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## HRCI The Professional in Human Resources (SPHR) Sample Questions (Q81-Q86):

### NEW QUESTION # 81

An organization's shareholders are primarily interested in knowing that:

- A. profit generation is a top priority.
- B. human resource strategies are aligned.
- C. legal exposure is mitigated.
- D. investment decisions are based on the balance sheet.

**Answer: A**

Explanation:

Shareholders are primarily interested in knowing that profit generation is a top priority (C). At the SPHR level, shareholder interests

are understood through the lens of financial return and long-term value creation

While governance, compliance, and strategic alignment matter, shareholders ultimately evaluate organizations based on profitability, growth, and return on investment. Decisions across the enterprise-including HR strategies-are expected to support sustainable profit generation.

Legal risk mitigation (A) and balance-sheet discipline (B) are important safeguards but are means to protect profitability rather than ends themselves. HR strategy alignment (D) is valuable insofar as it contributes to productivity, talent effectiveness, and organizational performance-but it is not the primary shareholder concern.

SPHR exam content emphasizes that HR leaders must frame workforce initiatives in terms of their contribution to financial outcomes, especially when engaging with boards or shareholders.

References :

\* HRCI SPHR Exam Content Outline - Functional Area: Leadership and Strategy (business acumen; stakeholder interests).

\* HRCI SPHR Study Guide - Aligning HR initiatives with shareholder expectations.

### NEW QUESTION # 82

Analysis of data from an environmental scan allows an organization to:

- A. determine its stage in the business life cycle.
- **B. plan for changes in the marketplace.**
- C. purchase industry competitors in a leveraged buyout.
- D. rebrand itself for movement to a global economy.

**Answer: B**

Explanation:

Analysis of environmental scan data enables an organization to plan for changes in the marketplace (C). At the SPHR level, environmental scanning is a strategic tool used to monitor external factors that may affect organizational success.

Environmental scans typically assess political, economic, social, technological, legal, and competitive trends.

By analyzing this data, organizations can anticipate shifts in customer demand, labor markets, regulation, and competition, allowing proactive planning rather than reactive response.

Rebranding (A) and acquisitions (B) are possible strategic actions but are not direct outcomes of scanning.

Determining the business life cycle stage (D) may be informed by internal analysis rather than external scanning.

SPHR exam content highlights environmental scanning as foundational to strategic planning, workforce forecasting, and risk management, ensuring organizational agility in changing markets.

References :

\* HRCI SPHR Exam Content Outline - Functional Area: Leadership and Strategy (environmental scanning; strategic planning).

\* HRCI SPHR Study Guide - Using environmental data for strategic decision-making.

### NEW QUESTION # 83

Which of the following is the enforcement agency for compensation?

- A. Equal Employment Opportunity Commission (EEOC)
- B. Wage and Hour Division
- C. Employment Standards Administration
- **D. Department of Labor (DOL)**

**Answer: D**

Explanation:

Explanation/Reference:

Answer option A is correct.

Chapter: Compensation and Benefits

Objective: Benefits

### NEW QUESTION # 84

Part of organizational development is a commitment to quality. What quality control tool shows categories of failures from largest to smallest in a bar chart?

- A. Control chart
- B. Fishbone diagram
- C. Histogram chart
- **D. Pareto chart**

**Answer: D**

Explanation:

Section: Volume B

Explanation/Reference:

Answer option C is correct.

A Pareto chart is a special histogram in that it shows categories of failures from the largest failure to the smallest failure. The idea is that the project team or organizational development team will attack the largest problems first.

Pareto chart

A Pareto chart is a special type of bar chart where the values being plotted are arranged in descending order.

The graph is accompanied by a line graph, which shows the cumulative totals of each category, left to right.

The chart is named after Vilfredo Pareto, and its use in quality assurance was popularized by Joseph

M. Juran and Kaoru Ishikawa.

A Pareto chart is a histogram where items (such as number of defects) are ordered by frequency of occurrence, as shown in the below example:

□ Example of a Pareto chart

It is a type of chart that consists both bars and a line graph, where individual values are represented in descending order by bars, and the cumulative total is shown by the line.

Answer option A is incorrect. A histogram is simply a bar chart and isn't ordered from largest to smallest.

Answer option D is incorrect. A fishbone diagram is also known as an Ishikawa diagram or a cause and effect chart.

Ishikawa diagram

The Ishikawa diagram (or fishbone diagram or also cause-and-effect diagram) is a diagram that shows the causes of a certain event.

A common use of the Ishikawa diagram is to identify potential factors causing an overall effect. It helps identify causal factors and root causes.

□ It is known as a fishbone diagram because of its shape, similar to the side view of a fish skeleton. It is considered as a basic tool of quality management.

Answer option B is incorrect. A control chart shows trend analysis by tracking the results of measurements over time.

What are control charts?

Control charts are graphical representations of different processes. These charts contain the maximum and minimum values allowed.

Control charts are used to determine whether or not a process is stable or has predictable performance. A process is considered out of control when a data point exceeds a control limit or if seven consecutive points are above or below the mean.

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

## NEW QUESTION # 85

What type of dispute resolution believes that conflict is good and is used to resolve long-standing, deep-rooted conflicts within an organization?

- A. Mediation
- B. Arbitration
- C. Alternative dispute resolution
- **D. Constructive confrontation**

**Answer: D**

Explanation:

Section: Volume B

Explanation/Reference:

Answer option B is correct.

Constructive confrontation believes that conflict is good and can be used to propel the company forward.

Constructive confrontation aims to move those in conflict from focusing on the nonessential items to focus on solving the problem.

Answer option A is incorrect. Alternative dispute resolution is a generic category of dispute resolution that doesn't involve lawsuits.

Answer option D is incorrect. Mediation doesn't believe that conflict is good - it does use a neutral, third party to help the parties negotiate a solution to the problems.

Answer option C is incorrect. Arbitration is often contract-mandated or court-mandated and is similar to mediation where both parties try to find a negotiated solution to an issue.

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: Dispute Resolution

## NEW QUESTION # 86

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