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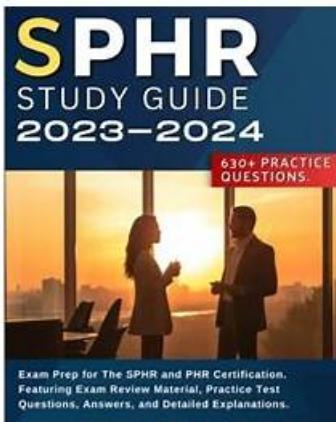
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HRCI The Professional in Human Resources (SPHR) Sample Questions (Q111-Q116):

NEW QUESTION # 111
What provides the framework for collecting information about factors that are relevant to the planning process?

- A. A PEST analysis
- B. An environmental scan
- C. An internal assessment
- D. A SWOT analysis

Answer: B

Explanation:
Explanation/Reference:
Answer option D is correct.
An environmental scan is used to gather the information used to forecast future business conditions.
SWOT (B) and PEST (C) analyses are tools used during an environmental scan. An internal assessment (A) is another tool used during strategic planning. See Chapters 2 and 3 for more information.
Chapter: Core Knowledge Requirements for HR Professionals
Objective: Environmental Scanning Concepts

NEW QUESTION # 112
Kelly would like to conduct the Delphi Technique with her employees to find out what issues and concerns the team has collectively. What is the Delphi Technique?

- A. It's a survey that allows participants to provide essay answers on problems within the organization
- B. It's a one-on-one interview with an employee and a neutral moderator.
- C. It's a series of anonymous surveys to build consensus about issues, risks, or concerns.
- D. It's a series of interviews with neutral moderators to uncover core issues and concerns about management, issues, or risks.

Answer: C

Explanation:
Section: Volume D
Explanation/Reference:
Answer option C is correct.
The Delphi Technique uses rounds of anonymous surveys to build consensus on issues, risks, and concerns within the company, about a project, or other objectives.
Answer options A and B are incorrect. These aren't valid descriptions of the Delphi Technique.
Answer option D is incorrect. This is a definition of an open-ended survey, not the Delphi Technique.
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: Core Knowledge Requirements for HR Professionals
Objective: Qualitative and Quantitative Analysi

NEW QUESTION # 113
You are a HR Professional for your organization. You have presented an idea to your staff. The staff members then discuss their ideas based on your presentation. All of the ideas are recorded and collectively ranked from most important to least important (or some other ordinal scale). Through this process a selection or forecast can be made for the organization. What forecasting technique have you used in this scenario?

- A. Nominal group technique

- B. Ratio analysis
- C. Delphi Technique
- D. Brainstorming

Answer: A

Explanation:
Explanation/Reference:
Answer option C is correct.
The nominal group technique is a facilitated workshop to present an idea, allow brainstorming of additional ideas, and then the solutions are ranked by the group. A forecast can then be created based on the outcome of the exercise.
Answer option D is incorrect. This is more than just brainstorming as brainstorming does not begin with a presented idea or a ranking of ideas to predict an outcome.
Answer option B is incorrect. The Delphi Technique uses rounds of anonymous surveys to build consensus.
Answer option A is incorrect. Ratio analysis is a mathematical forecasting technique using two or more variables to predict a likely outcome.
Reference: PHR Exam Prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149, Section III, The US HR Body of Knowledge.
Chapter: Core Knowledge Requirements for HR Professionals
Objective: Qualitative and Quantitative Analysis

NEW QUESTION # 114
An entitlement culture is appropriate for a business that needs what type of workforce?

- A. One that is highly competitive in completing daily assignments
- B. One that has a skill set that's in high demand
- C. One that continues to show productivity increases over time
- D. One that has a line of sight to retirement

Answer: C

Explanation:
Explanation/Reference:
Answer option B is correct.
An entitlement culture rewards longevity in the job. If increased productivity is a function of time on the job, an entitlement culture will encourage employees to stay with the company. Line of sight (A) occurs when employees know that their performance impacts their pay. A highly competitive workforce (D) is more likely to exist in a pay-for-performance culture. A workforce with a highly desired skill set (C) would be better served by a pay-for-performance culture.
Chapter: Compensation and Benefits
Objective: Review Questions

NEW QUESTION # 115
Which performance appraisal approach starts by identifying the most critical responsibilities and correlates it to a particular type of behavior - where each identified responsibility and behavior are assessed for performance?

- A. Results-based
- B. BARS
- C. Narrative method
- D. Comparative method

Answer: B

Explanation:
Reference: Professional in Human Resources Certification Guide, Sybex, ISBN: 978-0470-43096-5. 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: Performance Appraisal

NEW QUESTION # 116

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