

# HRCI SPHR

**Senior Professional in Human Resources**

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## Question: 1

Assume you've crunched the numbers and discovered that the career fairs are producing more candidates than other sources such as online job postings or employee referrals. How would you convey to the CFO that he was wrong?

- A. Choose your battle. Don't tell the CFO that he was incorrect, but simply stop registering for career fairs and instead focus on improving other recruitment methods.
- B. Casually mention it at the next regularly scheduled team meeting when the topic of recruitment comes up.
- C. Schedule a meeting with him and bring a print-out showing the data. Ask him what he'd like you to do, given this information.
- D. Schedule a meeting with him, and bring a print-out showing the data. Suggest that you continue attending but perhaps reduce the number of other company representatives to reduce the cost.

**Answer: D**

Explanation:

Because you report to the CFO, you should tread lightly when telling him he's wrong but still have a direct and private conversation about it. It's obvious that he's concerned about cost, so the best to provide a solution to mitigate those costs while still meeting your objective of attending the career fairs.

## Question: 2

A data management company is looking to hire several new candidates who will be responsible for researching current data and cleaning up outdated files within the database. The database clean-up will cover four separate departments within the company, so the new employees will be required to work with the heads of each of the department. Lydia, who is the human resources professional for the company, has been asked about which type of interview would be most effective for this position. Considering the job situation, what type of interview should Lydia recommend?

- A. Panel
- B. Behavioral
- C. Patterned
- D. Stress

**Answer: A**

Explanation:

Because the new employees will be working with the heads of several departments, the panel interview style is most effective when the job incumbent will be working with a variety of teams and/or managers. It enables each of the department heads to be there during the interview process. A behavioral interview might be useful in some cases, but there is nothing specific about this case that would require candidates to indicate how their prior behavior would affect the current position. A patterned interview might be useful, but it will not necessarily be the most useful type of interview for this situation. A stress interview is unnecessary for this type of position (database management),

### Question: 3

Risk transfer can typically be affected by doing which of the following?

- A. Reviewing employment policies frequently to avoid the chances of an employee lawsuit
- B. Purchasing employment practices liability insurance to protect a business
- C. Taking advance action to consider potentials for risk and prevent problems from occurring
- D. Being familiar with chances of risk and creating a financial buffer against future costs

**Answer: B**

Explanation:

Employment practices liability insurance is available to provide businesses with a form of risk transfer. With the insurance, the business can transfer at least part of the cost of risk to another source. Reviewing employment policies to avoid the chances of an employee lawsuit is considered risk mitigation. Taking advance action to consider potentials for risk and prevent problems from occurring is part of risk avoidance. Being familiar with chances of risk and creating a financial buffer against future costs is considered risk acceptance.

### Question: 4

The Health Insurance Portability and Accountability Act (HIPAA) was added to ERISA to do which of the following?

- A. Establish new guidelines for employee health insurance programs within organizations.
- B. Ensure that all employers are responsible for covering minimum health conditions among employees.
- C. Link ERISA to COBRA to protect any employees that are covered under COBRA guidelines.
- D. Forbid any discrimination based on pre-existing health problems or conditions.

**Answer: D**

Explanation:

The Health Insurance Portability and Accountability Act was added to ERISA for the express purpose of forbidding any type of health benefit discrimination toward employees based on pre-existing health problems or health conditions. Answer choice A is incorrect for several reasons. On the one hand, it is simply too vague to explain the purpose of HIPAA. What is more, HIPAA does not

simply establish new guidelines for employee health insurance programs, so it is incorrect. Answer choices B and C are incorrect because both refer to COBRA (answer choice B references COBRA inferentially), and HIPAA is not immediately connected to COBRA or to providing minimum health benefits for employees.

### Question: 5

Within the Hersey-Blanchard Theory (1977), there are four leadership styles: Selling, Telling, Delegating, and which of the following?

- A. Participating
- B. Directing
- C. Motivating
- D. Guiding

**Answer: A**

Explanation:

The fourth leadership style as presented in the Hersey-Blanchard theory is Participating. Directing and Guiding fall under the leadership style Telling; Motivating falls under the leadership style Selling.

### Question: 6

The Henderson Company needs to hire a large number of unskilled employees to perform data entry. Which type of application would be most appropriate?

- A. Long-form employment application
- B. Short-form employment application
- C. Weighted employment application
- D. Job-specific employment application

**Answer: B**

Explanation:

A short-form employment application would be the most appropriate in this situation. The Henderson Company is hiring for an unskilled position, so it should not have extensive requirements for candidates. Using a short-form employment application will minimize the amount of reading for the human resources department. Longer applications should only be used when necessary.

### Question: 7

Which of the following statements about unions is true?

- A. Unions may require employers to terminate anti-union employees.
- B. Unions may not be held liable for coercive acts by union members.
- C. Unions may not participate in secondary boycotts.
- D. Unions may picket even where another union is the legal bargaining representative.

**Answer: C**

Explanation:

Unions may not participate in secondary boycotts. A secondary boycott occurs when the union tries to make the employer stop doing business with a third party. The other answer choices are false statements.

