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| Topic 2, Volume B | 95 |
| Topic 3, Volume C | 95 |
| Topic 4, Volume D | 99 |
| Topic 5, Volume E | 97 |
| Topic 6, Volume F | 98 |
| Topic 7, Volume G | 87 |
| Total | 671 |

QUESTION NO: 1

You are developing a new seminar for your organization and you're meeting with John, the Manufacturing Manager, about the seminar. You are asking questions to John such as why the course is needed, what problem the course should solve, and what the current level of competence the participants have about the course topic. What component of ADDIE are you performing?

- A. Development
- B. Analysis
- C. Aptitude
- D. Investigate

ANSWER: B**Explanation:**

Answer option B is correct.

You are performing the first component of ADDIE which is the analysis. Note that this first component is sometimes written as Analysis/Assessment.

The ADDIE model is the generic process traditionally used by instructional designers and training developers. The five phases - Analysis, Design, Development, Implementation, and Evaluation - represent a dynamic, flexible guideline for building effective training and performance support tools. This model attempts to save time and money by catching problems while they are still easy to fix.

Answer option A is incorrect. Development happens later in the ADDIE model.

Answer option C is incorrect. Aptitude is not one of the components of the ADDIE model so this choice is incorrect.

Answer option D is incorrect. Investigate is not one of the components of the ADDIE model so this choice is incorrect.

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: Talent Management

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

_____ programs involve employees and managers in improving the organization's productivity and sharing the benefits of success.

ANSWER: Gainsharing**Explanation:**

Gainsharing programs involve employees and managers in improving the organization's productivity and sharing the benefits of success. Chapter: Compensation and Benefits

Objective: Compensation

QUESTION NO: 3

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: 4 - (HOTSPOT)**HOTSPOT**

Mark the step that does NOT come under risk management.

Hot Area:



ANSWER:

**Explanation:**

The steps of risk management are as follows:



Chapter: Risk Management

QUESTION NO: 5

If employees no longer want the union to represent them, they may petition the NLRB for which of the following?

- A. Statutory bar
- B. Decertification
- C. Deauthorization
- D. Contract bar

ANSWER: B**Explanation:**

Answer option B is correct.

The NLRB will conduct a decertification election if the employees present a petition signed by 30 percent of the employees in the bargaining unit. Management may not participate in or encourage employees to circulate the petition or provide any support in the process. Doing so is considered an unfair labor practice. A union can be deauthorized (C) if employees want to remove a union security clause, such as dues check-off. If there is a valid CBA in place (D), the NLRB will not direct an election. The NLRA prohibits an election if one took place during the preceding 12 months (A).

Chapter: Employee and Labor Relations

Objective: Review Questions

QUESTION NO: 6

Robert is the HR Professional for his organization and he's preparing for several interviews with candidates for an open position in his company. Several interviewers will participate in the interview process and Robert is meeting with all interviewers to discuss the process. Robert wants to define and document the interview process for all interviewers to abide by the Uniform Guidelines on Employee Selection Procedures. What is the purpose of the meeting and the documentation of the interview process?

- A. Roberts wants to approve all questions the interviewers may ask the job candidates.
- B. Robert wants all of the interviewers to ask the same questions.
- C. Robert wants all of the interviewers to be consistent through the interviews.
- D. Roberts wants all of the interviewers to grade each candidate.

ANSWER: C**Explanation:**

Answer option C is correct.

One of the key elements of the Uniform Guidelines on Employee Selection Procedures is consistency in each interviewer's approach to the interview process. Answer option B is incorrect. Interviewers don't need to ask all of the same questions to abide by the Uniform Guidelines on Employee Selection Procedures.

Answer option D is incorrect. The Uniform Guidelines on Employee Selection Procedures isn't about grading the interviewees, but approach the interviews in a consistent manner.

Answer option A is incorrect. Robert doesn't need to approve all of the questions in order to abide by the Uniform Guidelines on Employee Selection Procedures.

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: 7

Which of the following moves an entire work process out of the organization to be handled by a company specializing in the work process?

- A. Acquisition
- B. Merger
- C. Outsourcing
- D. Job sharing

ANSWER: C

Explanation:

Answer option C is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

QUESTION NO: 8

Which of the following functional areas covers activities related to planning for and managing entry into and exit from the organization to meet changing business needs?

