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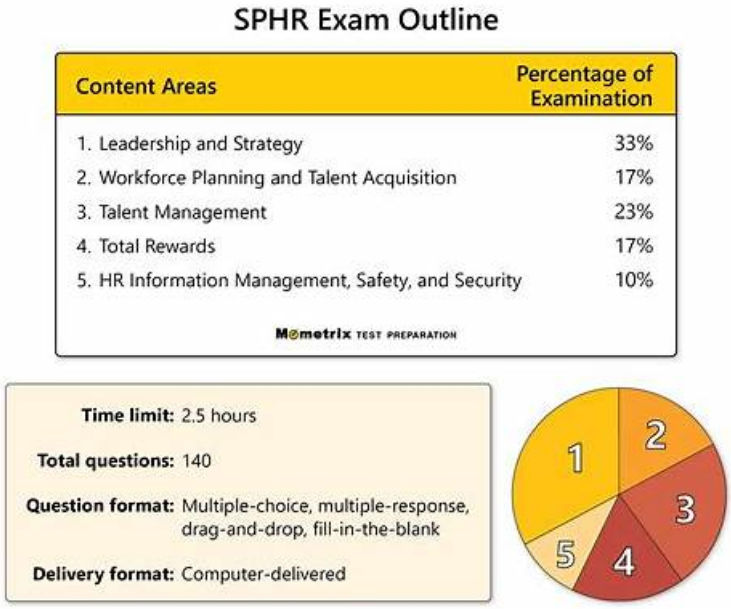

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HRCI The Professional in Human Resources (SPHR) Sample Questions (Q184-Q189):

NEW QUESTION # 184
Your organization is comprised of various functional units, such as sales, marketing, IT, and manufacturing. When projects are created in this structure, the project team members often come from all functional areas of the organization and may work on several projects at a time. What type of organization structure are you likely operating within?

- A. Matrix
- B. Projectized
- C. Blended

- D. Functional

Answer: A

Explanation:
Explanation/Reference:
Answer option D is correct.
A matrix structure allows resources to be used across the organization from different functional units within the company. There are three types of matrix structures: weak, strong, and balanced matrixes. The adjectives describe the amount of authority the project manager has, in relation to the amount of project authority the functional managers have.
Answer option C is incorrect. A functional structure keeps each functional unit isolated from using resources in other functional units. All Project team members exist within one functional unit.
Answer option A is incorrect. Blended is not a valid organizational term to describe the structure of an organization.
Answer option B is incorrect. A projectized organization keeps all project team members on one project for the duration of the project. Project team members don't necessarily have day-to-day functional duties and instead, focus all efforts on the completion of a given project.
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: Strategic Management

NEW QUESTION # 185
In change management, there are generally considered to be three levels of motivational change. Which level of change management defines when people are brought to the level of accepting the change?

- A. Refreezing
- B. Moving
- C. Unfreezing
- D. Thawing

Answer: B

Explanation:
Section: Volume D
Explanation/Reference:
Answer option C is correct.
There are three levels of the change process: unfreezing, moving, and refreezing. Moving brings people to the realization that change will happen and starts the actual process of change.
There are three levels of the change process theory:
* Unfreezing: This level brings people to the point of realizing that change will happen. Sometimes people don't want organizational change to happen, but they need to realize the change will occur.
* Moving: This level brings people to the realization that change will happen and starts the actual process of change.
* Refreezing: In this level of change process theory, the change becomes the new norm for the organization, the outcome is evaluated, and additional changes occur to adjust the actual outcomes to those that are desired.
Answer option A is incorrect. Thawing is not one of the three levels of the change process.
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 # 186
What term describes a manager who makes himself visible, being present for employees, and getting out of his office to interact with employees?

- A. Active management
- B. Management by walking around
- C. Progressive discipline

- D. Open door policy

Answer: B

Explanation:
Explanation/Reference:
Answer option D is correct.
Management by walking around describes a manager that doesn't hide in his office and manages by being present among employees.
Answer option C is incorrect. An open door policy allows employees to approach management with problems, suggestions, or other issues.
Answer option A is incorrect. Active management just describes a manager that's involved with employee decision and activities.
Answer option B is incorrect. Progressive discipline is a series of steps of discipline where each step is slightly sterner than the previous.
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 # 187
The primary reason organizations develop reward strategies is to:

- A. Reduce conflicting incentives
- B. Realize cost savings and benefits
- C. Improve opportunities for achieving business goals
- D. Strengthen customer loyalty and commitment

Answer: C

Explanation:
Reward strategies are crafted not only to compensate employees but tosupport broader organizational objectives. They are a strategic mechanism toinfluence behavior, align performance, and enhance productivity - all of which drivebusiness success.
Extract from HRCI-aligned HR knowledge (Total Rewards /Leadership and Strategy):
According to the SPHR framework, a reward strategy must "align with business goals to support long-term organizational performance." Compensation isn't just a cost - it's alever to attract, retain, and motivatethe workforce to meet strategic targets.

NEW QUESTION # 188
Jennifer is the HR Professional for her organization. Her supervisor, Dan, has asked Jennifer to find the Compa-ratio for Sam. Sam earns $40,000 as a mechanic, but the midpoint for a mechanic is actually
$50,000. What is the Compa-ratio for Sam?

- A. -$10,000
- B. $10,000
- C. 125 percent
- D. 80 percent

Answer: D

Explanation:
Explanation/Reference:
Answer option C is correct.
The compa-ratio helps organizations determine how closely an employee's pay is in synch with market.
You must also consider the length of employment, service, skills, and other factors in the decision for compensation. The ratio is found by dividing the employees' salary ($40,000) by the midpoint for the role ($50,000) for the ratio of 80 percent.
Answer options A, D, and B are incorrect. These are not valid calculations for the compa-ratio.
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 # 189
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SPHR certification can demonstrate your mastery of certain areas of knowledge, which is internationally recognized and accepted by the general public as a certification. SPHR certification is so high that it is not easy to obtain it. It requires you to invest time and energy. If you are not sure whether you can strictly request yourself, our SPHR Exam Training can help you. Help is to arrange time for you and provide you with perfect service. What are the advantages of our SPHR test guide? I hope you can take a moment to find out.

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