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## HRCI The Professional in Human Resources (SPHR) Sample Questions (Q39-Q44):

### NEW QUESTION # 39

While going through a merger, what is the best way to retain employees with critical skill sets?

- A. Utilize retention bonuses.
- B. Provide flexible work schedules.
- C. Require employees to sign a non-compete agreement.
- D. Conduct stay interviews.

**Answer: A**

Explanation:

The most effective way to retain employees with critical skill sets during a merger is to utilize retention bonuses (B). At the SPHR level, retention bonuses are recognized as a targeted, short-term incentive designed specifically to reduce flight risk during periods of uncertainty.

Mergers create anxiety about job security, role changes, and future direction. Retention bonuses provide a clear financial incentive

for key employees to remain through defined transition milestones, protecting deal value and operational continuity. Stay interviews (A) are useful diagnostic tools but do not provide a tangible retention incentive. Flexible schedules (C) may support engagement but are insufficient alone during high-risk transitions. Non-compete agreements (D) restrict post-employment activity but do not motivate employees to stay.

SPHR exam content emphasizes that retention strategies during MandA must be proactive, targeted, and time-bound, with retention bonuses being the most effective mechanism for critical talent.

References :

- \* HRCI SPHR Exam Content Outline - Functional Area: Leadership and Strategy (MandA retention; change management).
- \* HRCI SPHR Study Guide - Retention strategies for key talent during mergers.

#### NEW QUESTION # 40

As a Senior HR Professional, you should be familiar with intrinsic rewards and extrinsic rewards that your company provides for its employees. Which of the following is an example of an intrinsic reward?

- A. On-site cafeteria
- B. Cash compensation
- C. Esteem from working with other talented people
- D. Satisfaction from challenging and exciting assignments

**Answer: D**

Explanation:

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 9780-470-43096-5. Chapter Six: Total Rewards. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

#### NEW QUESTION # 41

Which of the following occurs in violation of a contract clause prohibiting strikes during the term of the contract?

- A. Strike
- B. Involuntary exit
- C. Wildcat strike
- D. Lockout

**Answer: C**

Explanation:

Section: Volume D

Explanation/Reference:

Answer option A is correct.

A wildcat strike occurs in violation of a contract clause prohibiting strikes during the term of the contract.

Answer option C is incorrect. A strike occurs when the union decides to stop working.

Answer option B is incorrect. A lockout occurs when management shuts down operations to keep the union from working.

Answer option D is incorrect. Involuntary exits is process that occurs due to mergers, outsourcing or changing business needs. It also occurs due to terminations for cause, such as performance problems, etc.

Chapter: Employee and Labor Relations

Objective: Union Organization

#### NEW QUESTION # 42

John is the HR Professional for his organization. He is interviewing Sally for a sales position, and he has asked Sally to provide an instance of how she worked with a tough customer in the past, how she resolved the situation, and what the outcome of the experience was. This is what type of interviewing technique?

- A. Stress interview
- B. Directive interview

- C. Behavior-based interview
- D. Prescreen interview

**Answer: C**

Explanation:

Answer option C is correct. This is a classical example of the behavior-based interview. Sally will need to tell a story to John about her past experiences with a difficult customer and what the outcome of the situation was. Answer option B is incorrect. A stress interview deliberately creates a stressful environment to test the candidate's response in the stress. Answer option A is incorrect. A prescreen interview is used to determine which candidates qualify for the job requirements and to make decisions if additional interviews are needed. Answer option D is incorrect. A directive interview is where the HR Professional controls the interview process through a predefined set of questions for all interviewees. Chapter: Workforce Planning and Employment Objective: Staffing Programs

### NEW QUESTION # 43

Under the Uniformed Services Employment and Reemployment Rights Act of 1994, what is the minimum number of days an employee must be gone from their position to be offered COBRA-like health coverage?

- A. 60 days
- B. 30 days
- C. 120 days
- D. 240 days

**Answer: B**

Explanation:

Section: Volume B

Explanation/Reference:

Answer option A is correct.

For leave greater than 30 days and less than 240 days, the employer must offer COBRA-like health coverage at the request of the employee.

Answer option B is incorrect. The COBRA-like health coverage begins on day 30, not 60.

Answer option C is incorrect. The COBRA-like health coverage begins on day 30, not 120.

Answer option D is incorrect. The COBRA-like health coverage begins on day 30, not 240. 240 days is actually the maximum days the employee is eligible for coverage.

Reference: Professional in Human Resources Certification Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter 7: Employee and Labor Relations. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

### NEW QUESTION # 44

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