. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Human Resource Development

Objective: Organization Development

QUESTION NO: 4

An Affirmative Action Plan must be completed by employers that meet which criteria?

- A. Government contractors with contracts of \$2,500 or more in a 12-month period
- B. Government contractors with 50 or more employees and contracts of \$50,000 or more each year
- C. Private employers with 25 or more employees
- D. Government contractors and subcontractors with contracts of \$10,000 or more in a 12-month period

ANSWER: B**Explanation:**

Answer option B is correct.

Government contractors with 50 or more employees and contracts of \$50,000 or more each year must complete Affirmative Action Plans. (C) was the original compliance requirement for Title VII and was changed to 15 employees by the EEOA of 1972. The criteria in (D) apply to employers that must comply with the Rehabilitation Act and federal contractors that must take affirmative action for all terms and conditions of employment based on executive orders. (A) is not a compliance requirement.

Chapter: Workforce Planning and Employment

Objective: Review Questions

QUESTION NO: 5

Which of the following are narrative methods of appraisal that require managers to describe the employee's performance?

Each correct answer represents a complete solution. Choose all that apply.

- A. Critical incident review
- B. Daily review
- C. Essay review
- D. Field review

ANSWER: A C D**Explanation:**

Answer options A, D, and C are correct.

The narrative methods of appraisal that require managers to describe the employee's performance are as follows: 1. Critical incident review

2. Field review

3. Essay review

The critical incident review requires that during the review period supervisors make notes of successful and unsuccessful performance issues for each employee.

A field review appraisal may be conducted by someone other than the supervisor. This can be a person from outside the organization.

In the essay review, the reviewer has to write a short description about each employee's performance during the year.

Answer option B is incorrect. There is no such narrative method of appraisal as daily review.

Reference: <http://www.mbanotesworld.in/2009/01/methods-of-performance-appraisal.html>

Chapter: Human Resource Development

Objective: Performance Appraisal

QUESTION NO: 6

Federal legislation does not specifically prohibit disparate treatment of caregivers, but claims of disparate treatment for employees caring for elders, children, or disabled family members increased 450 percent between 1990 and 2005. On what basis are these claims filed?

Each correct answer represents a complete solution. Choose all that apply.

- A. Americans with Disabilities Act
- B. Family Medical Leave Act
- C. Dvis-Bacon Act
- D. Title VII

ANSWER: A B D**Explanation:**

Answer options D, A, and B are correct.

According to guidance published by the EEOC, caregivers are not a protected class, but there are circumstances in which disparate treatment becomes unlawful based on stereotyping prohibited by Title VII, association with disabled individuals prohibited by the ADA, or violations of FMLA caregiving requirements. See Chapter 4 for more information. Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

QUESTION NO: 7 - (DRAG DROP)

DRAG DROP

You work as a Project Manager for ProTech Inc. Your new project involves designing a new software program for constructing a building. To complete the assigned project you need to follow the process of project management. Drag and drop the process of project management concepts according to the given description.

Select and Place:



ANSWER:



Explanation:

The Project Management Concepts describes the following five phases of a project life cycle:

- **Initiation:** During the initiation phase, project requests are evaluated and selected for implementation.
 - **Planning:** The planning phase is led by the project manager (PM) and lays out how the project will be accomplished.
 - **Executing:** During this phase, the project plan is implemented. A project team is created, and other resources are acquired.
 - **Controlling:** During this phase, the PM keeps the project on course and on budget by comparing accomplishments to the original plan and making course corrections as needed.
 - **Closing:** The closing phase is the point at which the sponsor/customer acknowledges achievement of the project goals.
- Chapter: Core Knowledge Requirements for HR Professionals

Objective: Project Management Concepts

QUESTION NO: 8

You are a HR Professional for your organization. You have presented an idea to your staff. The staff members then discuss their ideas based on your presentation. All of the ideas are recorded and collectively ranked from most important to least important (or some other ordinal scale). Through this process a selection or forecast can be made for the organization. What forecasting technique have you used in this scenario?

- A. Ratio analysis
- B. Delphi Technique
- C. Nominal group technique
- D. Brainstorming

ANSWER: C

Explanation:

Answer option C is correct.

The nominal group technique is a facilitated workshop to present an idea, allow brainstorming of additional ideas, and then the solutions are ranked by the group. A forecast can then be created based on the outcome of the exercise.

Answer option D is incorrect. This is more than just brainstorming as brainstorming does not begin with a presented idea or a ranking of ideas to predict an outcome.

Answer option B is incorrect. The Delphi Technique uses rounds of anonymous surveys to build consensus.

Answer option A is incorrect. Ratio analysis is a mathematical forecasting technique using two or more variables to predict a likely outcome.

