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### 3. PHR/SPHR Exam for Dummies by Sandra M. Reed.

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## HRCI The Professional in Human Resources (SPHR) Sample Questions

## (Q118-Q123):

### NEW QUESTION # 118

What management theory suggests that compensation is a hygiene factor that doesn't motivate workers to excel at performance, but its absence can de-motivate workers?

- A. Herzberg's Theory of Motivation
- B. Ouchi's Theory Z
- C. Maslow's Hierarchy of Needs
- D. McGregor's Theory of X and Y

**Answer: A**

Explanation:

Section: Volume C

Explanation

Explanation/Reference:

Answer option A is correct.

Herzberg's Theory of Motivation identifies hygiene agents and motivating agents that affect a person's performance. Payment is a hygiene factor and doesn't cause the person to excel at their work, but the absence of pay will cause performance to suffer.

Answer option C is incorrect. McGregor's Theory of X and Y suggests that X people must be micromanaged and Y people can be self-led.

Answer option D is incorrect. Ouchi's Theory Z is the Japanese Management Style of a familial work environment.

Answer option B is incorrect. Maslow's Hierarchy of Need describes why we work to satisfy our five needs.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5.

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 # 119

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. Davis-Bacon Act
- C. Title VII
- D. Family Medical Leave Act

**Answer: A,C,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

### NEW QUESTION # 120

Which of the following is illegal except in the construction industry?

- A. Closed shop clause
- B. Agency shop clause
- C. Union shop clause
- D. Common shop clause

**Answer: A**

Explanation:

Section: Volume G

Explanation/Reference:

Answer option B is correct.

The closed shop clause is illegal except in the construction industry. The closed shop clause requires that all new hires be members of the union before they are hired.

Answer option C is incorrect. The agency shop clause specifies that all employees must either join the union or pay union dues if they choose not to join the union.

Answer option A is incorrect. The union shop clause requires that all employees join the union within a grace period specified by the contract.

Answer option D is incorrect. There is no such term as common shop clause.

Chapter: Employee and Labor Relations

Objective: Union Organization

### NEW QUESTION # 121

Which of the following standards requires employers to provide employees with information about physical and health hazards related to the use of chemicals in the workplace?

- A. Personal Protective Equipment
- B. Occupational Noise Exposure
- C. Medical Services and First Aid
- **D. Hazard Communication Standard**

**Answer: D**

Explanation:

Section: Volume G

Explanation/Reference:

Answer option B is correct.

Chapter: Risk Management

Objective: Risk Assessment

### NEW QUESTION # 122

You are the HR Professional for your organization and you're reviewing the performance appraisal systems your company can use. Which performance appraisal approach uses a paired comparison method in the review?

- A. Rating method
- B. Results-based
- **C. Comparative method**
- D. Narrative method

**Answer: C**

Explanation:

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

### NEW QUESTION # 123

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