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## **HRCI The Professional in Human Resources (SPHR) SPHR Prüfungsfragen mit Lösungen (Q193-Q198):**

### **193. Frage**

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

**Antwort: D**

Begründung:

Section: Volume B

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

### **194. Frage**

The market your company operates within is changing and management is looking for you an SPHR for advice. They want you to identify risk that may affect the organization and take action to mitigate the identified risk events. What activity is management asking you to do?

- A. Risk response planning
- B. Identification of risk tolerance
- C. Organizational planning
- **D. Enterprise risk management**

**Antwort: D**

Begründung:

Section: Volume E

Explanation

Explanation/Reference:

Answer option D is correct.

Management is asking you to do enterprise risk management. This process identifies risk events, creates risk responses, and tracks the risk responses for their effectiveness.

Answer option C is incorrect. Organizational planning describes the structuring of an organization, not the identification and response

to risk events.

Answer option A is incorrect. Risk tolerance is an organization's willingness to accept risk events. It's the organization's attitude towards risk.

Answer option B is incorrect. Risk response planning is the examination of possible risk responses and the selection of the best response for the situation.

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

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

Chapter: Business Management and Strategy

Objective: Strategic Management

### 195. Frage

Your organization is implementing the balanced scorecard approach to measuring organizational success.

In this balanced scorecard method there are four perspectives you'll consider. Which one of the following are the correct four perspectives of the balanced score method?

- A. Learning and growth, Business process, Customer, and Financial
- B. Learning and growth, Management, Customer, and Security
- C. Education, Organizational, Development, and Financial
- D. Developmental, Goals, Satisfaction, and Capital

**Antwort: A**

Begründung:

Section: Volume C

Explanation/Reference:

Answer option C is correct.

The balance scorecard uses four perspectives as follows: Learning and growth, Business process, Customer, and Financial.

Answer option A is incorrect. These are not the correct definitions of the balanced score method.

Answer option D is incorrect. These are not the correct definitions of the balanced score method.

Answer option B is incorrect. These are not the correct definitions of the balanced score method.

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Three: Strategic Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Business Management and Strategy

Objective: HR Metrics: Measuring Results

### 196. Frage

The Fair Labor Standards Act does provide some instances of when travel time is payable to nonexempt employees. Which of the following is an example of a nonexempt employee being reimbursed for travel time?

- A. An employee who must travel to the worksite for overtime work
- B. An airplane pilot who is waiting for a customer to fly
- C. A plumber who is traveling between job sites
- D. A daily train commute from the employee's home to the city

**Antwort: C**

Begründung:

Explanation/Reference:

Answer option A is correct.

Of all the scenarios, only the plumber's travel from one worksite to another is applicable for time payment.

Answer option C is incorrect. A daily commute isn't applicable for time compensation.

Answer option D is incorrect. While the pilot's waiting time may be payable, this is not an example of travel time compensation.

Answer option B is incorrect. Travel time to a worksite is not applicable for compensation.

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



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