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Question: 1

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. Human Resource Development
- D. Employee and Labor Relations

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

Question: 2

According to Knowles, there are five key assumptions about how adults learn. One of the assumptions is the learner's need to know. Which of the following statements is best associated with the assumption of the learner's need to know?

- A. I'm ready to learn this because what I learn will help me function better in some way.
- B. I understand why I need to learn this.
- C. What I learn today will help me solve problems at my workplace tomorrow.
- D. I've got lots of valuable experience that I want to draw upon to help me as I learn.

Answer: B

Explanation:

Answer option B is correct.

The statement "I understand why I need to learn this" is an assumption that the learner understands the need to know the course material.

Answer option A is incorrect. The statement "I'm ready to learn this because what I learn will help me function better in some way" is an example of the assumption of the learner's readiness to learn. Answer option C is

incorrect. The statement "What I learn today will help me solve problems at my workplace tomorrow" is an example of the assumption of the learner's orientation to learning.

Answer option D is incorrect. The statement "I've got lots of valuable experience that I want to draw upon to help me as I learn" is an example of the assumption of the learner's experience.

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: Core Knowledge Requirements for HR Professionals

Objective: Adult Learning Processes and Learning Styles

Question: 3

As an HR Professional you must be familiar with the project management processes and the stakeholders of projects. All projects can map to the project management lifecycle. Which one of the following best describes the project management lifecycle?

- A. It is a unique life of each project -from its initiation through its closing.
- B. It is the aggregation of the nine knowledge areas of project management: integration management, scope, schedule, costs, quality, human resources, communication, risk, and procurement.
- C. It is the life of the management of the project -from initiation, planning, execution, controlling, through closing.
- D. It is the life of a project to interact with all areas including scope, schedule, costs, quality, human resources, communication, risk, and procurement.

Answer: C

Explanation:

Answer option C is correct.

The project management lifecycle is the flow of project management activities through the five process groups of initiating, planning, executing, controlling, and closing.

Answer option A is incorrect. This answer describes the project life cycle - which is unique to each project; not universal to all projects.

Answer option B is incorrect. This answer describes the integrated nature of projects where performance in each knowledge area can affect the performance of all other knowledge areas. Answer option D is incorrect. This answer describes project integration management - the coordination of all necessary project management processes throughout the nine knowledge areas of project management.

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: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Project Management Concepts

Question: 4

The Department of Labor establishes the rules for unemployment insurance and associated claims. Who administers the unemployment?

- A. The Department of Labor

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- B. Each state
 - C. Insurance companies
 - D. Each organization

Answer: B

Explanation:

Answer option B is correct.

Unemployment insurance claims are managed locally within each state, but federal rules do apply.

Answer option A is incorrect. Unemployment claims are not managed by the department of labor.

Answer option C is incorrect. Insurance companies do provide unemployment insurance, but it's the local state government that manages the claims.

Answer option D is incorrect. Each organization does not manage the unemployment claims.

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: Core Knowledge Requirements for HR Professionals

Objective: Diversity Concepts

Question: 5

A correlation coefficient is an example of a type of what?

- A. Qualitative analysis
- B. Quantitative analysis
- C. Job evaluation
- D. Learning matrix

Answer: B

Explanation:

Answer option B is correct.

Qualitative analysis is a form of research that uses mathematical models such as correlation, correlation coefficient, and measures of central tendency to provide solutions to problems. Quantitative analysis attempts to measure historical data (B), a job evaluation measures the relative value of each job within the organization (C) and a learning matrix is a generic term that can be used to identify organizational learning strategies (D) . See

Chapters 2 and 4 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

Question: 6

This nonmathematical forecasting technique brings the participants together to share and discuss their ideas about the forecast. The ideas are then ranked based on the groups input. What technique is discussed?

- A. Management forecasts
 - B. Delphi technique
 - C. Nominal group technique
-

D. Brainstorming

Answer: C

Explanation:

Answer option C is correct.

The nominal group technique is a nonmathematical forecasting technique in which participants meet in person and share ideas as in brainstorming sessions. The group discusses and ranks the forecasts collectively, not anonymously as in the Delphi technique.

Answer option A is incorrect. Management forecasts are predictions made by experienced managers considered to be subject matter experts in their field or in the organization.

Answer option B is incorrect. The Delphi technique uses rounds of anonymous surveys to predict a likely outcome. After each round of the survey, the results are tallied and a new survey can be resubmitted to the survey participants. Eventually, consensus is found among the group on forecasting, risks, and other organizational decisions.

Answer option D is incorrect. Brainstorming allows the group to discuss and share ideas, but it doesn't rank the ideas or forecasts.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. 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 Analysis

Question: 7

Your organization offers an employees' retirement benefit program that is covered by the Employee Retirement Income Security Act of 1974. The administrative responsibility for enforcement of the Employee Retirement Income Security Act of 1974 is divided among three government agencies. Which one of the following is not a government agency that helps to enforce ERISA?

- A. IRS
- B. Department of Labor
- C. Pension Benefit Guaranty Corporation
- D. FDIC

Answer: D

Explanation:

Answer option D is correct.

The FDIC is not one of the three agencies that help to enforce the requirements of ERISA.

Answer options A, B, and C are incorrect. The IRS, Department of Labor, and Pension Benefit Guaranty Corporation are the three agencies that do help to enforce the requirements of ERISA. 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: Core Knowledge Requirements for HR Professionals

Objective: Employee Records Management

Question: 8

You are the HR Professional for your organization. You are discussing the status of your company's employees to determine who may be considered nonexempt versus exempt. Which one of the following types of employees can never be considered exempted from overtime provisions?

- A. Manual workers
- B. Sales people
- C. Managers
- D. Administrative assistants

Answer: A

Explanation:

Answer option A is correct.

Manual workers, i.e. people that complete repetitive work with their hands, physical skill, and energy, can never be exempted from overtime pay.

Answer options B, C, and D are incorrect. Sales people, managers, and administrative assistants can be exempted from overtime pay.

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: Core Knowledge Requirements for HR Professionals

Objective: Employee Records Management

Question: 9

Holly and Gary are HR Professionals in their organization and they are working to develop the strategic plan for their organization. Holly and Gary are using SWOT analysis to help understand the needs of human, financial, technological, capital, and other aspects of their organization. What is SWOT?

- A. SWOT is an analysis to define the strengths, weaknesses, openness, and timeliness of an organization.
- B. SWOT is an analysis to define the schedule, weaknesses, opportunities, and timetable of a project endeavor.
- C. SWOT is an analysis to define the seriousness, weaknesses, openness, and timetable of organization development.
- D. SWOT is an analysis to define the strengths, weaknesses, opportunities, and threats an organization may face.

Answer: D

Explanation:

Answer option D is correct.

SWOT is an analysis that can be used to determine the strengths, weaknesses, opportunities, and threats.

SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective. A SWOT analysis may be incorporated into the strategic planning model.

It is a part of business policy that helps an individual or a company to make decisions. It includes the strategies

to build the strength of a company and use the opportunities to make the company successful. It also includes the strategies to overcome the weaknesses of and threats to the company. Answer option A is incorrect. This is not a valid definition of SWOT so this choice is incorrect. Answer option Bis incorrect. This is not a valid definition of SWOT so this choice is incorrect. Answer option Cis incorrect. This is not a valid definition of SWOT so this choice is incorrect. Chapter: Core Knowledge Requirements for HR Professionals Objective: Environmental Scanning Concepts

Question: 10

There are many different types of organizations that people create to accomplish business goals. Which business organization has just one person who is responsible for all decisions in the business, retains all profits, and has unlimited personal liability for all business decisions?

- A. Partnerships
- B. Sole proprietorship
- C. Limited liability company
- D. Corporation

Answer: B

Explanation:

Answer option B is correct.

A sole proprietor is the owner of the business, has the authority over the business, and is responsible for all liabilities the business may incur. Sole proprietorships are the easiest organizations to create and generally to manage.

Answer option A is incorrect. Partnerships are formed with two or more people and the people involved generally share the decisions, profits, and liabilities.

Answer option C is incorrect. A limited liability company is similar to sole proprietorship, but the owner has limited liability and is somewhat protected from the faults and liabilities of the legal organization.

Answer option D is incorrect. A corporation is a legal entity that limits liabilities to the assets of the organization.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 11

The human resource professional fulfills three core roles in any organization. These three roles help propel the company's success. Which of the following statements best describes the roles of an HR professional?

- A. Human resource professionals fulfill strategic, operational, and administrative roles.
- B. Human resource professionals fulfill legal, operational, and administrative roles.
- C. Human resource professionals fulfill strategic, operational, and logistical roles.
- D. Human resource professionals fulfill functional, operational, and logistical roles.

Answer: A

Explanation:

Answer option A is correct.

Human resource professionals help an organization achieve its goals through strategic, operational, and administrative roles. The strategic role builds on employee strengths. The operations role manages the employee relations and recruiting functions. The administrative role describes compliance with regulations, employee records, and confidentiality of employee information.

Answer option B is incorrect. Legal isn't a role of the HR professional; compliance with regulations is part of the administrative role.

Answer option C is incorrect. Logistical is not one of the three roles of an HR professional.

Answer option D is incorrect. Functional and logistical are not roles of an HR professional.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 12

Each collective bargaining agreement outlines the process to file a grievance. Most agreements define a four-step approach to the grievance procedure. During which one of the following steps of the grievance procedure, might the president of the local union meet with the manager of the plant at which the employee with the grievance works?

- A. Initiate the complaint
- B. Escalate the complaint internally
- C. Reach the highest level of internal escalation
- D. Participate in binding arbitration

Answer: B

Explanation:

Answer option B is correct.

The four stages of the grievance procedure are: Initiate the complaint, Escalate the complaint internally, Reach the highest level of internal escalation, and then Participate in binding arbitration. The second phase of the grievance procedure likely has the local union's president meet with the plant manager to try to find a resolution.

Answer option A is incorrect. This is the first step of the grievance procedure, and the supervisor of the person who experienced the grievance is notified of the complaint and offered a time period to find a resolution.

Answer option C is incorrect. This phase of the grievance procedure may actually bring the president of the national union to meet with president of the company, where the union member works.

Answer option D is incorrect. If no resolution has been met, this final procedure causes the grievance to move onto the court systems.

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

Question: 13

A business professional must plan on the direction and mission of the organization. Questions that direct the business ask where is the business now, where does the business want to go, how will the business get there, and how will we know when it has arrived. What term is assigned to this business introspection?

- A. Planning
- B. Mission building
- C. Strategic planning
- D. Vision

Answer: C

Explanation:

Answer option C is correct.

These questions are all indicative of strategic planning.

Answer option A is incorrect. While this is a form of planning, this isn't the best answer for the question.

Answer option B is incorrect. Mission building happens as the business is in its startup phase of the organizational life cycle.

Answer option D is incorrect. Vision is linked to the mission of the company. It's the image and model the founder and executives see for the organization.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

Question: 14

What plan captures and projects how human resources will contribute to achieving the organization's strategic plan?

- A. Human capital management plan
- B. HR Staffing Plan
- C. Resource Development Plan
- D. Change management plan

Answer: A

Explanation:

Answer option A is correct.

The human capital management plan is a plan created by HR to define how the HR department and staff will help the organization achieve its strategic goals.

Answer option B is incorrect. The HR Staffing Plan is not a valid plan for this question.

Answer option C is incorrect. The Resource Development Plan is an HR plan that describes the competency and skills improvement for the human capital in the organization.

Answer option D is incorrect. A change management plan describes the change and how the company may best

overcome the challenges and risks the change presents.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

Question: 15

An HR audit is designed to help management do what?

- A. Improve employee morale.
- B. Analyze HR policies, programs, and procedures against applicable legal requirements.
- C. Improve HR effectiveness.
- D. All of the above.

Answer: D

Explanation:

Answer option D is correct.

An HR audit is an organized process designed to identify key aspects of HR in the organization such as employee morale, HR policies, programs and procedures, and HR effectiveness. See Chapter 3 for more information.

Chapter: Business Management and Strategy

Objective: Strategic Management

Question: 16

What term is best described as examining the entire organization to simplify or eliminate unnecessary processes with the goal of increasing customer satisfaction through improvements in efficiency?

- A. Reengineering
- B. Corporate restructuring
- C. Workforce reduction
- D. Mergers and acquisitions

Answer: A

Explanation:

Answer option A is correct.

Reengineering examines the efficiencies of the organization and how it affects profits, production, capacity, and customer satisfaction and then acts to improve the organization and customer satisfaction by removing unneeded processes.

Answer option B is incorrect. Corporate restructuring looks to eliminate individual units to reduce or eliminate redundancy or bureaucratic processes.

Answer option C is incorrect. Workforce reduction is also the reduction of resources, it is also known as downsizing, rightsizing, or reductions in force.

Answer option D is incorrect. Mergers and acquisitions describe two or more units merging together into one.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter

Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategic Management

Question: 17

You need to participate in enterprise risk management and complete an HR-audit. Which of the following is the best definition of an HR-audit in regard to risk management?

- A. Identify the total number of employees in the organization
- B. Identify the competency of employees in each areas of the organization
- C. Identify the total number of employees by years of employment in the organization and verify their experience, education, and skills
- D. Identify the HR areas that may be out of compliance with legal requirements

Answer: D

Explanation:

Answer option D is correct.

An HR audit examines the areas of human resources management that may be out of compliance with legal requirements or that are in need of updating.

Answer options A, B, and C are incorrect. These are not examples of an HR audit.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategic Management

Question: 18

As an HR Professional, you must be familiar with many laws and the process of how laws come into existence.

One type of law is an administrative law. Which of the following is NOT an example of an administrative law?