Reference: PHR rep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149, Section III, The US HR Body of Knowledge.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

QUESTION NO: 9

When an individual files a charge of discrimination with the EEOC against an employer, what will the EEOC do?

- A. The EEOC will investigate the claim by inspecting the employer's place of business.
- B. The EEOC will create a hearing with the complainant and the employer to investigate the charge.
- C. The EEOC will send the employer a letter informing them of the charge.
- D. The EEOC will visit the employer to inform them of the charge.

ANSWER: C**Explanation:**

Answer option C is correct.

The first thing that the EEOC will do is send the employer a letter informing them of the charge and allow the employer to respond accordingly.

Answer option A is incorrect. The EEOC won't visit the place of employment, but will first send a letter informing the employer of the charge.

Answer option B is incorrect. The EEOC doesn't create a hearing. The employer will first receive the letter allowing them to respond to the charge.

Answer option D is incorrect. The EEOC won't visit the place of employment, but will first send a letter informing the employer of the charge.

Reference: PHR rep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Seven: Employee and Labor Relations. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

QUESTION NO: 10

Jane is preparing for an interview process for an open position within her company. Jane has prepared several questions for the interview. In her questions, Jane is careful not to ask all of the following questions, except for which one?

- A. How many children do you have?
- B. Where are you from?
- C. What's your date of birth?
- D. Our hours are from 8 AM to 5 PM. Can you meet this requirement of the position?

ANSWER: D

Explanation:

Answer option D is correct.

Of all the questions, only choice D is a valid question that Jane should ask. Jane must be careful, not to offer questions that could be or interpreted as discriminatory.

Answer option A is incorrect. By asking how many children the candidate has, is an example of sex discrimination.

Answer option B is incorrect. Jane may get national origin information in the question.

Answer option C is incorrect. Asking for one's date of birth could lead to age discrimination.

Reference: PHR rep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149, Section III, The US HR Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

QUESTION NO: 11

Richard, who works at the customer service counter in an auto-supply store, told his manager that because of chronic back pain, it is difficult for him stand for long periods and asked for an accommodation. The manager isn't sure, based on the essential job functions, how an accommodation can be provided. You advise the manager to begin the interactive process with the employee. What should the manager do to begin this process?

- A. Ask Richard how his back was injured.
- B. Provide a stool for Richard to use at the counter.
- C. Ask Richard whether he has any suggestions for an accommodation.
- D. Ask Richard to meet with HR to resolve the problem.

ANSWER: C**Explanation:**

Answer option C is correct.

To assess the reasonableness of a requested accommodation, employers should ask employees to describe their limitations, how those limitations affect their performance of essential job functions, and whether they have suggestions for an accommodation that would allow them to perform the functions. See Chapter 8 for more information. Chapter: Risk Management

Objective: Risk Management

QUESTION NO: 12

Which of the following are the benefits of gainsharing programs?

Each correct answer represents a complete solution. Choose all that apply.

- A. Aligns employees to organizational goals
- B. Helps the organization to achieve improvement in key performance measures
- C. Enhances the focus and awareness of employees
- D. Employees are paid on the basis of group performance rather than individual performance

ANSWER: A B C

Explanation:

Answer options A, B, and C are correct.

The benefits of gainsharing programs are as follows:

1. Aligns employees to organizational goals
 2. Helps the organization to achieve improvement in key performance measures
 3. Enhances the focus and awareness of employees
- What is gainsharing?

Gainsharing is a system of management used by a business to get higher levels of performance through the involvement and participation of its people. As performance improves, employees share financially in the gain (improvement). Gainsharing is about people working smarter together and not just working harder.

Answer option D is incorrect. This is a disadvantage of gainsharing programs.

Reference: "<http://simple.wikipedia.org/wiki/Gainsharing>"

Chapter: Compensation and Benefits

QUESTION NO: 13

As an HR Professional, you must be aware of traditional corporate governance. Within corporate governance, there are typically three key stakeholders that influence decisions of the organizations. Which of the following is a key stakeholder as part of corporate governance?

- A. Employees
- B. Management
- C. Stakeholder
- D. Customer

ANSWER: B

Explanation:

Answer option B is correct.

Management is one of the three key stakeholders of corporate governance. Shareholders and the board of directors are the other two.

Answer option C is incorrect. Stakeholders are people that have a vested interest in the outcome of operations or projects.

Answer option D is incorrect. Customers are people that purchase goods or services from the organization.

Answer option A is incorrect. Employees are part of the stakeholder group, but they are not technically part of the stakeholders of corporate governance.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Corporate Governance

QUESTION NO: 14

A company that wants to reduce the cost of its unemployment insurance should do which of the following?

Each correct answer represents a complete solution. Choose all that apply.