- A. Workforce Planning and Employment
- B. Business Management and Strategy
- C. Human Resource Development

D. Employee and Labor Relations**ANSWER: A****Explanation:**

Answer option A is correct.

Workforce Planning and Employment covers activities related to planning for and managing entry into and exit from the organization to meet changing business needs. This includes practices for evaluating workforce requirements, recruitment and selection, developing an employer brand, managing records, establishing a succession plan, and exiting employees from the organization.

Answer option B is incorrect. Business Management and Strategy looks at the "big picture" of the organization and requires an understanding of overall business operations, basic knowledge of other functional areas in the organization, and the ability to interact and work effectively with those functions.

Answer option C is incorrect. Human Resource Development utilizes training, development, change, and performance management programs to ensure that individuals with the required knowledge, skills, and abilities are available when needed to accomplish organization goals.

Answer option D is incorrect. Employee and Labor Relations address the practices for building positive employment relationships in both union and nonunion environments. This includes employee relations programs, workplace policies and procedures, dispute resolution programs, and collective bargaining activities.

Chapter: Certifying Human Resource Professionals

Objective: Development of the Human Resource Body of Knowledge

QUESTION NO: 9 - (DRAG DROP)**DRAG DROP**

Drag and drop the compensations beside their corresponding descriptions.

Select and Place:

| Compensation | Description |
|--------------|---|
| Place Holder | It includes any costs the organization incurs for the benefit of employees, such as all forms of cash compensation, 401(k) matching, medical care premiums, pension plans, and paid time off. |
| Place Holder | It includes nontraditional work-life balance benefits such as telecommuting, on-site childcare, and flex time. |
| Place Holder | It includes payments made to employees that are associated with wages and salaries. This includes base pay, variable compensation, and pay for performance. |
| Place Holder | It includes fringe benefits such as vacation, sick, and holiday pay; insurance premiums paid on behalf of employees; leaves of absence, etc. |

Indirect

Direct

Nonmonetary

Monetary

ANSWER:

| Compensation | Description |
|--------------|---|
| Monetary | It includes any costs the organization incurs for the benefit of employees, such as all forms of cash compensation, 401(k) matching, medical care premiums, pension plans, and paid time off. |
| Nonmonetary | It includes nontraditional work-life balance benefits such as telecommuting, on-site childcare, and flex time. |
| Direct | It includes payments made to employees that are associated with wages and salaries. This includes base pay, variable compensation, and pay for performance. |
| Indirect | It includes fringe benefits such as vacation, sick, and holiday pay; insurance premiums paid on behalf of employees; leaves of absence, etc. |

Explanation:

At the broadest level, compensation and benefits, also referred to as total rewards, can be described as an exchange of payment from an employer for the services provided by its employees. The components of total rewards package are as follows:

Monetary compensation: Monetary compensation includes any costs the organization incurs for the benefit of employees, such as all forms of cash compensation, 401(k) matching, medical care premiums, pension plans, and paid time off. Other kinds of rewards include benefits that support the organization's culture such as stock options, Employee Stock Ownership Programs (ESOPs), and incentive plans.

Nonmonetary compensation: Nonmonetary compensation includes nontraditional work life balance benefits such as telecommuting, on site childcare, and flex time.

Direct compensation: Direct compensation includes payments made to employees that are associated with wages and salaries. This includes base pay, variable compensation, and pay for performance. **Indirect compensation:** Indirect compensation consists of any employee payments not associated with wages and salaries. This includes fringe benefits such as vacation, sick, and holiday pay; insurance premiums paid on behalf of employees; leaves of absence; 401(k) or other pension plans; and government mandated benefits such as Social Security or Family and Medical Leave Act (FMLA) and other benefits.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

QUESTION NO: 10

As an HR Professional you must be familiar with particular labor-based acts of congress. One such act is the Taft-Hartley Act which addressed right-to-work states and unions. What does right-to-work states mean for unions and employees?

- A. Employees are not required to join a union to work.
- B. Employees must join the union in order to work.
- C. Union conducts the hiring process for an organization.
- D. An organization can fire employees if they're members of a union.

ANSWER: A

Explanation:

Answer option A is correct.

Right-to-work states, as addressed in the Taft-Hartley Act, state that employees aren't required to join a union in order to work.

Answer option B is incorrect. This isn't a valid statement as employees aren't required to join a union in order to work.