- A. Agency rules and regulations
- B. Executive orders
- C. Agency orders
- D. Corporate governance

Answer: D

Explanation:

Answer option D is correct.

Corporate governance refers to the influences that may impact the way corporations are managed, not the way a bill may become a law.

Answer option A is incorrect. Agency rules and regulations are laws developed by federal agencies, such as OSHA.

Answer option B is incorrect. Executive orders are orders signed by the president - they become laws after

existing in the Federal Register for 30 days.

Answer option C is incorrect. Agency orders are also laws originating from federal agencies such as the National Labor Relations Board.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Corporate Governance

Question: 19

John is the Senior HR Professional for his organization and he's reviewing his company's code of conduct. Which of the following statements best describes a code of conduct?

- A. A code of conduct is a statement of behaviors that the organization expects from its employees.
- B. A code of conduct is a statement of ideal standards that the organization is committed to uphold in its business practices.
- C. A code of conduct is a statement of ideal standards that the shareholders are expected to uphold in its business practices.
- D. A code of conduct is a statement of behaviors that the employees expect from its management.

Answer: A

Explanation:

Answer option A is correct.

The code of conduct is an employer's expectation of employee behavior.

Answer option B is incorrect. This statement describes the company's code of ethics.

Answer option C is incorrect. This isn't a valid statement for the code of conduct.

Answer option D is incorrect. All employees are expected to abide by the code of conduct, not just management or just employees.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Corporate Governance

Question: 20

As a Senior HR Professional, you may have to work with the board of directors on some organizational issues and goals. How does the board of directors come into existence?

- A. The founder of the organization chooses the members of the board.
 - B. The members of the board are hired just like all employees.
 - C. The shareholders of the company elect the board of directors.
 - D. Regulations, laws, and policies determine who is eligible to serve on the board of directors.
-

Answer: C

Explanation:

Answer option C is correct.

Shareholders elect the board of directors.

Answer option A is incorrect. The founder of the company doesn't choose the board - the shareholders of the company do.

Answer option B is incorrect. Members of the board may be employees, but it's the shareholders that elect the board, not HR.

Answer option D is incorrect. The shareholders of the company determine who will serve on the board, not regulations or laws.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Corporate Governance

Question: 21

As a Senior HR Professional, you should be familiar with the Balanced Scorecard. Which perspective of the Balanced Scorecard describes the criticality of customer focus and customer satisfaction?

- A. Learning and growth
- B. Business process
- C. Customer
- D. Financial

Answer: C

Explanation:

Answer option C is correct.

The customer perspective of the Balanced Score does focus on the criticality of customer satisfaction. Answer option A is incorrect. Learning and growth focus on employee training and attitudes towards the individual and corporate growth.

Answer option B is incorrect. Business process scrutinizes internal key business activities.

Answer option D is incorrect. Financial perspectives focus on the financial performance of the organization.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: HR Metrics: Measuring Results

Question: 22

The Vietnam Era Veterans Readjustment Assistance Act (VEVRAA) requires which of the following?

- A. All contractors must list all job openings with state employment agencies.
 - B. All employers must list all job openings with state employment agencies.
-

-
- C. State employment agencies must give preference to Vietnam veterans for senior-level management position referrals.
- D. State employment agencies must give preference to Vietnam veterans for positions lasting 3 days or longer.

Answer: D

Explanation:

Answer option D is correct.

VEVRAA applies to government contractors and requires that all job openings be listed with state employment agencies except those that will be filled from within, are for senior-level management positions, or will last less than 3 days. See Chapter 4 for more information.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 23

Mike is the HR Professional for his organization and he's documenting the relationship of contractors and employees in the organization. Mike is focusing on the control aspects as provided by the Internal Revenue Service. What aspect of the contractor control aspect is best described as how the business pays the worker?

- A. Financial control
- B. Behavioral control
- C. Type of relationship
- D. Contractual relationship

Answer: A

Explanation:

Answer option A is correct.

How the organization pays the worker is defined as a financial control for the individual. This affects the decision and determination that the person may be an employee and not a contractor.

Answer option B is incorrect. Behavioral control defines who does the work, who controls the work, who directs the work, and how each action is done.

Answer option C is incorrect. The type of relationship should be defined in the written contract, assuming one exists, between the person and the organization.

Answer option D is incorrect. There is not a control aspect called "contractual relationship" as provided by the IRS so this choice is not valid.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 24

You are an HR Professional for your organization. Your organization employs 120 people in the United States. You are required to file the EEO-1 report for your organization by what date?

-
- A. January 1 of each year
 - B. September 30 of each year
 - C. April 15 of each year
 - D. The anniversary date of your organization reaching 100 employees

Answer: B

Explanation:

Answer option B is correct.

The EEO-1 Report, known as the Employer Information Report, must be submitted to the Department of Labor's Office by September 30 of each year for employers with 100 or more employees.

Answer option A is incorrect. January 1 is not a valid answer.

Answer option C is incorrect. April 15 is the tax filing deadline.

Answer option D is incorrect. All organizations with 100 or more employees must file the EEO-1 report by September 30, not the anniversary date of your organization reaching 100 employees.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 25

Mark is an HR Professional for his organization and he has been given the assignment to create an Affirmative Action Plan for his company. Mark will also be considered to be designated the responsibility for this Affirmative Action Plan. What does the designation of responsibility mean?

- A. It means that Mark will be the person that reports on the plan's implementation to management
- B. It means that Mark will be the person responsible for actually implementing the plan
- C. It means that Mark will be the person that reports on the plan's implementation to the Department of Labor
- D. It means that Mark will be the manager for all Affirmative Action scenarios and issues within his company

Answer: B

Explanation:

Answer option B is correct.

The person who is designated the responsibility will be the individual responsible for implementing the plan in the organization.

Answer option A is incorrect. Mark may report on the plan to management, but this isn't the complete and primary definition of the designation of responsibility.

Answer option C is incorrect. Mark may be the person to report to the Department of Labor about the plan, but this isn't the complete definition.

Answer option D is incorrect. Mark isn't necessarily the manager of affirmative action scenarios, but the implementation person for the plan.

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: Workforce Planning and Employment Objective: Federal Employment Legislation

Question: 26

What act prohibits discrimination on the basis of physical and mental disabilities?

- A. ADEA of 1967
- B. Rehabilitation Act of 1973
- C. VEVRAA of 1974
- D. IRCA of 1986

Answer: B

Explanation:

Answer option B is correct.

The Rehabilitation Act of 1973 prohibits discrimination on the basis of physical and mental disabilities.

Answer option A is incorrect. The ADEA of 1967 is the Age Discrimination in Employment Act and addresses discrimination against employees and applicants greater than 40 years of age.

Answer option C is incorrect. VEVRAA is the Vietnam Era Veteran's Readjustment Assistance Act.

Answer option D is incorrect. IRCA is the Immigration Reform and Control Act, which prohibits discrimination on the basis of national origin and creates penalties for hiring illegal aliens.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 27

You are a HR Professional for your organization and your supervisor is asking you about the details of the Civil Rights Act of 1991, and what it means to your company. He wants to know what the total damages could be if an organization is found liable by a jury trial. What is the maximum amount that could be awarded to a victim of discrimination if the organization is found liable?

- A. \$50,000
- B. \$300,000
- C. \$500,000
- D. There is no limited amount as the jury can determine damages

Answer: B

Explanation:

Answer option B is correct.

The maximum amount that can be awarded is \$300,000. This amount, however, can be lowered based on the number of people involved in the discrimination lawsuit.

Answer options A, C, and D are incorrect. The maximum amount allowed by the Civil Rights Act of 1991, is \$300,000.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 28

As a Senior HR Professional, you must be familiar with certain legal terms, laws, and regulations that affect how you and others operate in the workplace. One term is protected class. Which of the following statements best describes a protected class?

- A. A group of people who share a common characteristic and who are protected from discrimination and harassment on the basis of that shared characteristic.
- B. A group of people who share a common characteristic and who are exempt from discrimination regulations on the basis of that shared characteristic.
- C. A group of people who do not share a common characteristic and who are not protected from discrimination and harassment on the basis of that shared characteristic.
- D. A group of people who share a race and who are protected from discrimination and harassment on the basis of that race.

Answer: A

Explanation:

Answer option A is correct.

A protected class is a group of people who share a common characteristic, such as race or sex, and who are protected from discrimination and harassment on the basis of that shared characteristic.

Answer option B is incorrect. A protected class is not exempt from discrimination, but protected from it.

Answer option C is incorrect. This isn't a valid description of a protected class.

Answer option D is incorrect. A protected class can be more than just race, so this statement, while partially correct, is not the best answer to the question.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 29

A church has announced a position for a new minister. One of the requirements of the new minister, however, is that this person be a member of the faith of the church that is hiring. This is an example of which of the following in regard to Title VII?

- A. Piece-rate system
- B. Violation of the Title VII requirements not to discriminate employment based on religion
- C. Bona fide occupational qualification
- D. Violation of Title VII religious requirements for employment

Answer: C

Explanation:

Answer option C is correct.

This is an example of the bona fide occupational qualification for members of the clergy belonging to the same faith of the church that is hiring.

Answer option A is incorrect. A piece-rate system describes how employees are paid based on their production volume.

Answer options B and D are incorrect. This isn't a violation of the Title VII, but a bona fide occupational qualification.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 30

What type of analysis in an Affirmative Action Plan would create an organizational chart that includes information about incumbents' race, gender, and wages?

- A. Job Group Analysis
- B. Availability Analysis
- C. Utilization Analysis
- D. Workforce Analysis

Answer: D

Explanation:

Answer option D is correct.

Workforce analysis, also known as organizational display, is an organizational chart that includes summary information about incumbents' race, gender, and wages. It is a basic and essential building block for human resources planning.

Answer option A is incorrect. Job Group Analysis describes the analysis that nonconstruction contractors complete. The study begins the process of comparing the employer's representation of women and minorities to the estimated availability of qualified women and minorities available to be employed.

Answer option B is incorrect. Availability analysis studies the availability of minorities and women for jobs and helps to establish goals to eliminate underutilization that may be found.

Answer option C is incorrect. Utilization analysis studies the utilization of women and minorities and creates placement goals to eliminate the underutilization.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 31

As a Senior HR Professional, you should be familiar with certain precedent-setting cases related to equal employment opportunity. This case focused on the requirement for employees seeking internal transfer or promotions to possess a high school education and certain scores on aptitude tests. The court found under Title VII of the Civil Rights Act that the test could disparately impact ethnic minority groups. Which case is referenced?

-
- A. Griggs versus Duke Power
 - B. McDonnell Douglas Corp versus Green
 - C. Washington versus Davis
 - D. Regents of California versus Bakke

Answer: A

Explanation:

Answer option A is correct.

The Griggs versus Duke Power case was heard before the Supreme Court in 1970 and resulted in the disparate impact theory.

Answer option B is incorrect. McDonnell Douglas Corp versus Green was heard before the Supreme Court and regarded how plaintiffs and defendants may present evidence of violations of Title VII of the Civil Rights Act.

Answer option C is incorrect. Washington versus Davis was heard before the US Supreme Court in 1976. Two African Americans had applied for positions in the Washington DC police department but were not given the jobs based on testing of verbal skills.

Answer option D is incorrect. Regents of California versus Bakke was a Supreme Court case that determined that race could be a factor in a college admissions program.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 32

Kelly's organization has posted a new job opening for their organization. This job opening is for a woman to be the restroom attended, for all women's restrooms and locker rooms, in their organization. Kelly believes, however, that the requirement for the applicant to be a female is a violation of the Title VII of the Civil Rights Act of 1964. Which one of the following is the best answer for this scenario?

- A. The sex of applicants is excluded from the Title VII of the Civil Rights Act of 1964
- B. This is an example of a violation of the Title VII of the Civil Rights Act of 1964
- C. This is an example of an exception by bona fide occupational qualification to the Title VII of the Civil Rights Act of 1964
- D. This is not a violation of the Title VII of the Civil Rights Act of 1964 because there is an equal paying and titled job for the men's restroom and locker rooms in the company

Answer: C

Explanation:

Answer option C is correct.

This is an example of a bona fide occupational qualification for the position because of the nature of the job and type of employee, female, that is needed in this instance.

Answer option A is incorrect. The sex of applicants is not excluded from the Title VII of the Civil Rights Act of 1964.

Answer option B is incorrect. This is not a violation of the Title VII of the Civil Rights Act of 1964 because some jobs may have an unintended discriminatory basis.

Answer option D is incorrect. The existence of a similar job for men or women does not automatically create

exclusion to the Title VII of the Civil Rights Act of 1964.

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: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 33

There is a document the federal government has created that you would like to use in your training class. You'll be teaching how the form is designed, its purpose, and what all parts of the form provide. The form will be included in your overhead presentation, in the course manual, and as a handout in the classroom. Is this legal?

- A. No, the form is protected from copyright infringement.
- B. No, the form can be shown in the overhead presentation, but not distributed or photocopied.
- C. Yes, the form can be distributed with a fee to the federal government for access to the form.
- D. Yes, work created by the federal government is in the public domain.

Answer: D

Explanation:

Answer option D is correct.

Work created by the federal government is in the public domain and not protected by copyright laws.

Answer option A is incorrect. The form is copyright-free.

Answer option B is incorrect. The form can be distributed in the seminar as it is copyright-free in the public domain.

Answer option C is incorrect. The form can be distributed by overhead presentations and in the course handouts.

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: Workforce Planning and Employment

Objective: Staffing Programs

Question: 34

Validity is an important part of the interview process. All HR Professionals should recognize validity through the interview process. Which one of the following is not one of the four types of validity?

- A. Predictive validity
- B. Content validity
- C. Professional validity
- D. Construct validity

Answer: C

Explanation:

Answer option C is correct.

