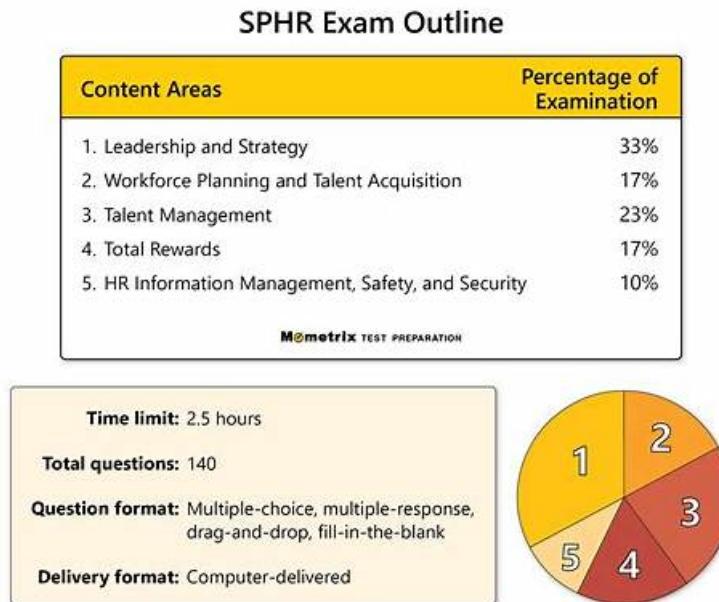


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RCI The Professional in Human Resources (SPHR) Sample Questions (Q188-Q193):

NEW QUESTION # 188

Which of the following are hired only at times of the year when the workload increases?

- A. On-call workers
- B. Independent contractors
- **C. Seasonal workers**
- D. Intern

Answer: C

Explanation:

Explanation/Reference:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

NEW QUESTION # 189

The motivation theory that suggests people are motivated by the reward they will receive when they succeed and that they weigh the value of the expected reward against the effort required to achieve it is known as what?

- A. Adams' equity theory
- **B. Vroom's expectancy theory**
- C. McClelland's acquired needs theory
- D. McGregor's Theory X and Theory Y

Answer: B

Explanation:

Section: Volume C

Explanation/Reference:

Answer option A is correct.

Vroom explains his theory with three terms: expectancy (the individual's assessment of their ability to achieve the goal), instrumentality (whether the individual believes they are capable of achieving the goal), and valence (whether the anticipated goal is worth the effort required to achieve it). Adams' equity theory (B) states that people are constantly comparing what they put into work to what they get from it. McClelland's acquired needs theory (C) states that people are motivated by one of three factors: achievement, affiliation, or power.

McGregor's Theory X and Theory Y (D) explain how managers relate to employees. Theory X managers are autocratic, believing that employees do not want to take responsibility. Theory Y managers encourage employees to participate in the decision-making process, believing that they respond to challenges. See Chapters 2 and 5 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Motivation Concepts

NEW QUESTION # 190

You are the Senior HR Professional for your organization and you're leading a workshop on HR practices for your department. Your first topic is the Davis Bacon Act. What did the Davis Bacon Act accomplish?

- A. It abolished the requirements for workers to be forced to retire.
- B. It established the minimum working age to be 15.
- **C. It was the first legislation to regulate minimum wages.**
- D. It established the minimum retirement age of 65.

Answer: C

Explanation:

Section: Volume D

Explanation/Reference:

Answer option C is correct.

The Davis Bacon Act in 1931 was the first piece of legislation to establish the minimum wage.

Answer options A and D are incorrect. The Davis Bacon Act did not address the retirement age.

Answer option B is incorrect. The Davis Bacon Act did not establish the minimum age to allow people to begin employment.

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 # 191

Which of the following factors is key to a successful compensation strategy?

- A. Alignment with business goals
- B. Improved performance evaluation
- C. Balanced budget projection
- D. Streamlined turnover metrics

Answer: A

Explanation:

The key factor in a successful compensation strategy is alignment with business goals (C). At the SPHR level, compensation is viewed as a strategic lever used to drive behaviors and outcomes that support organizational objectives.

When compensation programs are aligned with business goals—such as growth, innovation, customer satisfaction, or cost leadership—they reinforce desired behaviors and priorities. Pay systems influence attraction, motivation, retention, and performance, making alignment essential for effectiveness.

While budget projections (A) are necessary, they are constraints rather than strategic drivers. Turnover metrics (B) are diagnostic tools, not determinants of compensation strategy. Performance evaluation improvements (D) support pay decisions but do not define the strategy itself.

SPHR exam content consistently stresses that compensation must be internally aligned, externally competitive, and strategically focused, with business alignment as the foundation.

References :

* HRCI SPHR Exam Content Outline - Functional Area: Total Rewards (compensation strategy).

* HRCI SPHR Study Guide - Strategic alignment of pay programs.

NEW QUESTION # 192

Which of the following statements about substance-abuse policies is not true?

- A. Federal law requires all employers to implement substance-abuse policies.
- B. An effective policy describes when tests will occur and what drugs will be tested.
- C. Substance-abuse policies identify who will be tested.
- D. An effective policy describes what happens to employees who test positive.

Answer: A

Explanation:

Answer option C is correct. The Drug-Free Workplace Act of 1988 requires only federal contractors and subcontractors to establish substance abuse policies. A fair and effective policy will describe which employees will be tested (D), whether it is all or specific job groups. The policy should describe (B) when tests will be done (pre-employment, randomly, on reasonable suspicion, or according to a predetermined schedule), what drugs are included in the process, and the consequences for employees who test positive (A). See Chapter 8 for more information. Chapter: Risk Management Objective: Risk Assessment

Topic 5, Volume E

NEW QUESTION # 193

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