Answer option D is incorrect. The Taft-Hartley does allow employers to fire supervisors who are engaged in union activities or do not support the employer's position.

Answer option C is incorrect. The union does not conduct the hiring process for the organization.

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: Labor Relations

QUESTION NO: 11

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: 12

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: 13

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: 14

As an HR Professional, you are required to post an OSHA poster in a conspicuous place that is easily visible to employees. What OSHA poster lists each of the employee's rights?

- A.** OSHA 3165 poster
- B.** OSHA 5131 poster
- C.** OSHA 5613 poster
- D.** OSHA 3615 poster

ANSWER: A

Explanation:

Answer option A is correct.

The OSHA poster with the employee's rights is OSHA poster 3165.

Answer options D, B, and C are incorrect. The OSHA poster with the employee's rights is OSHA poster 3165.

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 Assessment

QUESTION NO: 15

The best quality tool to use for gathering information about a specific problem is which of the following?

- A. A stratification chart
- B. An Ishikawa diagram
- C. A Pareto chart
- D. A histogram

ANSWER: B**Explanation:**

Answer option B is correct.

An Ishikawa diagram is an effective tool for organizing information about a problem when brainstorming with a group. A Pareto chart (C) graphically represents the 80/20 rule. A stratification chart (A) shows the individual components of a problem in addition to the total or summary. A histogram (D) provides a way of looking at random occurrences to find out if there is a pattern. Chapter: Human Resource Development

Objective: Review Questions

QUESTION NO: 16

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: 17

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: 18

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: 19 - (DRAG DROP)

DRAG DROP Match the Employee Involvement Strategies with their descriptions.

Select and Place:

Employee Involvement Strategies

1. Self directed work team

2. Task force

3. Work team

4. Suggestion box

Description

A. It is a group of employees who are jointly responsible for accomplishing ongoing assignments.

B. It provides an anonymous means by which employees can provide management with ideas for improvements.

C. It is brought together to research and recommend solutions for a significant undertaking or problem; once the solution has been determined, the task force disbands.

D. It consists of employees who work together each day to accomplish their assignments.

ANSWER:

Employee Involvement Strategies

Description

| | |
|--|----------------------------|
| | 1. Self directed work team |
| | 4. Suggestion box |
| | 2. Task force |
| | 3. Work team |

Explanation:

Employee involvement can be very simple, such as a suggestion box, or more complex, such as a self-directed work team. The next section discusses a number of communication strategies that are a key aspect of effective employee-involvement programs. Other strategies for involving employees include the following:

Suggestion Boxes: A suggestion box provides an anonymous means by which employees can provide management with ideas for improvements. As with any method of soliciting information from employees, it's important that suggestions be acted on in a timely manner, or the concept of the suggestion system loses its credibility.

Delegating Authority: Management demonstrates respect for its employees by trusting them to make the decisions necessary to do their jobs. To do this effectively, management needs to delegate a sufficient level of authority to employees for making decisions or incurring expenses so they're free to act without waiting for approval to take necessary action.

Task Force: A task force is brought together to research and recommend solutions for a significant undertaking or problem; once the solution has been determined, the task force disbands. A task force might be created to analyze technological improvements in a manufacturing plant and recommend improvements that will meet the long-term strategic objectives of the organization.

Committees: Committees are often formed to address ongoing issues in the organization and may be permanent, such as a safety committee, or ad hoc, such as a group appointed to plan a company function.

Work Team: A work team consists of employees who work together each day to accomplish their assignments. The team can be composed of members in a single functional area, or it can have members from several functions that are needed to

accomplish the goal. A functional work team might consist of employees in the marketing department who develop collateral pieces for company products. A cross-functional work team might consist of employees from the research and development, manufacturing, marketing, operations, and accounting departments who are responsible for developing, launching, and marketing a specific product.

Virtual Work Team: A virtual work team operates in much the same way as a work team, with one major exception: team members aren't located in the same building but may work anywhere in the world and connect through the Internet to accomplish team assignments.

Employee-Management Committees: Employee-management committees are used to solve problems in a variety of areas, such as production schedules, safety, and employee social events. The inclusion of employees on these committees helps to bring all the information to the table for making decisions and provides employees with input into how they do their jobs. From this point of view, they make positive contributions to operations.

Chapter: Employee and Labor Relations

Objective: Employee Relations