There are four types of validity that HR Professional should be familiar with: content validity, criterion-related

validity, construct validity, and predictive validity. There is no such category as professional validity.

Answer options A, B, and D are incorrect. Predictive validity, content validity, and construct validity are the categories of validity, as part of abiding by the Uniform Guidelines on Employee Selection Procedures.

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: Workforce Planning and Employment

Objective: Staffing Programs

Question: 35

As an HR Professional you must be familiar with several different lawsuits and their affect on human resource practices today. What legal case found that a test that has an adverse impact on a protected class is still lawful as long as the test can be shown to be valid and job related?

- A. Griggs versus Duke Power, 1971
- B. McDonnell Douglas Corp. versus Green, 1973
- C. Albemarle Paper versus Moody, 1975
- D. Washington versus Davis, 1976

Answer: D

Explanation:

Answer option D is correct.

Washington versus Davis is correct. Two African Americans were denied positions at the Washington DC police department because of their performance on a job-related test. The US Supreme Court ruled against the plaintiffs and deemed that the test did not violate the due process clause.

Answer option A is incorrect. The Griggs versus Duke Power lawsuit was heard in the US Supreme Court. This case, which preceded the Civil Rights Act of 1964, centered on a policy, Duke Power Company had of segregating employees by race.

Answer option B is incorrect. McDonnell Douglas Corp. versus Green, 1973 centered on a race discrimination case regarding the burdens and nature of proof in proving a Title VII of the Civil Rights Act of 1964.

Answer option C is incorrect. Albemarle Paper versus Moody, 1975 dealt with racial discrimination and the responsibilities of organizations to offer back pay to individuals that were racially discriminated. The racial discrimination may have prevented certain employees from advancing in the organization.

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: Workforce Planning and Employment

Objective: Staffing Programs

Question: 36

One factor of the Uniform Guidelines on Employee Selection is reliability during interviews. Which of the following statements is the best description of reliability during interviews?

- A. Interviews should adapt job-related questions for each candidate for a particular position based on the candidate's experience.
- B. Interviews should prepare and consistently use a list of job-related questions that will be asked of all

candidates for a particular position.

C. Interviews should prepare and consistently use questions that will be asked of all candidates based on the candidate's submitted resume.

D. Interviews should prepare and consistently use a list of job-related questions that will be asked of all candidates for all employment positions within the organization.

Answer: B

Explanation:

Answer option B is correct.

Interviewers should prepare a job-specific list of questions and use the questions for all candidates who are applying for a specific job within the organization.

Answer option A is incorrect. Adapting questions for each candidate would skew the reliability of the interviews.

Answer option C is incorrect. The list of questions in an interview aiming for reliability should be the same across all candidates rather than based on the resume of the employee.

Answer option D is incorrect. The list of interview questions shouldn't be for all available jobs, but tailored to each type of employment and position.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 37

Henry is the Senior HR Professional for his organization which manufactures automobile parts. His organization has plants throughout the US. Management has informed Henry that a plant in Alabama will be closing. 650 jobs will be eliminated as a result. How many days is Henry's organization required to give notice before the plant may close?

A. 30 days

B. 60 days

C. 90 days

D. 120 days

Answer: B

Explanation:

Answer option B is correct.

Under the Worker Adjustment and Retraining Notification Act, the company is required to give at least 60 days notice of the plant closing.

Answer option A is incorrect. The company is required to give employees 60 days notice, not 30 days notice.

Answer option C is incorrect. The company is required to give employees 60 days notice, not 90 days notice.

Answer option D is incorrect. The company is required to give employees 60 days notice, not 120 days notice.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 38

Within the Worker Adjustment and Retraining Notification Act, there are rules for notifying employees of mass layoffs and plant closings. There are, however, three exceptions to the notification time limit. Which one of the following is a valid exception to the notification time limit for a plant closing?

- A. Natural disaster
- B. Death of business owner
- C. Acquisition of firm by competition
- D. Replacement of jobs from one state to another

Answer: A

Explanation:

Answer option A is correct.

There are three exceptions to the 60-day notice required of plant closings, one of which is a natural disaster which makes operating the plant dangerous or impossible. The other two exceptions are unforeseeable business circumstances and a faltering company.

Answer option B is incorrect. The death of the business owner is not a valid reason for exception of the closing notice.

Answer option C is incorrect. Acquisition is not one of the three valid exemptions from plant closing notice.

Answer option D is incorrect. Replacement of jobs from one state to another is not valid.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Organization Exit/Off-Boarding Processes

Question: 39

Which of the following is a term used to describe efforts made by a downsizing company to help former employees through the transition to new jobs and helps them re-orientate to the job market?

- A. Utility function
- B. Outplacement
- C. Duty of diligence
- D. Exit interview

Answer: B

Explanation:

Answer option B is correct.

Outplacement is a term used to describe efforts made by a downsizing company to help former employees through the transition to new jobs and helps them re-orientate to the job market.

Answer option A is incorrect. The utility function is a term that describes the exact amount of risk an organization is willing to tolerate. Generally, the higher the priority of the thing that the risk is affecting, the lower the risk tolerance.

Answer option C is incorrect. The common law term duty of diligence describes an employee's responsibility to

act with reasonable care and skill for the employer. This is part of the employeeemployer payment contract.
Answer option D is incorrect. An exit interview is conducted by HR department before an employee leaves the company.

Reference: "<http://en.wikipedia.org/wiki/Outplacement>"

Chapter: Workforce Planning and Employment

Objective: Organization Exit/Off-Boarding Processes

Question: 40

Nancy is creating training manual for her organization. She wants to use a photo as the course cover, but you think the photo is likely protected under copyright laws. How long does copyright protection last for photos?

- A. The lifetime of the photographer
- B. The lifetime of the photographer, plus 50 years
- C. The lifetime of the photographer, plus 70 years
- D. 100 years from the date the photo was taken

Answer: C

Explanation:

Answer option C is correct.

Copyrights last for the lifetime of the creator, plus 70 years. Nancy may need to obtain permission to use the photo in the training manual.

Answer option A is incorrect. Copyright lasts for the lifetime of the author, plus 70 years - not just the lifetime of the photographer.

Answer option B is incorrect. Copyright lasts for the lifetime of the author, plus 70 years - not 50 years.

Answer option D is incorrect. Copyright lasts for the lifetime of the author, plus 70 years - not just 100 years total.

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: Federal Employment Legislation

Question: 41

As a Senior HR Professional for your organization, you're coaching one of your employees on civil rights and employment. What does Title VII of the Civil Rights Act of 1964 accomplish?

- A. Prohibits discrimination of management by race, color, religion, sex, or national origin
- B. Prohibits employment discrimination on the basis of race
- C. Prohibits employment discrimination on the basis of race, color, religion, sex, or national origin
- D. Prohibits educational discrimination on the basis of national origin

Answer: C

Explanation:

Answer option C is correct.

Title VII is a landmark law that prohibits employment discrimination on the basis of race, color, religion, sex, or national origin.

Answer option A is incorrect. This is not a valid description of the Title VII of the Civil Rights Act of 1964.

Answer option B is incorrect. This is not a valid description of the Title VII of the Civil Rights Act of 1964.

Answer option D is incorrect. This is not a valid description of the Title VII of the Civil Rights Act of 1964.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. 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: Federal Employment Legislation

Question: 42

It's important for an instructor to have clarity of presentation. Which of the following statements is an example of clarity of presentation?

- A. Use real-world examples for the learning process.
- B. Provide refreshments for the classroom participants.
- C. Host the learning session in the morning.
- D. Adjust the lights for optimal learning.

Answer: A

Explanation:

Answer option A is correct.

The best choice is that the instructor would use real-world examples.

Answer option B is incorrect. While refreshments may be appreciated, this isn't an example of clarity of presentation.

Answer option C is incorrect. Hosting the learning session in the morning, or other times, is not directly related to the instructor's clarity of presentation.

Answer option D is incorrect. Lighting is important for the classroom environment, but isn't the best example of the instructor's clarity of presentation.

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

Question: 43

Part of organizational development is a commitment to quality. One of the quality pioneers you should be familiar with is Philip B. Crosby. Which one of Crosby's absolutes of quality management is revealed below?

- A. Quality is planned into a project, not inspected in.
 - B. Quality must be defined before it can be achieved.
 - C. Quality is achieved by prevention, not appraisal.
 - D. Quality costs less than rework.
-

Answer: C

Explanation:

Answer option C is correct.

The only absolute of quality management displayed is that quality is achieved by prevention, not appraisal. The other comments may stem from Crosby followers, but this is the only absolute mentioned.

Answer option A is incorrect. This is a general quality philosophy, not one of Crosby's absolutes. Answer option B is incorrect. This is a true statement, but it is not one of Crosby's absolutes.

Answer option D is incorrect. This is a general quality philosophy, not one of Crosby's absolutes. 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

Question: 44

A corporate manager regularly participates in discussion boards with a group of peers and one-on-one emails with a development specialist. He is most likely engaged in which of the following development activities?

- A. Mentoring
- B. Peer-to-peer coaching
- C. Leadership coaching
- D. Virtual coaching

Answer: D

Explanation:

Answer option D is correct.

Virtual coaching is one method of leadership development. Used as part of overall coaching activities, it employs multiple sources of electronic media to reinforce management development. See Chapter 5 for more information. Mentoring (A), Peer to peer (B) and Leadership coaching (C) all primarily take place in a face-to-face setting.

Chapter: Human Resource Development

Objective: Talent Management

Question: 45

Which of the following types of training evolution measures whether the training had a positive impact on the bottom line?

- A. Reaction
- B. Learning
- C. Behavior
- D. Result

Answer: D

Explanation:

Answer option D is correct.

The result measures whether the training had a positive impact on the bottom line.

Answer option A is incorrect. Reaction measures immediate feedback of the training.

Answer option B is incorrect. Learning measures what was learned through testing.

Answer option C is incorrect. Behavior measures job performance of six months or more after training.

Chapter: Human Resource Development

Objective: Talent Management

Question: 46

Your organization uses ADDIE for developing new seminars and training. During the design of the course, you need to follow four distinct steps to create a good training design. Which of the following is NOT one of the four steps of design?

- A. Identify the outcome objectives.
- B. Identify the distribution methods.
- C. Identify learning methodologies.
- D. Gain agreement and sign-off.

Answer: B

Explanation:

Answer option B is correct.

A good training design includes four steps: Identify the outcome objectives, Identify learning methodologies, Establish a time frame, and Gain agreement and sign-off. Identifying the distribution methods is not part of the process.

Answer option A is incorrect. You do need to identify the outcome objectives.

Answer option C is incorrect. You do need to identify the learning methodologies.

Answer option D is incorrect. You do need to gain agreement and sign-off.

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: Talent Management

Question: 47

Rex is the Senior HR Professional for his organization and he's working with Jan, an HR Professional, in an exercise for a project team. The exercise gives the project team members assignments to do collectively and individually to construct a game. What type of organizational development activity is this?

- A. Team building
- B. Total Quality Management
- C. Implementation theory
- D. Human process intervention

Answer: A

Explanation:

Answer option A is correct.

This is simply a team building exercise to facilitate team building, trust, cohesion among the team, and for the team to work together.

Answer option B is incorrect. Total Quality Management is a management-program that aims to meet and exceed customer expectations in quality deliverables.

Answer option C is incorrect. Implementation theory describes the processes used to bring about change in an organization.

Answer option D is incorrect. Human process intervention describes a portion of the implementation theory to seek change impact relationships among relationship.

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: Talent Management

Question: 48

According to the OSHA inspection priorities, which type of workplace hazard receives first priority for an inspection?

- A. Imminent danger
- B. Programmed high-hazard inspections
- C. Catastrophes and fatal accidents
- D. Employee complaints

Answer: A

Explanation:

Answer option A is correct.

OSHA inspections that will prevent injury or illness receive first priority. An imminent danger is one that has a reasonable certainty of death or serious injury occurring before normal enforcement procedures can occur. Catastrophes and fatal accidents (C) are given second priority. Programmed, high-hazard inspections (B) receive fourth priority, and employee complaints (D) have third. See Chapter 8 for more information.

Chapter: Risk Management

Objective: Risk Assessment

Question: 49

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

Answer: A

Explanation:

Answer option A is correct.

The BARS approach uses the behavioral anchored rating system to identify most important to least important responsibilities and ranks each accordingly on performance.

Answer option B is incorrect. Results-based appraisals generally use the management by objectives review of the goals accomplished.

Answer option C is incorrect. The comparative method can use a paired comparison method to rate each employee in a group against every other employee in the group.

Answer option D is incorrect. A narrative method uses an essay or conversation as the review. 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: Performance Appraisal

Question: 50

A manager always requires a female member of the project team to take the meeting minutes. This is an example of what type of discrimination?

- A. Disparate impact
- B. Disparate treatment
- C. Sexual harassment
- D. Adverse impact

Answer: B

Explanation:

Answer option B is correct.

This is an example of disparate treatment, as the manager always asks a female member of the project team to take the meeting minutes. The manager should rotate the assignment among men and women rather than consistently asking females to record the meeting minutes.

Answer option A is incorrect. This isn't an example of disparate impact, as there's no evident of a neutral policy that females must keep the meeting minutes.

Answer option C is incorrect. This isn't sexual harassment, as the manager is not making sexual advances in the scenario.

Answer option D is incorrect. Adverse impact is synonymous with disparate treatment.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. 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: Unique Employee Needs

Question: 51

DRAG DROP

Drag and drop the compensations beside their corresponding descriptions.