### Question: 8

During which phase of the strategic planning process would a SWOT analysis be most useful?

- A. Evaluation
- B. Environmental scan
- C. Construction
- D. Adjustment

**Answer: B**

Explanation:

A SWOT analysis would be most useful during the environmental scanning phase of the strategic planning process. During this phase, the strategy team tries to get the most accurate picture of the current state of the organization. A SWOT (strengths, weaknesses, opportunities, and threats) analysis is a common template for organizational self-assessment. It is a useful format because it requires planners to consider both internal (strengths and weaknesses) and external (opportunities and threats) factors.

### Question: 9

What is the first step in the strategic planning process?

- A. Develop SMART goals.
- B. Define desired outcome.
- C. Identify potential risks that would threaten the goal.
- D. Analyze the applicable data.

**Answer: D**

Explanation:

According to several strategic planning process models, the first step is always to collect and

analyze the applicable data prior to setting goals, defining the desired outcome, or identifying potential threats and risks.

### Question: 10

What is the largest possible damage award under the Civil Rights Act of 1991?

- A. \$50,000
- B. \$100,000
- C. \$200,000
- D. \$300,000

**Answer: D**

Explanation:

Under the Civil Rights Act of 1991, the largest possible damage award is \$300,000. Only businesses with more than 500 employees may be assessed this amount. Businesses with from 15 to 100 employees may be liable for damage awards of up to \$50,000. Businesses with 101 to 200 employees may be liable for damage awards of up to \$100,000. Businesses with 201 to 500 employees may be liable for damage awards of up to \$200,000.

### Question: 11

Which type of strike is launched despite a no-strike clause in the employee contract?

- A. Sit-down strike
- B. Secondary strike
- C. Hot cargo strike
- D. Wildcat strike

**Answer: D**

Explanation:

A wildcat strike is launched despite a no-strike clause in the employee contract. Obviously, these strikes create intense conflict between employer and union. Sit-down strikes, which are prohibited by law, occur inside the work facility. Secondary boycotts are attempts by the union to keep an external company from doing business with the employer. In most cases, secondary strikes are illegal. A hot cargo strike, more commonly known as a hot cargo picket, aims to keep the employer from doing business with some other employer opposed by the union. Hot cargo pickets are prohibited by law as well.

### Question: 12

What are the four styles of leadership identified by the Hersey-Blanchard theory?

- A. Telling, selling, participating, delegating
- B. Showing, growing, sowing, bestowing
- C. Managing, administrating, inspiring, following
- D. Giving, taking, making, doing

**Answer: A**

Explanation:

The four styles of leadership identified by the Hersey-Blanchard theory are telling, selling, participating, and delegating. This model was developed by Paul Hersey and Kenneth Blanchard in the late 1970s. The appropriate style of leadership in a particular situation depends on the sophistication and experience of the subordinates. The range, from least sophisticated audience to most, is telling, selling, participating, and delegating. Telling is explicit instruction, while selling is more general encouragement and inspiration. Participating is working alongside employees, and delegating is setting goals and assigning responsibility to others.

### Question: 13

The Needlestick Safety and Prevention Act of 2000 requires organizations to do which of the following?

- A. Quarterly audits to check for sharp objects that could cause workplace injuries
- B. Removal of specified sharp objects from workplace due to potential for injury
- C. Listing of sharp objects recognized for having caused workplace injuries in the past
- D. Report workplace injuries from sharp objects and consider replacement object to prevent future injuries

**Answer: D**

Explanation:

The purpose of the Needlestick Safety and Prevention Act is to require the employers report workplace injuries as a result of sharp objects and consider replacing objects to prevent further injuries. Answer choice A is incorrect because the purpose of the act is not to require that companies perform quarterly audits. Answer choice B is incorrect because the Needlestick Safety and Prevention Act does not require that organizations remove specified sharp objects but instead recommends the replacement of dangerous sharp objects. Answer choice C is incorrect because the act does not create a list of sharp objects that are recognized for having caused workplace injuries but instead leaves the decision about these objects up to the organization.

### Question: 14

Which of the following is NOT an eligibility requirement for Trade Adjustment Assistance?

- A. The employer's sales must have declined.

- B. Applicable only to manufacturing sector workers.
- C. The employer's production must have increased.
- D. Increased imports must have caused job loss.

**Answer: C**

Explanation:

Increased production by the employer is not an eligibility requirement for Trade Adjustment Assistance. This program was established in 2002 to help those adversely affected by the rise in imported goods. If three or more workers from the same business meet the eligibility requirements, they may receive retraining and employment advice at federal centers.

### Question: 15

Tara's boss asks her to pick up an important client from the airport. The client's flight is delayed, so Tara goes to a nearby restaurant and eats dinner. Should Tara be compensated for this time?

- A. Yes, because she has been engaged to wait.
- B. Yes, because she is waiting to be engaged.
- C. No, because she has been engaged to wait.
- D. No, because she is waiting to be engaged.

**Answer: A**

Explanation:

Tara should be compensated for this time, because she has been engaged to wait. She is not responsible for the flight delay, and so long as her employer wants her to keep waiting for the delayed flight, she should continue to be compensated.



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