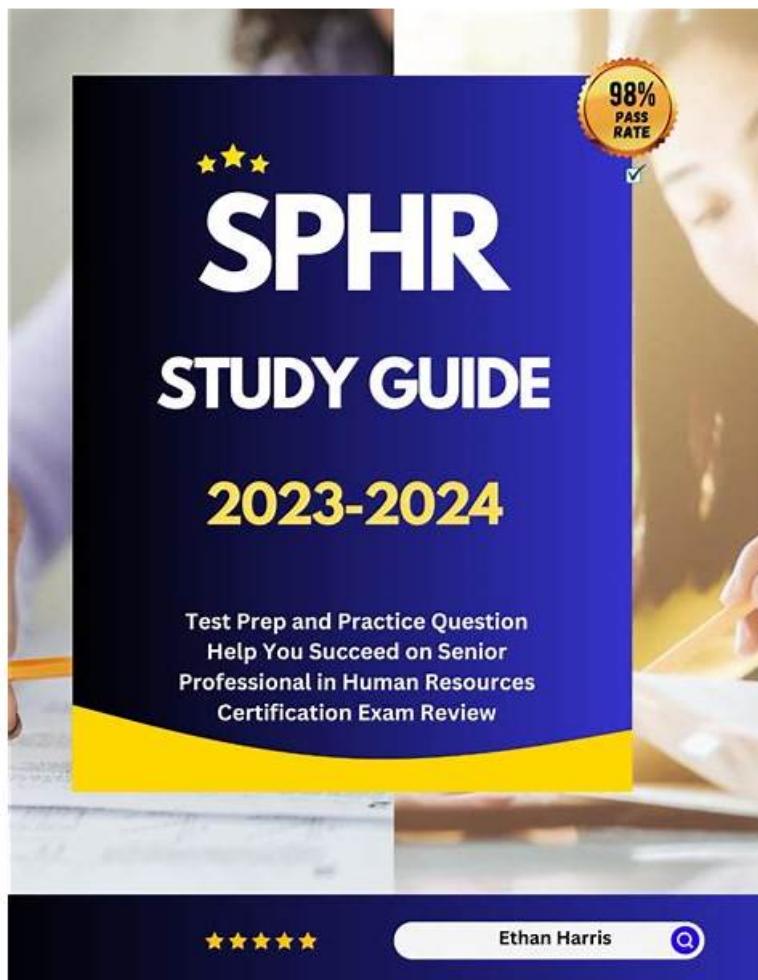


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## **HRCI The Professional in Human Resources (SPHR) Sample Questions (Q113-Q118):**

### **NEW QUESTION # 113**

\_\_\_\_\_ is one of several learning organization characteristics.

- A. Systems thinking
- B. Massed practice
- C. An assessment center
- D. Programmed instruction

**Answer: A**

Explanation:

Section: Volume F

Explanation/Reference:

Answer option B is correct.

Systems thinking refer to the characteristic of a learning organization that uses a variety of information- gathering techniques to acquire knowledge about new technology, determine its value, and convert this knowledge into new and improved practices and procedures. Assessment centers (D) are used to determine what kind of training an individual needs. Massed practice (C) is a form of practicing job tasks during training in which all tasks are practiced at the same time. Programmed instruction (A) is a type of self-instruction that requires trainees to complete each step in the training before moving on to the next step.

Chapter: Human Resource Development

Objective: Review Questions

### **NEW QUESTION # 114**

Which of the following creates a variety of affirmative action obligations for employers with federal government contracts?

- A. Office of Federal Contract Compliance Programs (OFCCP)
- B. **Vietnam Era Veterans Readjustment Assistance Act (VEVRAA)**
- C. Equal Employment Opportunity Commission (EEOC)
- D. Department of Labor (DOL)

**Answer: B**

Explanation:

Answer option D is correct. Chapter: Workforce Planning and Employment Objective: Federal Employment Legislation

### **NEW QUESTION # 115**

Pretests, post-tests, comparison groups, time series, and combination assessments are used to evaluate which of the following?

- A. Productivity analyses
- B. Employee performance
- C. **Training outcomes**
- D. Incentive systems

**Answer: C**

Explanation:

Pretests, post-tests, comparison groups, time series, and combination assessments are methods used to evaluate training outcomes (B). These tools measure the effectiveness of learning interventions by determining whether training produced the intended knowledge, skill, behavior, or performance changes.

At the SPHR level, training evaluation is viewed as a structured process that moves beyond participant satisfaction to assess learning transfer and impact. Pretests and post-tests measure knowledge or skill acquisition, while comparison groups and time series analyses help isolate the effects of training from other variables. Combination assessments integrate multiple methods to strengthen validity and reliability.

Productivity analyses (A) may be informed by training outcomes but are not directly evaluated using these methods. Incentive systems (C) are evaluated through compensation and motivation metrics. Employee performance (D) is influenced by many factors beyond training and requires broader performance management tools.

SPHR exam content emphasizes the importance of methodological rigor in evaluating learning initiatives, particularly when linking training to business results. These assessment techniques support evidence-based decisions about training effectiveness and resource allocation.

References :

- \* HRCI SPHR Exam Content Outline - Functional Area: Learning and Development (training evaluation; measurement methods).
- \* HRCI SPHR Study Guide - Evaluation models and assessment techniques for learning programs.

### NEW QUESTION # 116

What management theory suggests that compensation is a hygiene factor that doesn't motivate workers to excel at performance, but its absence can de-motivate workers?

- A. Herzberg's Theory of Motivation
- B. Ouchi's Theory Z
- C. Maslow's Hierarchy of Needs
- D. McGregor's Theory of X and Y

**Answer: A**

Explanation:

Section: Volume C

Explanation/Reference:

Answer option A is correct.

Herzberg's Theory of Motivation identifies hygiene agents and motivating agents that affect a person's performance. Payment is a hygiene factor and doesn't cause the person to excel at their work, but the absence of pay will cause performance to suffer.

Answer option C is incorrect. McGregor's Theory of X and Y suggests that X people must be micromanaged and Y people can be self-led.

Answer option D is incorrect. Ouchi's Theory Z is the Japanese Management Style of a familial work environment.

Answer option B is incorrect. Maslow's Hierarchy of Need describes why we work to satisfy our five needs.

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 # 117

Which of the following standards is the most frequently cited type of OSHA violation?

- A. Maritime
- B. Whistle-blower
- C. Agriculture
- D. Construction

**Answer: D**

Explanation:

Explanation/Reference:

Answer option A is correct.

The construction and general industry standards are the most frequently violated-and therefore the most frequently cited-of the four major areas for which OSH provides standards. These areas include general industry, construction, maritime (B), and agriculture (D). Whistle-blower protection (C) is granted under the Sarbanes-Oxley Act.

Chapter: Risk Management

Objective: Review Questions

### NEW QUESTION # 118

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