Compensation		Description
Place Holder		It includes any costs the organization incurs for the benefit of employees, such as all forms of cash compensation, 401(k) matching, medical care premiums, pension plans, and paid time off.
Place Holder		It includes nontraditional work-life balance benefits such as telecommuting, on-site childcare, and flex time.
Place Holder		It includes payments made to employees that are associated with wages and salaries. This includes base pay, variable compensation, and pay for performance.
Place Holder		It includes fringe benefits such as vacation, sick, and holiday pay; insurance premiums paid on behalf of employees; leaves of absence, etc.

Indirect	Direct	Nonmonetary	Monetary
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Answer:

Compensation		Description
Monetary		It includes any costs the organization incurs for the benefit of employees, such as all forms of cash compensation, 401(k) matching, medical care premiums, pension plans, and paid time off.
Nonmonetary ¹		It includes nontraditional work life balance benefits such as telecommuting, on-site childcare, and flex time.
Direct		It includes payments made to employees that are associated with wages and salaries. This includes base pay, variable compensation, and pay for performance.
Indirect		It includes fringe benefits such as vacation, sick, and holiday pay; insurance premiums paid on behalf of employees; leaves of absence, etc.

Indirect	Direct	Nonmonetary	Monetary
----------	--------	-------------	----------

Explanation:

At the broadest level, compensation and benefits, also referred to as total rewards, can be described as an exchange of payment from an employer for the services provided by its employees. The components of total rewards package are as follows:

Monetary compensation: Monetary compensation includes any costs the organization incurs for the benefit of employees, such as all forms of cash compensation, 401(k) matching, medical care premiums, pension plans, and paid time off. Other kinds of rewards include benefits that support the organization's culture such as stock options, Employee Stock Ownership Programs (ESOPs), and incentive plans.

Nonmonetary compensation: Nonmonetary compensation includes nontraditional work life balance benefits such as telecommuting, on site childcare, and flex time.

Direct compensation: Direct compensation includes payments made to employees that are associated with wages and salaries. This includes base pay, variable compensation, and pay for performance.

Indirect compensation: Indirect compensation consists of any employee payments not associated with wages and salaries. This includes fringe benefits such as vacation, sick, and holiday pay; insurance premiums paid on behalf of employees; leaves of absence; 401(k) or other pension plans; and government mandated benefits such as Social Security or Family and Medical Leave Act (FMLA) and other benefits.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 52

Which of the following is the process of systematically determining a relative internal value of a job in an organization?

- A. Recruitment
- B. Ranking method
- C. Job evaluation
- D. Salary range

Answer: C

Explanation:

Answer option C is correct.

Job evaluation is the process of systematically determining a relative internal value of a job in an organization. In all cases, the idea is to evaluate the job, not the person doing it. Job evaluation is the process of determining the worth of one job in relation to that of the other jobs in a company so that a fair and equitable wage and salary system can be established.

Answer option A is incorrect. Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization or firm.

Answer option B is incorrect. The ranking method requires evaluators to compare the value of jobs to one another.

Answer option D is incorrect. A salary range is the spread between the minimum and maximum pay for the job grade.

Reference: "http://en.wikipedia.org/wiki/Job_evaluation"

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 53

As a Senior HR Professional, you should be familiar with intrinsic rewards and extrinsic rewards that your company provides for its employees. Which of the following is an example of an extrinsic reward?

- A. Satisfaction from challenging and exciting assignments

-
- B. Cash compensation
 - C. Esteem from working with other talented people
 - D. On-site cafeteria

Answer: C

Explanation:

Answer option C is correct.

Esteem from working with other talented people is an extrinsic reward.

Answer option A is incorrect. Satisfaction from challenging and exciting assignments is an example of an intrinsic reward.

Answer option B is incorrect. Cash compensation is a monetary reward for employment.

Answer option D is incorrect. An on-site cafeteria is an example of a non-monetary reward.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 54

Your company is a government contractor with a current project of \$250,000. As the Senior HR Professional you've been asked how the Walsh Healy Public Contracts Act will affect your organization. What is the Walsh Healy Public Contracts Act?

- A. This act requires government contractors with contracts over \$100,000 to pay their employees the prevailing wage for their local areas as established by the Secretary of Labor.
- B. This act requires government contractors in states that have minimum wages set higher than federal minimum wage act to abide by the state minimum wage requirements.
- C. This act requires government contractors in states that have minimum wages set higher than federal minimum wage act to abide by the state minimum wage requirements unless the workers do not live in the state where the contracted work is being performed.
- D. This act requires government contractors with contracts over \$10,000 to pay their employees the prevailing wage for their local areas as established by the Secretary of Labor.

Answer: D

Explanation:

Answer option D is correct.

The Walsh Healy Public Contracts Act requires government contractors with contracts of more than

\$10,000 to pay their employees the wage of the local areas as established by the Secretary of Labor. Answer option A is incorrect. This statement is close to accurate, but the contract amount isn't \$100,000, it is only \$10,000.

Answer option B is incorrect. This statement is totally false and incorrect. The Walsh Healy Public Contracts Act does not address the Fair Labor Standards Act for minimum payment.

Answer option C is incorrect. This statement is totally false and incorrect. The Walsh Healy Public Contracts Act does not address the Fair Labor Standards Act for minimum payment.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 55

Gina is a receptionist for her company and she is a non-exempt employee. She works between the hours of 8AM and 5PM. During the day she is required to be at the front desk at all times, except for small breaks to use the restroom. Gina is often required by her company to remain at the desk for her lunch. When Gina has to eat her lunch at the front desk is she to be compensated for this time or not?

- A. No, because she is non-exempt
- B. No, because she is eating lunch
- C. Yes, because she is non-exempt
- D. Yes, because she is required to be at the desk

Answer: D

Explanation:

Answer option D is correct.

Under the Fair Labor Standards Act, rest periods and meal periods are not required but when they are provided, the time periods are subject to its requirements. Meal periods of 30 minutes or longer are not compensable unless the employee is required to work during the meal.

Answer option A is incorrect. The non-exempt status does not affect the payment of the requirements to work through lunch.

Answer option B is incorrect. Gina may be eating lunch, but she is required to stay at the front desk during her meal.

Answer option C is incorrect. The non-exempt status does not affect the payment of the requirements to work through lunch.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 56

Your company would like to hire KJ, who is 17, for a summer job. How late can KJ work according to the Fair Labor Standards Act during the summer months?

- A. KJ can work until 7PM during the summer.
- B. KJ can work until 9PM during the summer.
- C. KJ can work until 6PM during the summer.
- D. KJ can work until 8PM during the summer.

Answer: B

Explanation:

Answer option B is correct.

KJ can work between the hours of 7 AM and 9 PM during the months of June 1 and Labor Day. At all other times of the year, KJ can only work between 7 AM and 7 PM.

Answer option A is incorrect. The 7 PM rule is only in effect after Labor Day and before June 1.

Answer option C is incorrect. 6 PM is not correct.

Answer option D is incorrect. 8 PM is not correct, as KJ may work until 9 PM.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 57

The Hay System was developed in 1934 by Edward Hay and evaluates job using three factors. Which of the following factors is NOT one of the three elements of job evaluation of the Hay System?

- A. Knowledge
- B. Problem solving
- C. Accountability
- D. Experience

Answer: D

Explanation:

Answer option D is correct.

Experience is actually part of the knowledge factor and isn't its own factor in the Hay System.

Answer option A is incorrect. Knowledge is one of the three factors in the Hay System.

Answer option B is incorrect. Problem solving is one of the three factors in the Hay System.

Answer option C is incorrect. Accountability is one of the three factors in the Hay System.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 58

Which of the following is an example of an involuntary deduction an employer may be required to retain from an employee's pay?

- A. Tax levy
- B. Medicare
- C. State income tax
- D. Federal income tax

Answer: A

Explanation:

Answer option A is correct.

A tax levy is an IRS order for an employer to retain funds from an employee's pay for taxes due in addition to current taxes.

A tax levy, under United States Federal law, is an administrative action by the Internal Revenue Service (IRS) under statutory authority, without going to court, to seize property to satisfy a tax liability. The levy includes the power of distraint and seizure "by any means". The general rule is that no court permission is required for the IRS to execute a section 6331 levy.

Answer option B is incorrect. Medicare isn't an involuntary deduction.

Answer option C is incorrect. State income taxes aren't an involuntary deduction.

Answer option D is incorrect. Federal income taxes aren't an involuntary deduction.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 59

Which of the following is described in the statement below?

"If an employee is called by the employer for work and there is no work available, the employer may be required by state law or employment agreements to pay for a minimum number of hours of work."

- A. Reporting pay
- B. Hazard pay
- C. Gross pay
- D. Base pay

Answer: A

Explanation:

Answer option A is correct.

If an employee is called by the employer for work and there is no work available, the employer may be required by state law or employment agreements to pay for a minimum number of hours of work.

This is known as reporting pay.

Answer option B is incorrect. Hazard pay is additional pay for working in dangerous conditions.

Answer option C is incorrect. Gross pay is the amount earned by an employee before taxes are not paid.

Answer option D is incorrect. Base pay is the foundation of an employer's compensation program because it reflects the value placed on individual jobs by the organization.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 60

An employee earning \$22,500 per year supervises three employees and spends 35 hours per week on essential job duties that require discretion and independent judgment. Which of the following describes this employee?

- A. Exempt, based on the executive exemption test
 - B. Exempt, based on the administrative exemption test
 - C. Nonexempt, based on the salary basis requirement
-

D. Nonexempt

Answer: C

Explanation:

Answer option C is correct.

Effective in 2004, employees must be paid a minimum of \$455 per week to be exempt from FLSA requirements. This employee earns only \$432.69 per week. ($\$22,500/52 \text{ weeks} = \432.69 .) Although D is also correct, the best answer is the one that explains why. See Chapter 6 for more information.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 61

Beth is a nonexempt employee and she earns \$17.45 per hour in her job. She has worked 40 hours this week, but management has requested that Beth work seven more hours this weekend. What is the total payment, before taxes, that Beth will be due for her work this week?

A. \$820.15

B. \$698

C. \$1,230.22

D. \$881.22

Answer: D

Explanation:

Answer option D is correct.

Beth will earn seven hours of overtime pay at \$16.175 per hour, plus her regular 40 hours of pay of \$698.

Answer option A is incorrect. \$820.15 does not reflect Beth's overtime for the week.

Answer option B is incorrect. \$698 doesn't include the overtime pay.

Answer option C is incorrect. \$1,230.22 counts all of the hours Beth has worked as overtime pay.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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: Compensation

Question: 62

Which of the following are the benefits of gainsharing programs?

Each correct answer represents a complete solution. Choose all that apply.

A. Aligns employees to organizational goals

B. Helps the organization to achieve improvement in key performance measures

C. Enhances the focus and awareness of employees

D. Employees are paid on the basis of group performance rather than individual performan

Answer: A B C

Explanation:

Answer options A, B, and C are correct.

The benefits of gainsharing programs are as follows:

1. Aligns employees to organizational goals
2. Helps the organization to achieve improvement in key performance measures
3. Enhances the focus and awareness of employees

What is gainsharing?

Gainsharing is a system of management used by a business to get higher levels of performance through the involvement and participation of its people. As performance improves, employees share financially in the gain (improvement). Gainsharing is about people working smarter together and not just working harder.

Answer option D is incorrect. This is a disadvantage of gainsharing programs.

Reference: "<http://simple.wikipedia.org/wiki/Gainsharing>"

Chapter: Compensation and Benefits

Question: 63

As a HR Professional you must understand the laws and regulations, which affect employee compensation. Which of the following was the first to address a minimum wage for employees?

- A. Davis-Bacon Act
- B. Walsh-Healey Public Contracts Act
- C. Fair Labor Standards Act
- D. Portal-to-Portal Act

Answer: A

Explanation:

Answer option A is correct.

In 1931, the Davis-Bacon Act, was the first piece of legislation to actually establish a minimum wage. The act was, however, limited to the construction industry.

Answer option B is incorrect. The Walsh-Healey Public Contracts Act, addressed contractors with the federal government that exceed \$10,000 to pay an established minimum wage to workers, employed through the contract. This act was passed in 1936.

Answer option C is incorrect. The Fair Labor Standards Act, was passed in 1938, addressed minimum wage, overtime pay, child labor, and record keeping.

Answer option D is incorrect. The Portal-to-Portal Act of 1947, clarified hours of working for the purpose of minimum wage and overtime pay.

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

Question: 64

John earns \$45,200 per year as a mechanic in your organization. The \$42,500 per year does not include earnings John may have through shift differentials, benefits, overtime, incentives, and bonuses. Which one of the following

terms best describes the \$45,200 per year that John earns?

- A. Variable pay
- B. Hygiene factor pay
- C. Base pay
- D. Market-demand pay

Answer: C

Explanation:

Answer option C is correct.

John's base pay is the fixed rate of pay he earns for performing his job in your organization.

Answer option A is incorrect. Variable pay is the total pay John earns through variable programs, such as commissions or bonuses.

Answer option B is incorrect. This isn't a valid term for employee compensation.

Answer option D is incorrect. Market-demand describes the market average for pay, for someone in John's role as a mechanic.

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

Question: 65

What is the compa-ratio for an employee that earns \$75,000 per year, but the midpoint for the role is \$85,000 per year?

- A. 88 percent
- B. 113 percent
- C. \$10,000 difference
- D. 1:88

Answer: A

Explanation:

Answer option A 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 (\$75,000) by the midpoint for the role (\$80,000) for the ratio of 88 percent.

Answer option B is incorrect. 113 percent is the inverted formula by dividing \$80,000 by \$75,000.

Answer option C is incorrect. \$10,000 is the difference of the two values, but this isn't the comparatio.

Answer option D is incorrect. This isn't a valid figure for the question.

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

Question: 66

Which of the following is an example of a nonqualified deferred-compensation plan?