- A. Terminate employees who violate company policy
- B. Establish an effective performance-management program
- C. Aggressively fight unjustified claims for unemployment
- D. Enhance national productivity and competitive ability

ANSWER: A B C**Explanation:**

Answer options C, B, and A are correct.

C and B are both obviously correct. Although A may seem counterintuitive to some because many employers are hesitant to terminate employees for policy violations, those terminated for cause generally aren't eligible for unemployment insurance. Because retaining an employee who is not contributing to the organization is a poor business decision, maintaining adequate records to demonstrate the reasons for termination provides the tools to fight claims that are unjustified.

Chapter: Compensation and Benefits

Objective: Review Questions

QUESTION NO: 15

Which of the following are non-monetary rewards that a company can provide to its employees?

Each correct answer represents a complete solution. Choose all that apply.

- A. Recognition
- B. Cash compensation
- C. Flexible hours
- D. Opportunity to learn

ANSWER: A C D

Explanation:

Answer options D, C, and A are correct.

The following are the non-monetary rewards that a company can provide to its employees: ▪ Opportunity to learn

▪ Flexible hours ▪ Recognition

Employees need to learn and develop new skills in order to advance. Hence, opportunity to learn is a non-monetary reward.

Employees need time for their family, friends, and other activities. A flexible schedule or the occasional off can help employees to meet some of these obligations. Permitting some flexibility in an employee schedule increases their motivation.

Answer option B is incorrect. Cash compensation is a monetary reward for employment.

Reference: "<http://www.catalogs.com/info/b2b/non-monetary-rewards-in-the-workplace.html>"

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

QUESTION NO: 16

Stress is often a significant issue in workplaces. Author Ravi Tangri asserts that stress costs organizations up to \$300 billion per year. Which one of the following stresses is the largest contributor to organizational cost of waste?

- A. Workplace accidents
- B. Turnover
- C. Absenteeism
- D. Drug plan costs

ANSWER: A

Explanation:

Answer option A is correct.

Based on Ravi Tangri's book Stress Costs, stress is responsible for 60 percent of workplace accidents.

Answer option B is incorrect. Based on Ravi Tangri's book Stress Costs, stress is responsible for 40 percent of employee turnover.

Answer option C is incorrect. Based on Ravi Tangri's book Stress Costs, stress is responsible for 19 percent of employee absenteeism.

Answer option D is incorrect. Based on Ravi Tangri's book Stress Costs, stress is responsible for 10 percent of drug plan costs.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Management

QUESTION NO: 17 - (DRAG DROP)

Drag and drop the OSHA inspection hazards according to their priorities.

Select and Place:



ANSWER:



Explanation:

The OSHA inspection hazards in their order of priority are as follows:



Chapter: Risk Management

Objective: Risk Assessment

QUESTION NO: 18

Which of the following are the key components of gainsharing?

Each correct answer represents a complete solution. Choose all that apply.

- A.** Employees and management work together for reviewing organizational performance.
- B.** If the goals for improvements are met, employees and managers share the success.
- C.** Managers and employees provide their part of salary for charity.
- D.** The organization and the employees share the financial gains.

ANSWER: A B D**Explanation:**

Answer options A, D, and B are correct.

The following are the key components of gainsharing:

1. Employees and management work together for reviewing organizational performance.
2. The organization and the employees share the financial gains.
3. If the goals for improvements are met, employees and managers share the success.

Answer option C is incorrect. This is not the key component of gainsharing.

Chapter: Compensation and Benefits

Objective: Compensation

QUESTION NO: 19 - (HOTSPOT)**HOTSPOT**

Check the different types of workers that correspond to their worker categories.

Hot Area:

Temporary Workers	Contract Workers
<input type="checkbox"/> Traditional	<input type="checkbox"/> Seasonal
<input type="checkbox"/> Independent	<input type="checkbox"/> Outsourcing
<input type="checkbox"/> On-Call	<input type="checkbox"/> Payrolling
<input type="checkbox"/> Contingent Workforce	<input type="checkbox"/> Professional Employer Organization

ANSWER:

Temporary Workers	Contract Workers
<input checked="" type="checkbox"/> Traditional	<input type="checkbox"/> Seasonal
<input type="checkbox"/> Independent	<input checked="" type="checkbox"/> Outsourcing
<input checked="" type="checkbox"/> On-Call	<input type="checkbox"/> Payrolling
<input type="checkbox"/> Contingent Workforce	<input checked="" type="checkbox"/> Professional Employer Organization

Explanation:

The table describes the different types of workers and their respective worker categories:

Temporary Workers	Contract Workers
Traditional Workers	Independent Contractors
On-Call Workers	Contingent Workforce
Payrolling	Professional Employer Organization
Seasonal Workers	Outsourcing

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning