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HRCI The Professional in Human Resources (SPHR) Sample Questions (Q40-Q45):

NEW QUESTION # 40

Why is a job analysis important?

- A. It allows for proper training and development of key personnel.
- B. It provides the supervisory responsibilities necessary to accomplish organizational goals.
- **C. It provides the foundation from which all other HR activities are designed.**
- D. It ensures compliance with EEO laws.

Answer: C

Explanation:

Section: Volume E

Explanation/Reference:

Answer option D is correct.

Job analysis and the subsequent job descriptions provide the building blocks for all other HR activities. Clearly identifying the output and skills necessary to accomplish each job allows for proper EEO compliance (C), job pricing, recruiting, and other HR functions (B and A).

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

NEW QUESTION # 41

One of the requirements of the Uniformed Services Employment and Reemployment Rights Act of 1994 is that employers must grant a leave of absence for military service. Typically, how long must an employer grant leave to the individual for military service?

- A. One year
- B. Two weeks
- **C. Five years**
- D. Seven years

Answer: C

Explanation:

Reference: Professional in Human Resources Certification Guide, Sybex, ISBN: 978-0470-43096-5. 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 # 42

Millie is an injured worker who has been back to work on modified duty for approximately 13 months.

Which of the following return-to-work strategies would best help Millie get back to full duty?

- A. Continuing the modified duty assignment until she is released to full duty
- B. Terminating her employment as she is no longer qualified to do the work for which she was hired
- C. Reasonably accommodating her into a more permanent position
- **D. Paying to have her evaluated by an independent medical examiner**

Answer: D

Explanation:

Explanation/Reference:

Answer option A is correct.

An IME will allow Millie to be evaluated by an impartial third party. Modified duty is a short-term solution to be used when an injured worker is able to return to work but not to full duty (D). A reasonable accommodation strategy (B) may become necessary, but only after Millie's diagnosis and treatment plan is clearly understood. Terminating her employment (C) prior to identifying the extent of her qualifications and limitations is not advisable.

Chapter: Risk Management

Objective: Review Questions

NEW QUESTION # 43

Which of the following options represents a state of complete transformation by both the acquiring and the acquired organization?

- A. B
- **B. C**
- C. D
- D. A

Answer: B

Explanation:

The correct answer is C, which represents a state of complete transformation for both the acquiring and the acquired organization. This question is based on a well-established merger and acquisition (MandA) integration framework frequently referenced in SPHR exam preparation and HRCI-aligned strategy materials. The framework evaluates post-acquisition end states along two dimensions:

* Degree of change in the acquired organization (vertical axis)

* Degree of change in the acquiring organization (horizontal axis)

Each quadrant represents a different integration strategy and organizational outcome.

* Option A (low change / low change) reflects preservation, where both organizations maintain their existing structures and cultures with minimal integration.

* Option B (high change in acquired / low change in acquiring) reflects absorption, where the acquired organization undergoes significant transformation to conform to the acquiring organization.

* Option D (low change in acquired / high change in acquiring) reflects reverse integration, where the acquiring organization adapts to the acquired entity.

* Option C (high change / high change) reflects transformation, where both organizations significantly change structures, processes, systems, and culture to create a new, integrated operating model.

From an SPHR perspective, Option C is the most complex and highest-risk integration strategy, but it also offers the greatest potential for value creation. It is typically used when neither organization alone possesses the optimal model for future success and when synergy depends on creating a fundamentally new organization.

The SPHR Exam Content Outline emphasizes that in transformational integrations, HR plays a critical role in culture integration, leadership alignment, talent retention, organizational redesign, and change management. This end state requires significant investment in communication, capability building, and employee engagement to succeed.

* HRCI SPHR Exam Content Outline - Functional Area: Leadership and Strategy (mergers and acquisitions; organizational transformation).

* HRCI SPHR Study Guide - Acquisition integration models and end-state strategies.

NEW QUESTION # 44

Which report do local and state governments require employers to file in odd-numbered years?

- A. EEO-5 Report
- B. EEO-1 Report
- **C. EEO-4 Report**
- D. EEO-3 Report

Answer: C

Explanation:

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 9780-470-43096-5. Chapter Four:

Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment Objective: Federal Employment Legislation

NEW QUESTION # 45

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