- A. An excess-deferral plan
- B. A target-benefit plan
- C. A money-purchase plan
- D. A cash-balance plan

Answer: A

Explanation:

Answer option A is correct.

An excess-deferral plan makes up the difference between what an executive could have contributed to a qualified plan if there had not been a limit on contributions and how much was actually contributed because of the discrimination test required by ERISA. These plans are nonqualified because they are not protected by ERISA; they are limited to a small group of executives or highly compensated employees. A target-benefit plan (B) is a hybrid with elements of defined-benefit and money-purchase plans. A money-purchase plan (C) defers a fixed percentage of employee earnings. A cash-balance plan (D) combines elements of defined-benefit and defined-contribution plans. See Chapter 6 for more information.

Chapter: Compensation and Benefits

Objective: Benefits

Question: 67

COBRA, the Consolidated Omnibus Budget Reconciliation Act, requires some organizations to offer continuation of group health care coverage to employees and family members based on certain qualifying events. How many employees must exist within an organization for COBRA requirements to be enforced?

- A. 10
- B. 20
- C. 50
- D. 100

Answer: B

Explanation:

Answer option B is correct.

Consolidated Omnibus Budget Reconciliation Act (COBRA) requires all organizations with 20 or more employees to participate.

Answer options A, C, and D are incorrect. Organizations with less than 20 employees are not required to participate in COBRA. The value for participation is 20 employees or more.

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: Benefits

Question: 68

Robert is the HR Professional for his organization and he's speaking with the federation chairman about the labor and the direction of unions. What is a federation?

- A. A federation is the same as a union.
- B. A federation is a group of national unions.
- C. A federation is a union that has international members.
- D. A federation is the governing body of a union.

Answer: B

Explanation:

Answer option B is correct.

A federation is a collection of national unions. Federations usually lobby on behalf of its union members to speak collectively for the labor which the federation represents. The AFL-CIO is one of the largest federations.

Answer option A is incorrect. A federation is not the same as a union. Federations are made up of unions.

Answer option C is incorrect. A federation represents national unions, not international unions.

Answer option D is incorrect. A federation is not the governing body of unions. Federations do not get involved with bargaining or contract administration.

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- 1586-44149-4,

Section III, The US HR Body of Knowledge.

Chapter: Compensation and Benefits

Objective: Executive Compensation

Question: 69

An employee has come forward with an allegation of quid pro quo harassment by her supervisor. As the HR manager, you are responsible for investigating the complaint. The supervisor in question is someone with whom you have become quite friendly. In this case, who is the best person to conduct the investigation?

- A. You
- B. The corporate attorney
- C. The direct manager of the accused supervisor
- D. A third-party investigator

Answer: D

Explanation:

Answer option D is correct.

In this case, the organization will be best served by a third-party investigator. The most important consideration in an investigation of sexual harassment is that the investigator is seen as credible and impartial. Because you have become friendly with the accused, it will be difficult to maintain impartiality during an investigation. While the corporate attorney (B) may be selected to conduct investigations, this solution can lead to conflict-of-interest issues. The direct manager of the accused supervisor (C) may not be viewed as impartial by the accuser or by regulatory agencies. See Chapters 2 and 8 for more information.

Chapter: Employee and Labor Relations
Objective: Federal Employment Legislation

Question: 70

When an individual files a charge of discrimination with the EEOC against an employer, what will the EEOC do?

- A. The EEOC will investigate the claim by inspecting the employer's place of business.
- B. The EEOC will create a hearing with the complainant and the employer to investigate the charge.
- C. The EEOC will send the employer a letter informing them of the charge.
- D. The EEOC will visit the employer to inform them of the charge.

Answer: C

Explanation:

Answer option C is correct.

The first thing that the EEOC will do is send the employer a letter informing them of the charge and allow the employer to respond accordingly.

Answer option A is incorrect. The EEOC won't visit the place of employment, but will first send a letter informing the employer of the charge.

Answer option B is incorrect. The EEOC doesn't create a hearing. The employer will first receive the letter allowing them to respond to the charge.

Answer option D is incorrect. The EEOC won't visit the place of employment, but will first send a letter informing the employer of the charge.

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations
Objective: Federal Employment Legislation

Question: 71

As a Senior HR Professional, you must be aware of contracts, laws, and commitments made to employees. Which of the following statements is an example of an express contract that could affect a person's employment?

- A. You'll have a job as long as we're in business.
- B. Either party, the employer or employee, can terminate the employment relationship at will.
- C. If you quit that position in our company, we'll give you this position here.
- D. You will do what I say when I say it.

Answer: A

Explanation:

Answer option A is correct.

A verbal promise to continue employment under certain conditions is an example of an express contract. An express contract can negate employment at will.

Answer option C is incorrect. This statement is the definition of the employment at will relationship.

Answer option D is incorrect. This statement is an example of promissory estoppel - if the company doesn't follow

through on the promise.

Answer option D is incorrect. This statement is likely an example of an employee who's going to experience constructive discharge. This happens when the employer makes the environment so hostile that the employee resigns.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 72

As a Senior HR Professional you should be familiar with employment laws and their effect on your company. What did the lawsuit Payne v. The Western & Atlantic Railroad Company establish?

- A. Employment at will
- B. Employers could be liable for sexual harassment of its employees
- C. Employers could be liable for the actions of its employees
- D. A company couldn't coerce an employee to commit a crime to retain employment

Answer: A

Explanation:

Answer option A is correct.

The lawsuit Payne v. The Western & Atlantic Railroad Company in 1884 established the principle of **employment at will**.

Answer option B is incorrect. Employers can be found liable for sexual harassment of its employees.

This is an example of **respondeat superior**.

Answer option C is incorrect. Employers can be found liable for the actions of its employees. This is an **example of respondeat superior**.

Answer option D is incorrect. Companies cannot coerce employees to commit a crime. This is the outcome of the Petermann v. International Brotherhood of Teamsters.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 73

What term is assigned to the barriers that women and minorities may face when trying to advance to **senior levels of an organization**?

- A. Societal barrier
- B. Internal structure barrier
- C. Governmental barrier
- D. Glass ceiling

Answer: D

Explanation:

Answer option D is correct.

The term "glass ceiling" describes the invisible, but evident barriers that can prevent women and minorities from achieving the senior levels of an organization. Robert Dole introduced the legislation that was amended into Title II of the Civil Rights Act of 1991.

Answer option A is incorrect. The societal barrier is one of the three barriers of the glass ceiling concept. It addresses limited educational opportunities and biases related to gender, race, and ethnicity.

Answer option B is incorrect. Internal structure barrier is one of the three barriers of the glass ceiling concept. It addresses corporate practices, management control, and recruiting programs.

Answer option C is incorrect. Governmental barrier is one of the three barriers of the glass ceiling concept. It addresses the inconsistent enforcement of equal opportunity.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 74

Your organization has employed a temporary worker for a position in your company. During employment the individual has been called to military duty. Under the Uniformed Services Employment and Reemployment Rights Act of 1994 are you obligated to reinstate the individual upon his return from duty?

- A. No, because temporary employees do not have reinstatement rights.
- B. No, because once an employee leaves, you are not obligated to reinstate them.
- C. Yes, if they have been working as a temporary employee for more than 90 days.
- D. Yes, the Uniformed Services Employment and Reemployment Rights Act of 1994 requires it.

Answer: A

Explanation:

Answer option A is correct.

Temporary employees do not have reinstatement rights under the Uniformed Services Employment and Reemployment Rights Act of 1994.

Answer option B is incorrect. Temporary employees do not have reinstatement rights, but nontemporary employees do have reinstatement rights.

Answer option C is incorrect. The 90-day notice is not a valid measurement for reinstatement of temporary personnel.

Answer option D is incorrect. This isn't a valid statement as the act doesn't require an employer to reinstate temporary workers.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 75

Mark is a contractor for the CleanSweep Chimney Company. When the CleanSweep Chimney Company has work that they can't manage they'll send Mark to the customer site to quote on the work based on their standardized fees and complete the work on their behalf. The company will pay Mark for his time. Mark, however, often tells the home owners what the CleanSweep Chimney Company will charge, but he can personally do the job for less than the CleanSweep Chimney Company. What is this an example of?

- A. Bait and switch
- B. Breach of duty of loyalty
- C. Breach of duty of diligence
- D. Breach of duty of obedience

Answer: B

Explanation:

Answer option B is correct.

When Mark influences the home owner's decision to benefit himself he's breaching the common law of duty of loyalty.

Answer option A is incorrect. Bait and switch is sales ploy that offers a price on one product, but then the salesperson offers a higher price on the similar item. For example, an advertisement offers a television for \$500, but when you visit the store they're out of that model. The salesperson shows you a similar model that sells for \$599.

Answer option C is incorrect. The common law term duty of diligence describes an employee's responsibility to act with reasonable care and skill for the employer. This is part of the employeeemployer payment contract.

Answer option D is incorrect. Duty of obedience describes an employee's obligation to follow the employer's authority and reasonable and legal policies, procedures, and rules.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 76

What is the most effective method to use when an employer wants to obtain insight into employee goals and job satisfaction and provide career counseling to those in the work group?

- A. An employee survey
- B. A skip-level interview
- C. An employee focus group
- D. A brown-bag lunch

Answer: B

Explanation:

Answer option B is correct.

A skip-level interview provides an opportunity for a manager's manager to obtain insight into the goals and satisfaction of employees in the work group. An employee survey (A) is best used to gather information about various issues that can be collated and summarized. A focus group (B) can be used to involve employees in the decision-making process. A brown-bag lunch (D) is an effective way for senior managers to meet with small groups of employees to answer questions about the company goals and mission and to obtain feedback about operations. See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 77

If a dress-code policy prohibits the use of ethnic clothing, but an employee requests an accommodation based on their religious preference, how should the employer respond?

- A. Modify the dress code unless doing so would create an undue hardship.
- B. Refuse the accommodation based on business necessity.
- C. Allow the employee to dress in ethnic clothing with sufficient advance notice.
- D. Only allow the clothing on casual dress days, when other employees are also allowed to dress outside of policy guidelines.

Answer: A

Explanation:

Answer option A is correct.

A dress-code policy is generally an accepted employer practice, provided it applies to all employees or employees in certain job categories. There are exceptions, however, based on ethnicity or religious practices. As with any other accommodation, an employer should actively seek a solution that does not result in undue hardship. See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 78

Your organization is looking for methods to improve communication between the management and the employees within the company. Which one of the following methods is best described as a small but representative sampling of employees - led in a conversation by a neutral moderator about an identified topic?

- A. Pilot group
- B. Focus group
- C. Workshop
- D. Brainstorming session

Answer: B

Explanation:

Answer option B is correct.

A focus group is often used to find an employee-driven solution to a problem. Focus groups typically, but not always, include sampling of employees from across the organization. Focus groups should be led by neutral

moderators, rather than members of the management.

What are focus groups?

Focus groups are directed conversations for gathering ideas, opinions about a product, service, problem, or opportunity.

Answer option A is incorrect. A pilot group is a collection of employees who will test a new software, impart training, or other implementation, and provide feedback on their experience. Pilot groups, often, are the control groups to determine how the software, training, or implementation will go in the rest of the organization.

Answer option C is incorrect. A workshop isn't usually a sampling of employees from across the organization, though it could be. A workshop is designed to define requirements, solve a specific problem, or to create goals for an objective. Workshops aren't usually led by a neutral moderator like in a focus group.

Answer option D is incorrect. A brainstorming session isn't led by a neutral moderator. These sessions aim to generate as many ideas as possible for softwares, products, services, or other solutions.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 79

What is the difference between organizational culture and organizational climate?

- A. There is no difference; the terms may be used interchangeably.
- B. Organizational culture discusses the learning of the organization. Organizational climate discusses how well the learning happens.
- C. Organizational culture defines the values of the company. Organizational climate defines the implementation of the values.
- D. Organization climate is the sense of hostility. Organization culture is the sense of hospitality.

Answer: C

Explanation:

Answer option C is correct.

Organizational climate and culture are related. Climate is how people feel about the organization; culture is why they feel that way about the organization.

Answer option A is incorrect. Culture and climate is more than just the organization's attitude to learning.

Answer option B is incorrect. This choice is close, but climate and culture are from people's perspectives and interpretations, not the organization.

Answer option D is incorrect. This isn't a valid choice as culture and climate are more than hostility and hospitality.

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: Employee and Labor Relations

Objective: Employee Relations

Question: 80

All of the following reasons for termination of an employee are examples of wrongful termination except for which one?

-
- A. Violation of company policy
 - B. Being a member of a protected class
 - C. Whistleblower
 - D. Filing a worker's compensation claim

Answer: A

Explanation:

Answer option A is correct.

If an employee violates a company policy then there is justification for terminating an employee. Answer option B is incorrect. A person cannot be fired for being a member of a protected class. Answer option C is incorrect. A person that reports unlawful or unsafe conditions is considered to be a **whistleblower** - and cannot be fired for doing so.

Answer option D is incorrect. Filing a worker's compensation claim is not a valid reason for terminating an employee.

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: Employee and Labor Relations

Objective: Employee Relations

Question: 81

Herb is the HR Professional for his organization. He is preparing to hire a new employee, Hans, to the firm. Herb has asked Hans to agree, in writing, to mandatory arbitration as part of the employment offer. **What does this agreement mean?**

- A. It means that Hans cannot work for competitors without the written permission of the employer.
- B. It means that Herb's firm can research Hans to determine if he's had any lawsuits.
- C. It means that Hans must file all legal complaints with the organization's attorney, before filing a lawsuit against the organization.
- D. It means that Hans and the organization must settle all disputes, if any arise, through a neutral third party rather than through a lawsuit.

Answer: D

Explanation:

Answer option D is correct.

