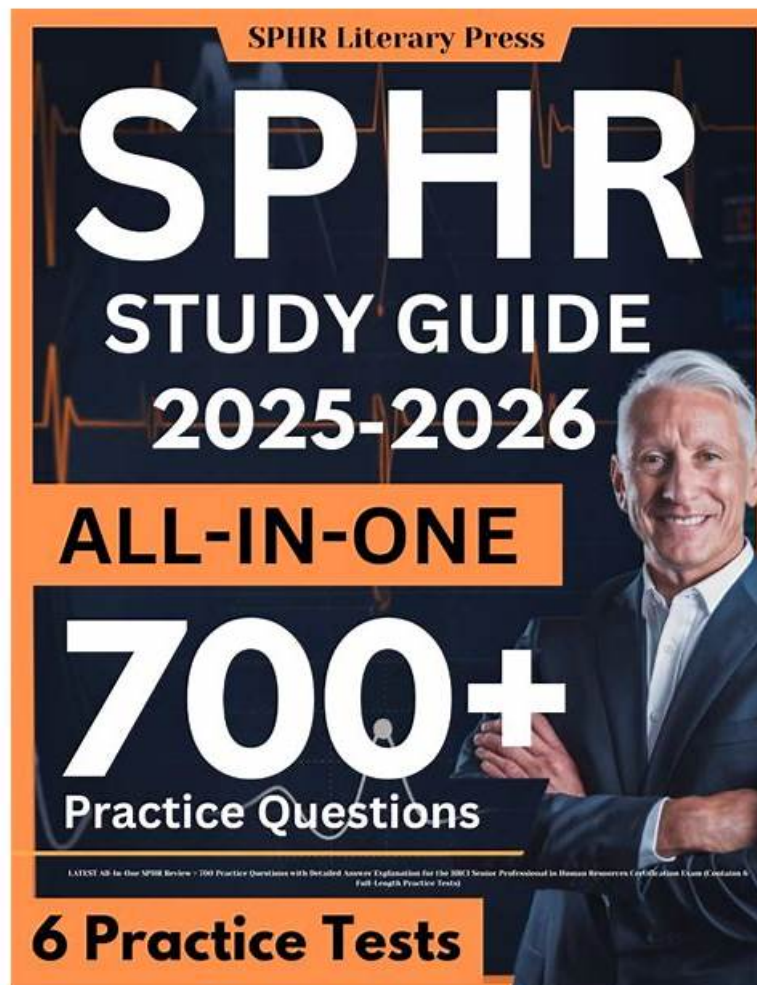


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## **HRCI The Professional in Human Resources (SPHR) Sample Questions (Q267-Q272):**

### **NEW QUESTION # 267**

As an SPHR you should be able to recognize the phases of an organization as it moves through its organizational life cycle. This helps you recognize the challenges of each phase so you may act accordingly based on where the organization may be in the life cycle. Which of the following is not one of the four phases of an organization's life cycle?

- A. Startup
- B. Growth
- C. Abandonment
- D. Decline

**Answer: C**

Explanation:

Explanation/Reference:

Answer option B is correct.

The four stages of an organization's life cycle are startup, growth, maturity, and decline. There is no such stage as abandonment.

Answer option C is incorrect. Startup is a valid phase that describes the launch and early actions of an organization.

Answer option D is incorrect. Growth is a valid phase that describes the additional personnel that are brought into the organization to help the founder accomplish the activities and responsibilities.

Answer option A is incorrect. The decline phase describes an organization that is not performing well and may suffer from bureaucracy.

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: Organizations

### **NEW QUESTION # 268**

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

**Answer: B,C,D**

Explanation:

Section: Volume F

Explanation/Reference:

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

**NEW QUESTION # 269**

Which of the following requires that employees act in the best interest of the employer?

- A. Duty of loyalty
- B. Duty of diligence
- C. Duty of obedience
- D. Due process

**Answer: A**

Explanation:

Section: Volume G

Explanation/Reference:

Answer option D is correct.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

**NEW QUESTION # 270**

The most desired outcome in mergers and acquisitions (MandA) is:

- A. reduced operating costs
- B. enhanced brand strength
- C. greater industry influence
- D. increased market share

**Answer: A**

Explanation:

While MandA can yield multiple benefits, the primary goals are cost synergies- e.g., streamlined operations, fewer redundancies, consolidated purchasing power.

SPHR strategic insight should include the financial motivations behind MandA and HR's role in achieving them through integration planning.

**NEW QUESTION # 271**

Which of the following interview questions is unlawful?

- A. If you were an animal, what kind of animal would you be?
- B. Any job offer made will be contingent on a medical exam. Are you willing to undergo one if we offer you the job?
- C. Tell me about a time you disagreed with your boss about a course of action.
- D. Are you a U.S. citizen?

**Answer: D**

Explanation:

Explanation/Reference:

Answer option B is correct.

Any inquiries into an applicant's citizen status must be specific to the requirements of the job. In this example, it is not necessary for the employer to know specifically whether the applicant is a U.S. citizen, but rather, whether the applicant is authorized to work in the United States.

Chapter: Workforce Planning and Employment

Objective: Review Questions

**NEW QUESTION # 272**

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