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WORKology

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To prepare for the SPHR exam, candidates can take advantage of a variety of study materials, including textbooks, study guides, and online courses. The HRCI also offers a variety of resources, including practice exams and study groups, to help candidates prepare for the exam. SPHR exam itself is a computer-based test and consists of 150 multiple-choice questions. Candidates have three hours to complete the exam.

To be eligible to take the SPHR certification exam, candidates must have a minimum of four years of experience in a professional-level HR position, a master's degree or higher in HR, or a combination of education and experience. SPHR exam covers a broad range of HR topics, including strategic planning, organizational development, workforce planning and employment, employee and labor relations, and risk management. It is a comprehensive exam that tests not only a candidate's knowledge but also their application of HR principles in real-world situations.

To be eligible for the SPHR Certification, candidates must have a minimum of four years of experience in an HR position. They must also have a master's degree or higher, or a bachelor's degree and five years of experience in an HR role. These strict eligibility requirements ensure that those who hold the SPHR certification have a comprehensive understanding of all areas of HR.

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### HRCI The Professional in Human Resources (SPHR) Sample Questions (Q115-Q120):

#### NEW QUESTION # 115

Martha is the HR Professional for her organization and she's working with her team to complete non-quantitative job evaluations. Martha wants to stress the available types of non-quantitative job evaluation techniques that are appropriate for her team to be communicated to managers. Which one of the following is not a non-quantitative job evaluation technique that Martha should share?

- **A. Factor comparison**
- B. Whole job ranking
- C. Job slotting
- D. Job classification

**Answer: A**

Explanation:

Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Six: Total Rewards. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge. Chapter: Compensation and Benefits  
Objective: Compensation

#### NEW QUESTION # 116

A successful talent management program begins with a(n):

- A. evaluation of annual performance.
- **B. forecast of human capital needs.**
- C. assessment of employee potential.
- D. internal promotion strategy.

**Answer: B**

Explanation:

A successful talent management program begins with a forecast of human capital needs (D). At the SPHR level, talent management is a strategic system, not a collection of disconnected HR practices.

Forecasting human capital needs aligns talent strategies with business direction, growth plans, retirements, and capability requirements. This forecast determines what skills, roles, and leadership capacity will be needed in the future, guiding recruitment, development, succession planning, and workforce investments.

Assessing potential (C) and evaluating performance (A) are critical components, but they are meaningful only after future demand is understood. Internal promotion strategies (B) are solutions that flow from workforce forecasts, not starting points.

SPHR exam content consistently reinforces that strategy precedes talent processes, making demand forecasting the foundation of effective talent management.

References :

\* HRCI SPHR Exam Content Outline - Functional Area: Talent Planning and Acquisition (talent management; workforce forecasting).

### NEW QUESTION # 117

An employee has resigned. During the exit interview, the employee tells HR that the reason for the resignation is that for the last 3 months the supervisor has been hostile, refused to provide instructions on work assignments, given the employee all the most unpleasant tasks in the department, and verbally reprimanded the employee in front of co-workers and customers. The employee may have a cause of legal action based on which of the following?

- A. Promissory estoppel
- B. Fraudulent misrepresentation
- C. The employer's duty of good faith and fair dealing
- **D. Constructive discharge**

**Answer: D**

Explanation:

Answer option C is correct. Constructive discharge occurs when the employer forces an employee to resign by creating a work environment that is so unpleasant a reasonable person would resign. The duty of good faith and fair dealing (B) applies to contracts, requiring both parties to act in a fair and honest manner with each other to ensure that benefits of the contract are realized. Promissory estoppel (D) occurs when an employer entices an employee to take an action by promising a reward but then does not follow through on the reward. Fraudulent misrepresentation (A) occurs when an employer makes untrue promises or claims to a candidate. Chapter: Employee and Labor Relations Objective: Review Questions

### NEW QUESTION # 118

The concept of a learning organization is fundamental to organizational development. One of the key leaders in this thought is Peter Senge and his five principles as defined in the The Fifth Discipline. One of his disciplines defined is personal mastery. Which of the following statements best defines personal mastery?

- **A. Subject matter expertise that an individual possesses and demonstrates**
- B. Deeply-rooted, firmly-held beliefs and assumptions that impact how we perceive the world around us
- C. A forward-looking perspective that inspires and secures a commitment to working toward a common vision
- D. The ability to identify patterns and to recognize how those patterns can be impacted or changed

**Answer: A**

Explanation:

Section: Volume D

Explanation/Reference:

Answer option C is correct.

Personal mastery is defined as subject matter expertise that an individual possesses and demonstrates. It also includes a commitment to maintain that expertise through lifelong learning.

Answer option D is incorrect. This statement defines systems thinking.

Answer option B is incorrect. This statement defines mental models.

Answer option A is incorrect. This statement defines a shared vision.

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 # 119

What is a target-benefit plan?

- A. Requires an actual deferral-percentage test to be performed each year
- B. Uses a fixed percentage of employee earnings to defer compensation
- **C. Uses actuarial formulas to calculate individual pension contribution amounts**
- D. Provides a means for employees to become owners of the company



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