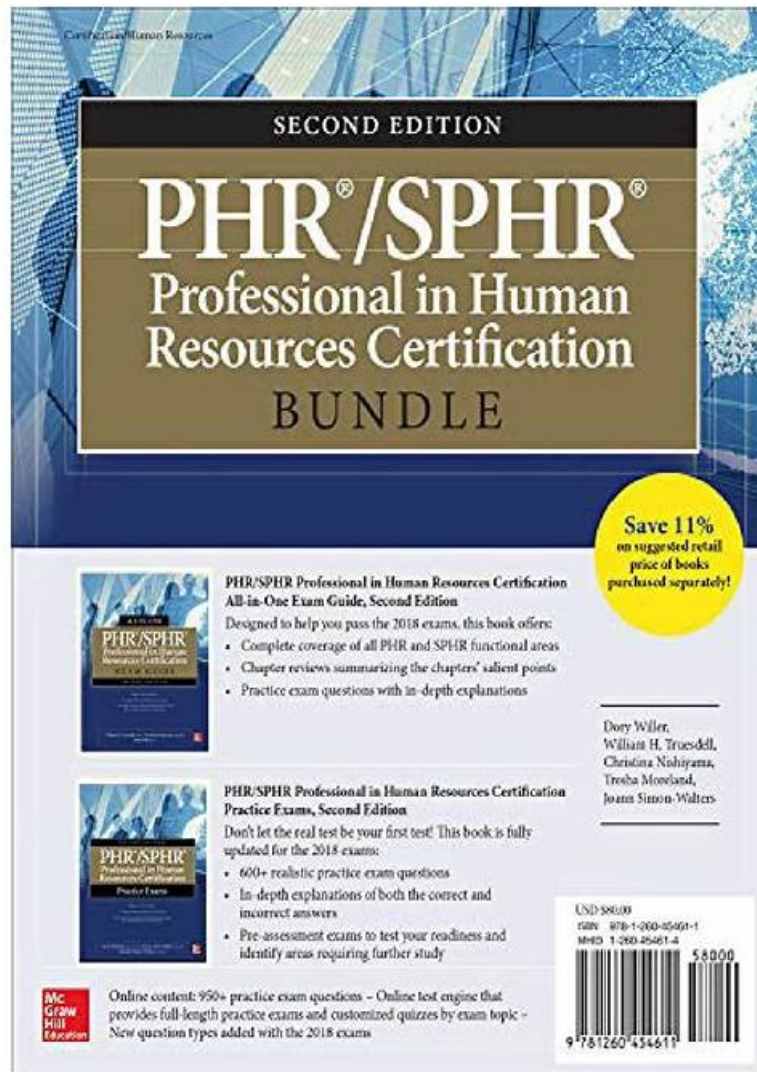


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HRCI The Professional in Human Resources (SPHR) Sample Questions (Q69-Q74):

NEW QUESTION # 69

The primary purpose of a training needs assessment is to identify the:

- A. Specific problems within an organization
- B. Materials to be used in a program
- C. Anticipated duration of a program
- D. Targeted audience within an organization

Answer: A

Explanation:

A training needs assessment is used to identify gaps between current performance and desired outcomes. This analysis reveals underlying organizational issues that training may help resolve, such as performance deficits, compliance gaps, or skill shortages.

Extract from HRCI-aligned HR knowledge (Learning and Development):

SPHR-level HR is expected to "analyze organizational performance problems to determine whether training is a viable solution." The goal is root cause identification, not just content creation or audience targeting.

NEW QUESTION # 70

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

Answer: C

Explanation:

Explanation/Reference:

Answer option B is correct.

Chapter: Risk Management

Objective: Risk Assessment

NEW QUESTION # 71

Which kind of analysis is used when an organization is researching the possibility of replacing three workers with a machine capable of producing more units per hour?

- A. Six Sigma
- B. Total quality
- C. Production output
- **D. Cost-benefit**

Answer: D

Explanation:

When evaluating whether to replace human labor with automation, the appropriate analytical approach is a cost-benefit analysis (C). This type of analysis compares the total costs of an investment with its expected financial and operational benefits to determine overall feasibility and return on investment.

At the SPHR level, cost-benefit analysis is a critical tool for strategic workforce planning and capital decision-making. In this scenario, HR and leadership would examine costs such as equipment purchase, maintenance, training, downtime, and potential workforce impacts, alongside benefits like increased productivity, reduced labor costs, consistency, and long-term savings.

Total quality (A) and Six Sigma (D) are methodologies focused on process improvement and defect reduction, not on evaluating financial trade-offs between labor and technology. Production output (B) is a metric rather than an analytical framework and does not account for costs, risks, or strategic implications.

HR leaders play an important role by assessing human capital implications, including redeployment, reskilling, morale, engagement, and potential employee relations concerns. SPHR practice stresses that workforce-related costs and risks must be incorporated into financial analyses-not evaluated in isolation.

References :

* HRCI SPHR Exam Content Outline - Functional Area: Leadership and Strategy (business analysis; workforce planning; financial decision-making).

* HRCI SPHR Study Guide - Application of cost-benefit analysis to workforce and technology decisions.

NEW QUESTION # 72

Frank is a manager in his organization and he wants his team to take charge of actions, duties, and work to be completed. Frank would like to delegate more duties to this team to show that he trusts them in their work. If Frank does this what must he also do for the team?

- A. Add safeguards to the decisions to review their choices before they're enforced
- **B. Allow the team to act without waiting for his approval**
- C. Review their decisions to see their effectiveness
- D. Review their work to see their performance

Answer: B

Explanation:

Explanation/Reference:

Answer option C is correct.

Delegating authority is more than delegating responsibility. If Frank truly wants to delegate authority he should set boundaries and then let the team act accordingly without waiting for his approval or opinion.

Answer option A is incorrect. This is ideal in any environment, even those without delegation of authority to the project team.

Answer option D is incorrect. Frank can review the team's decisions, but this isn't the best choice for the scenario.

Answer option B is incorrect. Adding safeguards to review the team's decisions doesn't really delegate the duties of the team.

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: Labor Relations

NEW QUESTION # 73

Which of the following is a form of principled bargaining in which the parties look at all the issues and are able to make mutually agreeable trade-offs between those issues?

- A. Parallel bargaining
- B. Single-unit bargaining
- **C. Integrative bargaining**
- D. Interest-based bargaining

Answer: C

Explanation:

Section: Volume C

Explanation/Reference:

Answer option B is correct.

Integrative bargaining is a form of principled bargaining in which the parties look at all the issues and are able to make mutually agreeable trade-offs between those issues.

Answer option A is incorrect. Interest-based bargaining (IBB) is based on the concept that both sides in the negotiation have harmonious interests.

Answer option D is incorrect. Single-unit bargaining occurs when one union meets with one employer to bargain.

Answer option C is incorrect. Parallel bargaining occurs when the union negotiates with one employer at a time.

Once a contract has been reached with one employer, the union uses the gains made during the negotiation as a base for negotiating with the next employer.

Chapter: Employee and Labor Relations

Objective: Union Organization

NEW QUESTION # 74

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