Mandatory arbitration helps the organization avoid lawsuits, should any arise, between the employee and the employer, by agreeing up-front to settle potential disagreements through an arbitrator versus a lawsuit.

Answer option A is incorrect. This answer describes a non-compete agreement.

Answer option B is incorrect. This isn't a valid answer for the mandatory arbitration agreement.

Answer option C is incorrect. Hans doesn't need to file legal complaints with his employer under this agreement. The agreement means that Hans and the employer will settle the problem without a lawsuit.

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Dispute Resolution

Question: 82

Your organization likes to use mediation rather than lawsuits to find amicable resolutions to issues and disputes. When mediation is required, there are several steps to the process. What step of the mediation process identifies alternative solutions to the problem?

- A. Options
- B. Fact-finding
- C. Negotiating
- D. Structure

Answer: A

Explanation:

Answer option A is correct.

There are six stages of mediation: structure, introductions, fact-finding, options, negotiating, and writing the agreement. The options stage identifies all possible alternative solutions to the problem. Answer option B is incorrect. Fact-finding allows both sides to present their case and for the mediator to identify the facts.

Answer option C is incorrect. Negotiating helps the parties come to an agreement based on the identified options.

Answer option D is incorrect. Structure describes how and when the mediation process will occur. 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: Employee and Labor Relations

Objective: Dispute Resolution

Question: 83

As an HR Professional you must recognize, and be aware of several pieces of legislation that affects your performance as an HR Professional. Which one of the following acts exempted labor unions and agricultural organizations from The Sherman Antitrust Act?

- A. The Clayton Act
- B. The Railway Labor Act
- C. The National Industrial Recovery Act
- D. The National Labor Relations Act

Answer: A

Explanation:

Answer option A is correct.

The Clayton Act clarified language in The Sherman Antitrust Act, and deemed labor unions and agricultural unions exempt from The Sherman Antitrust Act.

Answer option B is incorrect. The Railway Labor Act applied onto, to interstate railroads, and required workers to

keep the trains moving.

Answer option C is incorrect. The National Industrial Recovery Act guaranteed laborers the right to organize and bargain collectively.

Answer option D is incorrect. The National Labor Relations Act, also known as the Wagner Act, guaranteed the right to self-organization, to form, join, or assist labor organization, to bargain collectively through representatives of their own choosing.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Labor Relations

Question: 84

A union is performing a jurisdictional strike in front of a construction site. What is a jurisdictional strike?

- A. It is a strike through which the union seeks to pressurize an employer to assign a particular work to its members; rather than to members of other unions or to the non-union workers.
- B. It is a strike through which the union seeks to pressurize an employer to agree to the terms of a new contract although there is already an approved contract in place.
- C. It is a strike through which the union seeks to pressurize an employer to agree to the terms of a new contract because the current contract between the employer and the union has expired.
- D. It is a strike through which the union seeks to pressurize an employer to assign all work to its members, rather than to members of non-union workers.

Answer: A

Explanation:

Answer option A is correct.

A jurisdictional strike is an effort by the union to get the employer to assign specific work to the union rather than to other unions or even non-union workers.

Answer option B is incorrect. This isn't a valid definition of a jurisdictional strike.

Answer option C is incorrect. This isn't a valid definition of a jurisdictional strike.

Answer option D is incorrect. This answer is close, but not the best choice. Note that the answer requests all work, not just particular work.

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: Labor Relations

Question: 85

Which of the following HR strategies would be most useful in dealing with a workforce that lacks accountability?

- A. Identify training needs through an assessment.
 - B. Conduct a skills assessment to determine performance deficiencies.
 - C. Begin to gather employee feedback through surveys and exit interviews.
-

D. Follow the progressive disciplinary process.

Answer: C

Explanation:

Answer option C is correct.

Employee-engagement activities center around the function of gathering meaningful feedback. Surveys, interviews, and focus groups are just some of the examples of formal feedback systems that can be used to improve organizational outcomes. From this feedback, solutions such as training (A) and targeted performance improvement plans (B, D) can be assessed. See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 86

An organization has over 5,000 employees and a union has been trying to persuade the employees to join their union. Before the employees can vote in a union election, what percentage of the employee population must sign an authorization card for the union?

- A. Ten percent
- B. Thirty percent
- C. Fifty percent
- D. Eighty percent

Answer: B

Explanation:

Answer option B is correct.

The minimum amount of employees that must sign an authorization card is 30 percent before a union election may be held among the employees.

Answer option A is incorrect. Ten percent is too low for an election to be considered.

Answer option C is incorrect. While 30 percent is the minimum amount, most unions prefer fifty percent of the employee population to sign the authorization cards.

Answer option D is incorrect. Eighty percent is not a valid number for the minimum amount of voters.

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: Employee and Labor Relations

Objective: Union Organization

Question: 87

Heather's organization works with a labor union work force. Heather has heard rumors that the union has been trying to create a hot cargo agreement with a supplier. What is a hot cargo agreement?

- A. It forces suppliers to join the union.
 - B. It's a threat that the union will slow down processing orders for non-union shops.
 - C. It's an agreement that an employer will stop doing business with a non-union business.
-

D. It's an agreement to rush orders for union-based businesses.

Answer: C

Explanation:

Answer option C is correct.

A hot cargo agreement is an agreement an employer makes to stop doing business with other, usually non-union based businesses.

Answer options A, B, and D are incorrect. These aren't valid definitions of a hot cargo agreement.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 88

Management and union representatives are working through a collective bargaining agreement. What term is used in this process to describe arbitration that is used to resolve conflicts around contract language in the collective bargaining agreement?

- A. Decisions
- B. Interest arbitration
- C. Ad hoc arbitration
- D. Permanent arbitration

Answer: B

Explanation:

Answer option B is correct.

When there is arbitration between management and the union regarding contract language, it is commonly referred to as interest arbitration.

Answer option A is incorrect. Decisions describe the resolution of grievances based on the interpretation of the contract.

Answer option C is incorrect. Ad hoc arbitration isn't technically a term associated with contract language. Ad hoc arbitrators, however, is. Ad hoc arbitrators describe the ability of either management or union to be forced to use an arbitrator which they're not happy with.

Answer option D is incorrect. Permanent arbitration isn't technically a term associated with contract language. Permanent arbitrators, however, are. Permanent arbitrators describe an arbitrator that stays with the party (management or union) for the duration of the contract.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 89

Which of the following union security clauses requires that all employees join the union within a grace period specified by the contract?

- A. Agency shop clause
- B. Maintenance of membership clause
- C. Union shop clause
- D. Closed shop clause

Answer: C

Explanation:

Answer option C is correct.

The union shop clause requires that all employees join the union within a grace period specified by the contract.

Answer option A is incorrect. The agency shop clause specifies that all employees must either join the union or pay union dues if they choose not to join the union.

Answer option B is incorrect. The maintenance of membership clause allows employees to choose whether to join the union, but once they join, they must remain members until the expiration of the contract.

Answer option D is incorrect. The closed shop clause requires that all new hires be members of the union before they are hired.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 90

Which of the following occurs when employees stop working and stay in the building?

- A. Strike
- B. Lockout
- C. Wildcat strike
- D. Sit-down strike

Answer: D

Explanation:

Answer option D is correct.

A sit-down strike occurs when employees stop working and stay in the building. This is considered as an unlawful strike.

Answer option A is incorrect. A strike occurs when the union decides to stop working.

Answer option B is incorrect. A lockout occurs when management shuts down operations to keep the union from working.

Answer option C is incorrect. A wildcat strike occurs in violation of a contract clause prohibiting strikes during the term of the contract.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 91

Beth is a HR Professional for her organization and she's discussing the risk of growing her organization's business. What is risk and why would it be considered in HR for organizational growth?

- A. Risk is an uncertain event or condition that can have a positive or negative effect on the goals of an organization.
- B. Risk is an adverse event that can halt, hinder, or hurt the objectives of a business.
- C. Risk is a negative event that an organization must consider when adding new employees to grow a company.
- D. Risk is an uncertain event or condition that may help or hinder an organization. Adding employees can help positive risks or amplify negative risk events.

Answer: D

Explanation:

Answer option D is correct.

Risk is uncertain - and in uncertainty lies opportunity. When an organization looks to grow and new employees may be added to the business, new employees can bring risk to the organization's operations, goals, and endeavors.

Answer option A is incorrect. This is a correct definition of risk, but it does not address the human resource-related risk events.

Answer option B is incorrect. Risk can be positive or negative, not just adverse.

Answer option C is incorrect. Risk isn't always negative. Risk can be positive or negative.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Identification

Question: 92

The Occupational Safety and Health Act of 1970 grants employees the right to do all of the following except which one?

- A. Be advised of potential safety hazards.
- B. Speak privately to an OSHA inspector during an inspection.
- C. Observe the employer when measuring and monitoring workplace hazards.
- D. View detailed reports of all workplace accidents.

Answer: D

Explanation:

Answer option D is correct.

Employees have the right to review accident reports without information that identifies the employees involved in the accident. See Chapter 8 for more information.

Chapter: Risk Management

Objective: Risk Assessment

Question: 93

As an HR Professional you must be familiar with several acts of congress, laws, and regulations that address risks in the workplace. Which of the following laws was the first to establish consistent safety standards for workers?

- A. USA Patriot Act
- B. Mine Safety and Health Act
- C. Occupational Safety and Health Act
- D. Homeland Security Act

Answer: C

Explanation:

Answer option C is correct.

The Occupational Safety and Health Act, 1970, was the first law to address occupational safety risks in the workplace. This act is also known as OSHA.

Answer option A is incorrect. The USA Patriot Act, 2001, addresses national security against terrorism.

Answer option B is incorrect. The Mine Safety and Health Act, 1977, addresses safety specifically of workers in mines.

Answer option D is incorrect. Homeland Security Act, 2002, addresses awareness and prevention for American's security.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Assessment

Question: 94

As an HR Professional you should be familiar with OSHA forms for maintaining employee records. OSHA form 301 is used to document the incident that caused the work-related injury or illness. How long is an organization required to keep the form on record?

- A. One year from the date of the incident
- B. 90 days following the year of the incident
- C. Five years following the year of the incident
- D. Three years following the year of the incident

Answer: C

Explanation:

Answer option C is correct.

OSHA Form 301 is an injury and illness incident report that employers are required to keep on file for five years following the year of the injury.

Answer option A is incorrect. Employers are obligated to keep the form on file for five years following the year of the injury.

Answer option B is incorrect. Employers are obligated to keep the form on file for five years following the year of the injury.

Answer option D is incorrect. Employers are obligated to keep the form on file for five years following the year of the injury.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Assessment

Question: 95

Lucas has asked his manager to take time off from work because of a holiday his religion celebrates. Fran agrees but tells Lucas that he will be inspecting his project work to ensure that the work is accurate and not suffering because of the requested time off. This is an example of what?

- A. Perpetuating past discrimination
- B. Religious persecution in the workforce
- C. Disparate treatment
- D. Quality control

Answer: C

Explanation:

Answer option C is correct.

Fran should not inspect Lucas' work just because he has asked for time off based on a religious holiday.

Answer option A is incorrect. There's no evidence of past historical discrimination in this example.

Answer option B is incorrect. This isn't a valid answer for the question as any discrimination based on religion falls into disparate discrimination.

Answer option D is incorrect. Quality control does inspect the quality of the work, but it's equal for all project deliverables, not just the deliverables tied to Lucas and his request for time off for the religious holiday.

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: Risk Management

Objective: Risk Assessment

Question: 96

One type of risk, HR Professionals must be aware of and combat is job stress. Which of the following is the best definition of job stress?

- A. Stress is the degree of physical, emotional, and mental strain upon a worker from the demands and constraints of employment.
 - B. Stress is the lack of exercise, sleep, and good diet combined with work demands that are beyond the scope of a person's capabilities.
 - C. Stress is a harmful physical and emotional response that occurs when the requirements of the job don't match the capabilities, resources, or needs of the worker.
 - D. Stress is pressure from requirements in a workplace that are beyond the scope of job satisfaction.
-

Answer: C

Explanation:

Answer option C is correct.

This definition of stress is from the NIOSH booklet "Stress at Work" and it's the best definition given of stress in the workplace. The HR Professional must be aware of stress and the risk it introduces to the workplace.

Stress is harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker.

Answer option A is incorrect. This is a good definition of stress, but it doesn't address the capabilities, resources, or needs of the employee.

Answer option B is incorrect. Poor diet, lack of exercise, and lack of sleep may contribute to stress, but this isn't always the case.

Answer option D is incorrect. This is a good definition of stress, but it's not as robust as the definition from the NIOSH booklet "Stress at Work."

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: Risk Management

Objective: Risk Assessment

Question: 97

Which of the following contains legal provisions for giving compensation to surviving dependents if a work-related injury or illness results in the employee's death?

- A. OSHA
- B. BLBA
- C. FECA
- D. FLSA

Answer: C

Explanation:

Answer option C is correct.

Federal Employees Compensation Act (FECA) is a law that provides rules for compensation benefits to federal employees for work-related injuries or illnesses. FECA contains legal provision for giving compensation to their surviving dependents if a work-related injury or illness results in the employee's death.

Answer option A is incorrect. OSHA stands for Occupational Safety and Health Administration. OSHA is an agency of the United States Department of Labor. It was created by Congress of the United States under the Occupational Safety and Health Act, signed by President Richard M. Nixon, on December 29, 1970. Its mission is to prevent work-related injuries, illnesses, and occupational fatality by issuing and enforcing standards for workplace safety and health. The agency is headed by a Deputy Assistant Secretary of Labor. OSHA issues guidelines and regulations for the safe use of a computer.

