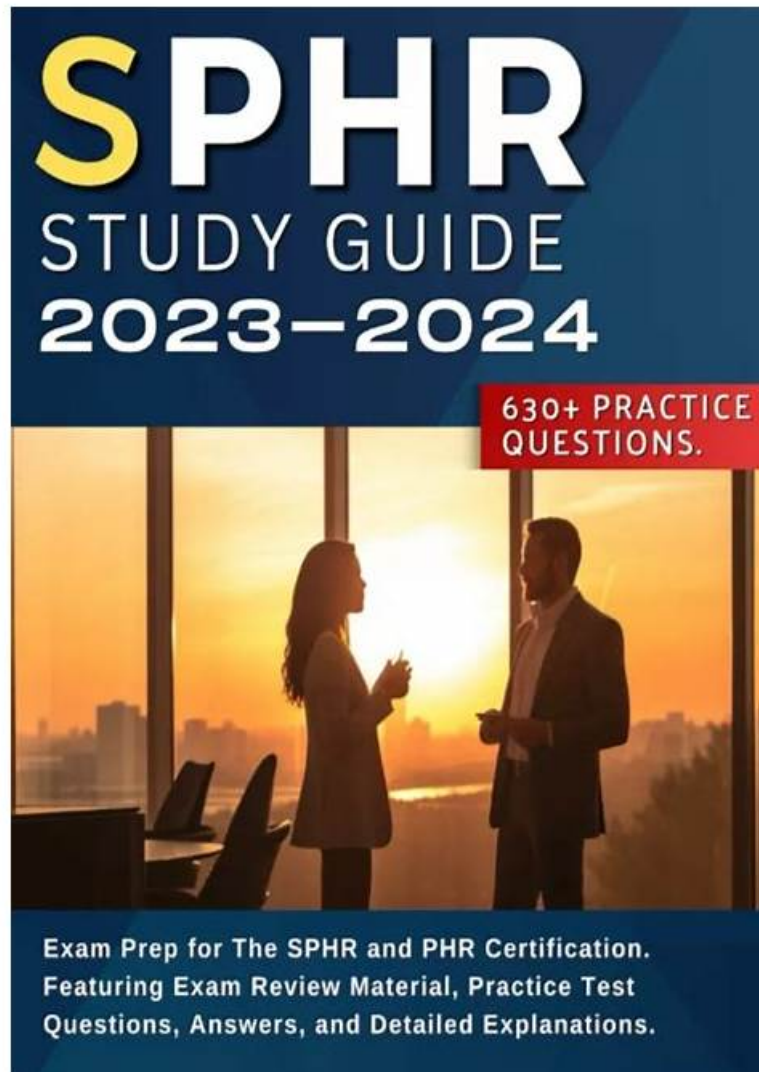# Get Unparalleled Test SPHR Study Guide and Fantastic Latest SPHR Demo

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Introduction to HRCI SPHR Certification Exam

Human resources professionals play an important role in any company. They help recruit and train employees, develop performance evaluation plans, research the market to ensure their workforce is adequately compensated and much more. His important work

focuses on relationships with people to ensure that they work in a professional environment while using their skills to achieve business objectives. The achievement, and success, of the Senior Human Resources Professional certification, can demonstrate that you have the skills to be a first-rate human resources professional. Obtaining certification proves that you have acquired the skills necessary to be an expert in your field.

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The SPHR certification is highly valued by employers and HR professionals alike. Achieving this certification signals to employers that an HR professional has the necessary skills and knowledge to excel in a leadership role in HR management. The SPHR certification can also increase an HR professional's earning potential and career opportunities. Overall, the HRCI SPHR Certification is a powerful credential that can help HR professionals advance their careers and make a significant impact in their organizations.

HRCI The Professional in Human Resources (SPHR) Sample Questions (Q118-Q123):

NEW QUESTION # 118
Which of the following functional areas covers activities related to planning for and managing entry into and exit from the organization to meet changing business needs?

- A. Workforce Planning and Employment
- B. Business Management and Strategy
- C. Employee and Labor Relations
- D. Human Resource Development

Answer: A

Explanation:
Answer option A is correct. Workforce Planning and Employment covers activities related to planning for and managing entry into and exit from the organization to meet changing business needs. This includes practices for evaluating workforce requirements, recruitment and selection, developing an employer brand, managing records, establishing a succession plan, and exiting employees from the organization. Answer option B is incorrect. Business Management and Strategy looks at the "big picture" of the organization and requires an understanding of overall business operations, basic knowledge of other functional areas in the organization, and the ability to interact and work effectively with those functions. Answer option C is incorrect. Human Resource Development utilizes training, development, change, and performance management programs to ensure that individuals with the required knowledge, skills, and abilities are available when needed to accomplish organization goals. Answer option D is incorrect. Employee and Labor Relations address the practices for building positive employment relationships in both union and nonunion environments. This includes employee relations programs, workplace policies and procedures, dispute resolution programs, and collective bargaining activities. Chapter: Certifying Human Resource Professionals Objective: Development of the Human Resource Body of Knowledge

NEW QUESTION # 119
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. Maslow's Hierarchy of Needs
- B. Ouchi's Theory Z
- C. Herzberg's Theory of Motivation
- D. McGregor's Theory of X and Y

Answer: C

Explanation:
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 # 120
Which performance appraisal method would be used most effectively in a large, geographically dispersed organization with many similar jobs?

