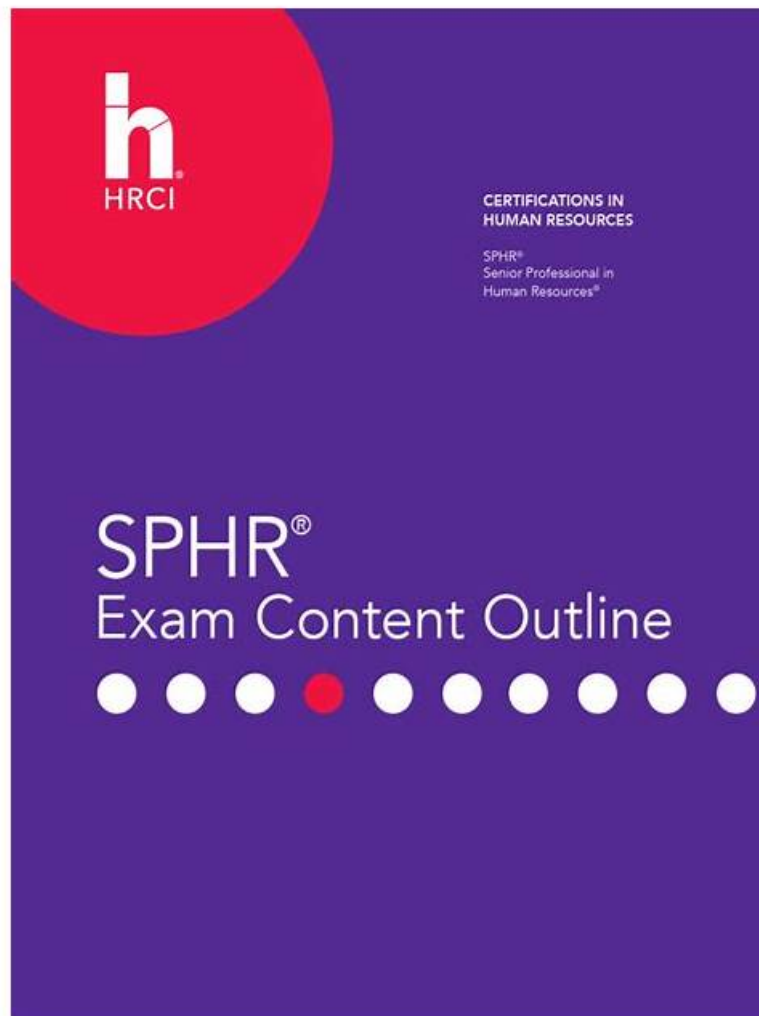


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HRCI The Professional in Human Resources (SPHR) Sample Questions (Q270-Q275):

NEW QUESTION # 270

Which of the following reward strategies improve employee retention? (Select TWO options)

- A. Ensuring clear communication of rewards to employees
- **B. Providing reward programs to enhance work-life balance**
- C. Making rewards meaningful and unique
- D. Linking rewards to performance
- **E. Designing fair reward allocation systems**

Answer: B,E

Explanation:

Retention strategies must address both fairness (perceived and actual) and employee lifestyle needs.

Designing equitable reward systems (B) supports internal equity and trust, while enhancing work-life balance through targeted programs (E) addresses holistic employee well-being. These are core recommendations under the Total Rewards domain of the SPHR framework.

NEW QUESTION # 271

What term is best described as examining the entire organization to simplify or eliminate unnecessary processes with the goal of increasing customer satisfaction through improvements in efficiency?

- A. Workforce reduction
- B. Mergers and acquisitions
- **C. Reengineering**
- D. Corporate restructuring

Answer: C

Explanation:

Section: Volume A

Explanation/Reference:

Answer option A is correct.

Reengineering examines the efficiencies of the organization and how it affects profits, production, capacity, and customer satisfaction and then acts to improve the organization and customer satisfaction by removing unneeded processes.

Answer option B is incorrect. Corporate restructuring looks to eliminate individual units to reduce or eliminate redundancy or bureaucratic processes.

Answer option C is incorrect. Workforce reduction is also the reduction of resources, it is also known as downsizing, rightsizing, or reductions in force.

Answer option D is incorrect. Mergers and acquisitions describe two or more units merging together into one.

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

NEW QUESTION # 272

As an HR Professional, you must sometimes terminate employees from your organization. When an employee is terminated, there must be a just cause or a good cause for the termination. Which one of the following is not a valid just cause for the employee's termination?

- A. Whether the rule has been applied consistently

- B. Whether reasonable "proof" of the violation existed, or was obtained through investigation
- **C. Whether the employee is a member of a protected class**
- D. Whether the employee was warned in advance

Answer: C

Explanation:

Explanation/Reference:

Answer option D is correct.

The membership of a protected class should have no bearing on a good cause for termination.

Answer options B, A, and C are incorrect. These are examples of just cause of termination.

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Seven: Employee and Labor Relations.

Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-

586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Employee Relations

NEW QUESTION # 273

What component of the strategic planning process is responsible for creating the company's vision statement?

- A. Implement strategy stage
- **B. Formulate strategy stage**
- C. Environmental scan stage
- D. Pre-planning stage

Answer: B

Explanation:

Explanation/Reference:

Answer option A is correct.

The formulate strategy stage creates several things for the organization: vision, mission, corporate values, and corporate goals. As strategic planning can happen many times in an organization's life cycle, it may also be a refinement of the goals, vision, and mission.

Answer option D is incorrect. The environmental scan stage identifies where the organization is now.

Answer option B is incorrect. The pre-planning stage defines the process, participants, time, and planning tools for the strategic planning.

Answer option C is incorrect. The implement strategy stage defines how the organization will achieve the vision, mission, and goals of the organization.

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: Strategy

NEW QUESTION # 274

An organization would like to bid on a project, but they don't have enough employees available to complete the work. The organization approaches a competitor with the opportunity to partner on the project to win the work. What type of risk response is used in this instance?

- **A. Sharing**
- B. Transference
- C. Enhancing
- D. Mitigation

Answer: A

Explanation:

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8:

Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute,

ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge.

NEW QUESTION # 275

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