Answer option B is incorrect. The Black Lung Benefits Act (BLBA) is a law that provides benefits to coal miners who have been disabled by pneumoconiosis as a result of their work in the mines. Benefits are also paid to surviving dependents if the miner dies from the disease.

Answer option D is incorrect. The Fair Labor Standards Act (FLSA) defines a list of jobs not suitable for children between the ages of 16 and 18.

Chapter: Risk Management

Objective: Risk Assessment

Question: 98

You are the HR Professional for your organization and you've identified a risk event. The risk event can be mitigated by purchasing an insurance to protect the organization. The purchase of the insurance policy is what type of risk response?

- A. Avoidance
- B. Transference
- C. Acceptance
- D. Sharing

Answer: B

Explanation:

Answer option B is correct.

Transference doesn't make the risk go away, but it transfers the risk to a third party, usually for a fee.

Purchasing insurance is an example of transference.

Transference

Transference is a strategy to mitigate negative risks or threats. In this strategy, consequences and the ownership of a risk is transferred to a third party. This strategy does not eliminate the risk but transfers responsibility of managing the risk to another party. Insurance is an example of transference.

Answer option A is incorrect. Avoidance is changing the project plan, organization goals, or work to completely remove, or avoid, the risk event.

Answer option C is incorrect. Acceptance is generally for smaller risk events, or risk events that cannot be avoided, such as weather.

Answer option D is incorrect. Sharing is a positive risk response where an organization partners with another entity to realize an opportunity. A teaming agreement between competitors is an example of sharing.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Risk Management

Objective: Risk Management

Question: 99

Stress is often a significant issue in workplaces. Author Ravi Tangri asserts that stress costs organizations up to \$300 billion per year. Which one of the following stresses is the largest contributor to organizational cost of waste?

- A. Workplace accidents
- B. Turnover
- C. Absenteeism
- D. Drug plan costs

Answer: A

Explanation:

Answer option A is correct.

Based on Ravi Tangri's book Stress Costs, stress is responsible for 60 percent of workplace accidents.

Answer option B is incorrect. Based on Ravi Tangri's book Stress Costs, stress is responsible for 40 percent of employee turnover.

Answer option C is incorrect. Based on Ravi Tangri's book Stress Costs, stress is responsible for 19 percent of employee absenteeism.

Answer option D is incorrect. Based on Ravi Tangri's book Stress Costs, stress is responsible for 10 percent of drug plan costs.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Management

Question: 100

Under the Uniformed Services Employment and Reemployment Rights Act of 1994, what is the minimum number of days an employee must be gone from their position to be offered COBRA-like health coverage?

- A. 30 days
- B. 60 days
- C. 120 days
- D. 240 days

Answer: A

Explanation:

Answer option A is correct.

For leave greater than 30 days and less than 240 days, the employer must offer COBRA-like health coverage at the request of the employee.

Answer option B is incorrect. The COBRA-like health coverage begins on day 30, not 60.

Answer option C is incorrect. The COBRA-like health coverage begins on day 30, not 120.

Answer option D is incorrect. The COBRA-like health coverage begins on day 30, not 240. 240 days is actually the maximum days the employee is eligible for coverage.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 101

An organization has over 5,000 employees who are members of a union. The employees, however, are no longer happy with the union's performance and they would like to decertify the union from their representation. Who will decertify the union in this instance?

- A. The union official if fifty percent of the employees sign off on the decertification
- B. The National Labor Relations Board
- C. Management of the employees
- D. The employees

Answer: B

Explanation:

Answer option B is correct.

Certification and decertification of union representation is managed by the National Labor Relations Board.

Answer option C is incorrect. Management does not decertify the union; the NLRB does.

Answer option D is incorrect. The employees can demand the change if they have 30 percent of the employee signatures.

Answer option A is incorrect. The union doesn't decertify the employees; the NLRB does.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 102

You are the HR Professional for your organization and you've identified a risk event. The risk event can be mitigated by purchasing an insurance to protect the organization. You've also identified that the probability of the risk event is only 20 percent. If management doesn't want to purchase the insurance to mitigate the risk event, what other choice do they have to respond to the event by using an out-of-pocket payment if the event actually occurs?

- A. Transference
- B. Mitigation
- C. Sharing
- D. Acceptance

Answer: D

Explanation:

Answer option D is correct.

Acceptance is a risk response that accepts the event with the understanding that if the event happens, the organization will deal with the ramifications and impact at the time of the event. Out-of-pocket payments are an example of acceptance.

Acceptance response

Acceptance response is a part of the Risk Response planning process. Acceptance response delineates that the project plan will not be changed to deal with the risk. Management may develop a contingency plan if the risk does occur. Acceptance response to a risk event is a strategy that can be used for risks that pose either threats or opportunities. Acceptance response can be of two types:

- Passive acceptance: It is a strategy in which no plans are made to avoid or mitigate the risk.

- Active acceptance: Such responses include developing contingency reserves to deal with risks in case they occur.

Acceptance is the only response for both threats and opportunities.

Answer option B is incorrect. Mitigation reduces the probability and/or impact of risk event.

Answer option A is incorrect. Transference transfers the risk event to a third party, usually for a fee.

Answer option C is incorrect. Sharing is a positive risk response where an organization partners with another entity to realize an opportunity. A teaming agreement between competitors is an example of sharing.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge. Chapter: Risk Management Objective: Risk Management

Question: 103

When designing new seminars and learning programs with ADDIE, you should often use SMART for learning objectives. What does SMART mean?

- A. Scalable, Measurable, Activities, Realistic, Tested
- B. Scalable, Measurable, Action-oriented, Reviewed, Time-bound
- C. Specific, Measurable, Action-oriented, Realistic, Tested
- D. Specific, Measurable, Action-oriented, Realistic, Time-bound

Answer: D

Explanation:

Answer option D is correct.

SMART means Specific, Measurable, Action-oriented, Realistic, Time-bound. SMART can be used for goal setting, learning objectives, and project management objectives.

Answer option A is incorrect. Scalable, Activities, and Tested aren't part of SMART.

Answer option B is incorrect. Scalable isn't part of SMART.

Answer option C is incorrect. Tested isn't part of SMART.

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: Talent Management

Question: 104

Which of the following are established by Fair Labor Standards Act (FLSA) of 1938?
Each correct answer represents a complete solution. Choose all that apply.

- A. Criteria for exempt and nonexempt employees
- B. Health insurance requirement
- C. Laws for protecting American children against labor exploitation
- D. Minimum wage requirement

Answer: A C D

Explanation:

Answer options D, C, and A are correct.

The Fair Labor Standards Act (FLSA) of 1938 established the following:

1. Minimum wage requirement
2. Laws for protecting American children against labor exploitation
3. Criteria for exempt and nonexempt employees

Answer option B is incorrect. Health insurance requirement are not established by FLSA.

Reference: "http://en.wikipedia.org/wiki/Fair_Labor_Standards_Act"

Chapter: Compensation and Benefits

Objective: Compensation

Question: 105

As a Senior HR Professional, you must be familiar with certain legal terms, laws, and regulations that affect how you and others operate in the workplace. Basically, there are three types of discrimination that can happen in the workforce. Which of the following is NOT one of the three discrimination types?

- A. Adverse political capital
- B. Perpetuating past discrimination
- C. Disparate treatment
- D. Disparate impact

Answer: A

Explanation:

Answer option A is correct.

Adverse political capital is not a type of discrimination, but describes politics that may not work in a person's favor within an organization.

Answer option C is incorrect. Disparate treatment is a type of discrimination, so this choice is not correct.

Answer option D is incorrect. Disparate impact is a type of discrimination, so this choice is not correct.

Answer option B is incorrect. Perpetuating past discrimination is a type of discrimination, so this choice is not correct.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 106

Safety in the workplace is directly linked to security of the workplace. When completing a risk assessment of the workplace and its security, there are four general categories of organizational assets that are measured for impact of identified risks. Which of the following is not one of the four asset categories that are analyzed for impact in the workplace security?

- A. Physical
- B. Financial
- C. Media
- D. Human

Answer: C

Explanation:

Answer option C is correct.

Media is not one of the four categories of workplace safety that is assessed. The four categories are financial, physical, human, and information.

Answer options B, A, and D are incorrect. Financial, physical, and human are among the four assessed categories of risk.

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: Risk Management

Objective: Risk Identification

Question: 107

What is the purpose of the OSHA consulting service?

- A. Helps employers identify the OSHA standards that apply to their workplace
- B. Acts as a one-time service
- C. Does not require compliance with OSHA standards
- D. Fines employers for violating OSHA safety standards

Answer: A

Explanation:

Answer option A is correct.

OSHA consultants provide free services to assist employers in identifying workplace hazards and the standards that apply in their workplaces. The consulting service requires employers to abate any hazards that are identified during the consultation but does not fine them for violations. To receive a free consultation, employers must agree to advise OSHA of changes in operating processes that may require additional consultations. See Chapter 8 for more information.

Chapter: Risk Management

Objective: Risk Assessment

Question: 108

What type of dispute resolution believes that conflict is good and is used to resolve long-standing, deep-rooted conflicts within an organization?

- A. Alternative dispute resolution
- B. Constructive confrontation
- C. Arbitration
- D. Mediation

Answer: B

Explanation:

Answer option B is correct.

Constructive confrontation believes that conflict is good and can be used to propel the company forward.

Constructive confrontation aims to move those in conflict from focusing on the nonessential items to focus on solving the problem.

Answer option A is incorrect. Alternative dispute resolution is a generic category of dispute resolution that doesn't involve lawsuits.

Answer option D is incorrect. Mediation doesn't believe that conflict is good - it does use a neutral, third party to help the parties negotiate a solution to the problems.

Answer option C is incorrect. Arbitration is often contract-mandated or court-mandated and is similar to mediation where both parties try to find a negotiated solution to an issue.

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: Employee and Labor Relations

Objective: Dispute Resolution

Question: 109

Your organization mainly focuses on the production of bicycles for selling it around the world. In addition to this, the organization also produces scooters. The management wants to restrict its line of production to bicycles. Therefore, it decides to sell the scooter production department to another competitor. Which of the following terms best describes the sale of the scooter production department to your competitor?

- A. Rightsizing
- B. Divestiture
- C. Outsourcing
- D. Corporate restructure

Answer: B

Explanation:

Answer option B is correct.

A divestiture is when an organization takes a product or service and sells the item or service to another company so that the original organization no longer manages the product or service as part of their organization.

Answer option C is incorrect. Outsourcing is when an organization hires a contract-based employee or another company to support a product or service as part of the organization.

Answer option A is incorrect. Rightsizing is actually a reduction in workforce.

Answer option D is incorrect. Corporate restructuring looks to eliminate individual units to reduce or eliminate redundancy or bureaucratic processes.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategic Management

Question: 110

Which of the following is a productivity type of statistical HR measurement?

- A. Revenue per employee
- B. Job satisfaction
- C. Turnover and retention
- D. Cost per hire

Answer: A

Explanation:

Answer option A is correct.

There are three types of statistical HR measurements: employee measures, such as turnover/retention (C) and job satisfaction (B); productivity measures, such as revenue per employee and OSHA incident rates; and HR

activities measures, such as cost per hire (D) and ratio of total employees to HR staff. See Chapter 3 for more information.

Chapter: Business Management and Strategy

Objective: HR Metrics: Measuring Results

Question: 111

FILL IN THE BLANK

with the appropriate qualitative analysis technique.

The _____ group technique is a structured meeting format designed to elicit participation from all members of the group in order to arrive at the best possible solution to the problem at hand.

Answer: nominal

Explanation:

The nominal group technique is a structured meeting format designed to elicit participation from all members of the group in order to arrive at the best possible solution to the problem at hand. The process requires a facilitator and begins with a period of time for individuals to think about and write down all their ideas about the issue. After that, each participant presents one idea, which is recorded by the facilitator for later discussion. When all the ideas have been presented, the process of prioritizing and consensus building takes place until a resolution has been agreed on.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

Question: 112

FILL IN THE BLANK

Fill in the blank with the appropriate approach.

A _____ approach fills corporate positions in the home country with expatriates, whereas management positions in the host country are filled by HCNs.

Answer: polycentric

Explanation:

A polycentric approach fills corporate positions in the home country with expatriates, whereas management positions in the host country are filled by HCNs. This approach can have a positive impact by showing a commitment to the host country and generating goodwill for the business, but it doesn't afford upward mobility for top managers in the host country. The business benefits, because it's less expensive to hire local employees "even at top dollar" than it is to fill international positions with expatriates. However, it can also limit communication between business units in the different locations and result in animosity between the home and host country business units because of differences in cultural practices and compensation levels between countries.

Chapter: Workforce Planning and Employment

Objective: Global Considerations

Question: 113

You are the HR Professional for your company in a manufacturing facility that operates in a 24-7 format. What work shift in this type of operation is considered the swing shift?

- A. 4PM to 12AM
- B. All weekend shifts of 12 hours or longer
- C. 8AM to 4PM
- D. 12AM to 8AM

Answer: A

Explanation:

Answer option A is correct.

The swing shift is generally the evening shift of 4PM to 12AM.

Answer option B is incorrect. Weekend shifts can vary, but this isn't a correct answer for the swing shift.

Answer option D is incorrect. The hours of 12AM to 8AM is often called the graveyard shift.

Answer option C is incorrect. 8AM to 4PM is simply called the day shift.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 114

As a HR Professional you must be familiar with several different lawsuits and their affect on human resource practices today. This adverse impact lawsuit determined that discrimination need not be deliberate or observable to be real. Employees were segregated by race and were allowed to work only in the lowest paid position. What lawsuit is described?

- A. Griggs versus Duke Power, 1971
- B. Washington versus Davis, 1976
- C. Albemarle Paper versus Moody, 1975
- D. McDonnell Douglas Corp. versus Green, 1973

Answer: A

Explanation:

Answer option A is correct.