- A. Forced ranking
- B. Critical incident
- C. Field review
- D. Behaviorally anchored rating system

Answer: D

Explanation:
Answer option D is correct.The BARS system is used most effectively in organizations when a number of jobs have similar duties. Because it is expensive and time-consuming to implement, an organization must have enough resources available to develop the program. Critical-incident appraisal tools (B) are most effectively used by managers who have daily interaction with subordinates. Forced ranking (C) is best for use in organizations with fewer than 100 employees because it becomes unwieldy for large groups. Field reviews (A) are conducted by someone other than a direct supervisor. Chapter: Human Resource Development Objective: Review Questions

NEW QUESTION # 121
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. Pareto chart
- C. Histogram chart
- D. Fishbone diagram

Answer: B

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.
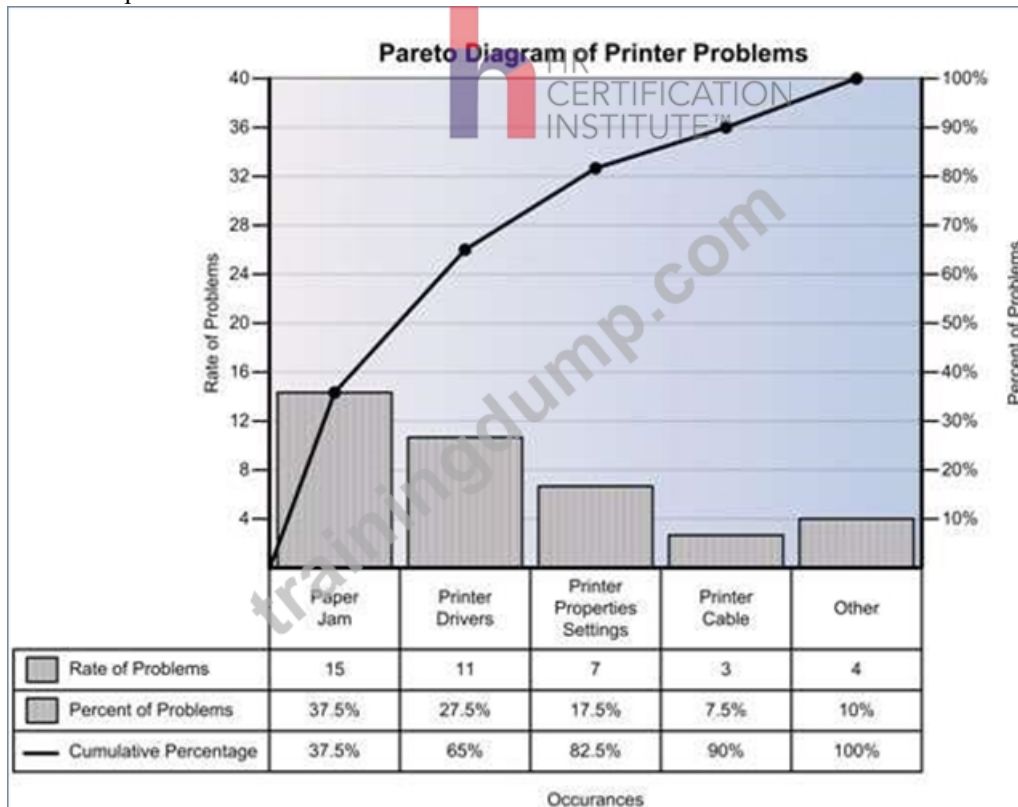Pareto chart
A Pareto chart is a special type of bar chart where the values being plotted are arranged in descending order. The graph is accompanied by a line graph, which shows the cumulative totals of each category, left to right. The chart is named after Vilfredo Pareto, and its use in quality assurance 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.
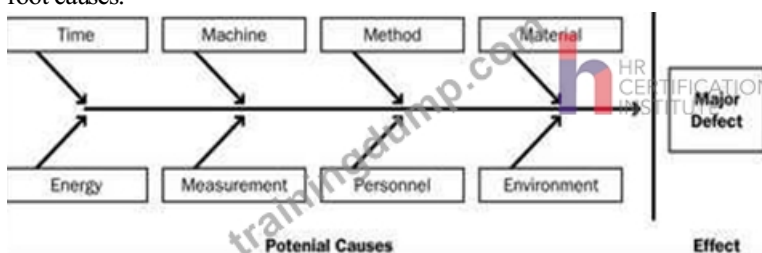
It is known as a fishbone diagram because of its shape, similar to the side view of a fish skeleton. It is considered as a basic tool of quality management.

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 # 122

The compensation differentials between levels of work constitute one criterion used to define:

- A. Current market pricing
- B. A hierarchical reward system
- C. Internal pay structure
- D. Organizational labor market

Answer: C

Explanation:
Internal pay structuresreflect the relative value of jobs within the organization. Differentials in pay recognize responsibility, skill level, and complexitybetween positions, supporting internal equity and progression paths.
Extract from HRCI-aligned HR knowledge (Total Rewards):
SPHR frameworks state that compensation systems must "reflect internal alignment based on job evaluations, responsibility, and career ladders." Internal structure guides fairness andpromotion planning.

NEW QUESTION # 123

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