The Griggs versus Duke Power lawsuit was heard in the US Supreme Court. This case, which preceded the Civil Rights Act of 1964, centered on a policy, Duke Power Company had of segregating employees by race.

Answer option D is incorrect. McDonnell Douglas Corp. versus Green, 1973 centered on a race discrimination case regarding the burdens and nature of proof in proving a Title VII of the Civil Rights Act of 1964.

Answer option C is incorrect. Albemarle Paper versus Moody, 1975 dealt with racial discrimination and the responsibilities of organizations, to offer back pay to individuals that were racially discriminated. The racial discrimination may have prevented certain employees from advancing in the organization.

Answer option B is incorrect. Washington versus Davis, 1976 is a racial discrimination lawsuit, brought by two African Americans that were denied positions in the Washington DC police department.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 115

Which of the following prohibits employers from hiring undocumented workers?

- A. IRCA
- B. FECA
- C. FLSA
- D. OSHA

Answer: A

Explanation:

Answer option A is correct.

The IRCA, or Immigration Reform and Control Act of 1986, prohibits employers from hiring undocumented workers (sometimes called illegal aliens). It is an Act of Congress which reformed United States immigration law.

Answer option D is incorrect. OSHA stands for Occupational Safety and Health Administration. OSHA is an agency of the United States Department of Labor. It was created by Congress of the United States under the Occupational Safety and Health Act, signed by President Richard M. Nixon, on December 29, 1970. Its mission is to prevent work-related injuries, illnesses, and occupational fatality by issuing and enforcing standards for workplace safety and health. The agency is headed by a Deputy Assistant Secretary of Labor. OSHA issues guidelines and regulations for the safe use of a computer.

Answer option C is incorrect. The Fair Labor Standards Act (FLSA) defines a list of jobs not suitable for children between the ages of 16 and 18.

Answer option B is incorrect. Federal Employees Compensation Act (FECA) is a law that provides rules for compensation benefits to federal employees for work-related injuries or illnesses. FECA contains legal provision for giving compensation to their surviving dependents if a work-related injury or illness results in the employee's death.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 116

Validity demonstrates a clear relationship between performance on the selection procedure and performance on the job. There are three cases for interview question validity. Which of the following is NOT one of them?

- A. Questions are based on job analysis.
- B. Questions prompt for answers that are systematically related to a specific job.
- C. Questions prompt for answers that provide evidence about important job-related skills.
- D. Questions prompt for stories of past experience in different types of jobs.

Answer: D

Explanation:

Answer option D is correct.

Valid interview questions keep answers related to the current job, not different, unrelated jobs or experience. Answer options A, C, and B are incorrect. These are the three valid points for interviews, so these choices are incorrect.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 117

If a union wants to organize, it typically moves through five steps to the organizing process. Which step of union organization would require the union to collect at least 30 percent of signed authorization cards from employees?

- A. Obtain recognition
- B. The campaign
- C. Make a connection
- D. Confirm interest

Answer: D

Explanation:

Answer option D is correct.

The confirm interest stage, the second of five phases to unionization, typically requires 30 percent of the employees to sign an authorization card. Some unions may seek 50 percent of authorization cards, in some instances.

Answer option C is incorrect. Make a connection is the first stage of the unionization process. This stage is to establish a connection, to determine if there is any interest in the forming or joining of a union.

Answer option A is incorrect. The obtain recognition stage, the third stage of the unionization process, is to gain recognition from the employer. This stage causes the employer to give the NLRB a list of names and addresses of employees who are eligible to vote in the union certification election. Answer option B is incorrect. The campaign stage of the unionization process is the fourth step in preparation for the final stage, the election to determine unionization of the employees.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 118

Robert is the HR Professional for his organization. June, Robert's supervisor, assigns Robert for completing and filing the EEO-1 Report for the organization. What is the EEO-1 Report?

- A. It is a report that all employers with at least 100 employees must submit to the Department of Labor. It defines the total number of employees by job category, ethnicity, race, and gender the organization employs.
- B. It is a report that all employers with at least 100 employees must submit to the Department of Labor. It defines the total number of employees the organization employs.
- C. It is a report that all employers must submit to the Department of Labor defining the race and income of all

employees in the organization.

D. It is a report that all employers must submit to the Department of Labor defining the race, social security identification number, and income of all employees in the organization.

Answer: A

Explanation:

Answer option A is correct.

The EEO-1 Report must be submitted to the EEOC and the Department of Labor by September 30 of each year for companies with 100 employees or more. This report defines the number of employees, their job categories, and provides a breakdown of race, ethnicity, and gender of the employees in the organization.

Answer option C is incorrect. Only organizations with 100 or more employees are required to submit the report.

Answer option B is incorrect. The report defines race, ethnicity, and gender of all employees, not just total number of employees.

Answer option D is incorrect. The report does not include the social security information or income of the employees.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 119

An organization is meeting with its key executives including Janice, an SPHR. In this meeting the organization is looking for direction on the company's strategy. Janice defines five stages of strategic planning for an organization. Which of the following is the correct order of strategic planning for most organizations?

- A. Pre-planning stage, formulate strategy, environmental scan, implement strategy, evaluate strategy and make adjustments
- B. Pre-planning stage, formulate strategy, environmental scan, implement strategy, evaluate strategy and make adjustments
- C. Pre-planning stage, environmental scan, formulate strategy, evaluate strategy and make adjustments, implement strategy
- D. Pre-planning stage, environmental scan, formulate strategy, implement strategy, evaluate strategy and make adjustments

Answer: D

Explanation:

Answer option D is correct.

The correct order of strategic planning for most organizations is as follows:

1. Pre-planning stage
2. Environmental scan
3. Formulate strategy
4. Implement strategy
5. Evaluate strategy and make adjustments

The pre-planning stage assess where the organization is now, the environmental scan defines where the

organization is now, the formulate strategy defines where the company wants to go. The Implement strategy defines how the company will arrive. The evaluation of the strategy is an opportunity to make corrections and adjustments to the plan.

Answer options A, C, and B are incorrect. These are incorrect orders of strategic planning.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

Question: 120

As an HR Professional you must be familiar with several laws and pieces of legislation that affects your practices. What act makes it illegal to discriminate against older workers with respect to benefits or to target older workers for layoffs?

- A. HIPAA
- B. OASDI
- C. MHPA
- D. OWBPA

Answer: D

Explanation:

Answer option D is correct.

The OWBPA, the Older Worker's Benefit Protection Act of 1990, made it illegal for a company to discriminate against or target older workers for layoffs.

Answer option A is incorrect. HIPAA, the Health Insurance Portability and Accountability Act, focuses on security and portability of health care coverage and privacy considerations.

Answer option C is incorrect. MHPA, the Mental Health Parity Act, prohibits group health plan providers, insurance companies, and HMOs that offer mental health benefits from setting annual or lifetime dollar amounts on mental health benefits, that are lower than any such dollar limits for medical and surgical benefits.

Answer option B is incorrect. OASDI, the Old Age, Survivors, and Disability Insurance program is also known as Social Security.

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: Benefits

Question: 121

Certain organizations are required by OSHA to complete and file the OSHA Form 300 to report a log of work-related injuries and illnesses. How many employees must an organization have to be required to complete the OSHA Form 300?

- A. 33
 - B. 44
 - C. 11
-

D. 22

Answer: C

Explanation:

Answer option C is correct.

All employers with 11 or more employees must complete Occupational Health and Safety Act (OSHA) Form 300, 300A, and OSHA Form 301.

OSHA consultants provide free services to assist employers in identifying workplace hazards and the standards that apply in their workplaces. The consulting service requires employers to abate any hazards that are identified during the consultation but does not fine them for violations.

Answer option D is incorrect. All employers with 11 or more employees are required to complete the form, not 22.

Answer option A is incorrect. All employers with 11 or more employees are required to complete the form, not 33.

Answer option B is incorrect. All employers with 11 or more employees are required to complete the form, not 44.

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: Risk Management

Objective: Risk Assessment

Question: 122

Your company is going through a corporate restructuring process. Which of the following best describes corporate restructuring?

- A. Outsourcing activities that have high costs, but low rewards
- B. Elimination of waste by reducing high-paid staff
- C. Elimination of waste by reducing redundancy in staffing
- D. Elimination of waste by examining business units to eliminate redundancy and reduce overall costs

Answer: D

Explanation:

Answer option D is correct.

Corporate restructuring focuses on the business units, not the employees, to determine redundant activities, boundaries, wasted efforts, in an effort to operate more efficiently.

Answer option C is incorrect. This isn't a valid statement about corporate restructuring, as the focus is **not** on eliminating staff.

Answer option B is incorrect. Highly-paid staff isn't necessarily a waste, so this answer isn't the best choice.

Answer option A is incorrect. Outsourcing may be a by-product of restructuring, but it's not the best answer to the question.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategic Management

Question: 123

As an HR Professional, you must recognize and be aware of several pieces of legislation that affect your performance as an HR Professional. The National Labor Relations Board identified five categories of unfair labor practices. Which one of the following is not one of the five categories of unfair labor practices?

- A. To interfere, restrain, or coerce employees in the exercise of their rights to engage in concerted or union activities or refrain from them.
- B. To refuse individuals to organize and meet for the potential labor union creation process.
- C. To dominate or interfere with the formation or administration of a labor organization.
- D. To discriminate against employees for engaging in concerted or union activities or refraining from them.

Answer: B

Explanation:

Answer option B is correct.

The employer is not obligated to provide meeting facilities to employees wishing to create a labor union.

Answer options A, C, and D are incorrect. These are among the five unfair labor practices.

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Labor Relations

Question: 124

OSHA has identified six standards that apply to almost all general industry employers. All of the following are standards as defined by OSHA that apply to employers except for which one?

- A. Emergency action plan standard
- B. Exit routes standard
- C. Equity pay standard
- D. Fire safety standard

Answer: C

Explanation:

Answer option C is correct.

Payment of employees is not something covered by OSHA so this choice is incorrect. The six standards as defined by OSHA are hazard communication standard, emergency action plan standard, fire safety standard, exit routes standard, walking/working surfaces standard, and the medical and first aid standard.

Answer option B is incorrect. The exit routes standard is one of the six standards defined by OSHA.

Answer option D is incorrect. The fire safety standard is one of the six standards defined by OSHA.

Answer option A is incorrect. The emergency action plan standard is one of the six standards defined by OSHA.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 125

On November 13, 2000 CFR Part 60-2 was revised to address affirmative action to make the rules more accessible and easier to implement. Which of the following statements is not part of this significant update to the Affirmative Action program in CFR Part 60-2?

- A. Reduced the number of additional required elements of the written Affirmative Action Plan from 10 to 4
- B. Reaffirmed that affirmative action isn't to establish quotes, but to create goals
- C. Workforce analysis was replaced with a one-page organizational profile
- D. Granted employers with fewer than 100 employees, permission to prepare a job group analysis that uses EEO-1 categories as job groups

Answer: D

Explanation:

Answer option D is correct.

The update to CFR Part 60-2 was revised and allowed employers with fewer than 150 employees, not 100, permission to prepare a job group analysis that uses EEO-1 categories as job groups.

Answer options C, B, and A are incorrect. These statements are part of the CFR Part 60-2 revision. 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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 126

What does the Health Insurance Portability and Accountability Act do?

- A. Requires continuation of health benefits
- B. Establishes EPO networks
- C. Limits preexisting condition restrictions
- D. Prevents HR from investigating claims issues

Answer: C

Explanation:

Answer option C is correct.

HIPAA prohibits health insurance providers from discriminating on the basis of health status and limits restrictions for preexisting conditions. HIPAA does not prevent HR from investigating claims issues (D) as long as the employee provides written permission. COBRA requires continuation of health benefits (A). EPO networks (B) are established by physicians connected to a hospital. See Chapter 6 for more information.

Chapter: Compensation and Benefits

Objective: Benefits

Question: 127

A manager makes a sexual advancement to an employee who rejects the advance. Later, the manager does not allow the employee to be promoted because of the rejection of the sexual advancement. This is an example of what type of sexual harassment?

- A. Hostile work environment
- B. Disparate treatment
- C. Quid pro quo
- D. Disparate impact

Answer: C

Explanation:

Answer option C is correct.

This is an example of quid pro quo sexual harassment. This happens when employment decisions are rewarded or punished based on the sexual advance of management or employees to others in the organization.

Answer option D is incorrect. This isn't an example of disparate impact, as there's no policy requiring an action.

Answer option B is incorrect. This isn't an example of disparate treatment, as a member of a protected class isn't intentionally treated differently than other employees in this scenario.

Answer option A is incorrect. This isn't an example of a hostile work environment, which is a form of sexual advancement.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 128

Which of the following occurs when management shuts down operations to keep the union from working?

- A. Secondary boycott
- B. Involuntary exit
- C. Lockout
- D. Boycott

Answer: C

Explanation:

Answer option C is correct.

A lockout occurs when management shuts down operations to keep the union from working.

Answer option B is incorrect. Involuntary exits is process that occurs due to mergers, outsourcing or changing business needs. It also occurs due to terminations for cause, such as performance problems, etc.

Answer option D is incorrect. Boycotts occur when the union and the employees work together against an employer to express their dissatisfaction with the employer's actions, or to try to force the employer into accepting their demands.

Answer option A is incorrect. A union tries to force an employer who is not involved in a dispute to stop doing

business with another employer that is part of a dispute with the union. This practice is known as secondary boycott.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 129

The concept that recognizes that businesses are social organizations as well as economic systems and that productivity is related to employee job satisfaction is known as what?

- A. Human relations
- B. Strategic management
- C. Human resource management
- D. Human resource development

Answer: A

Explanation:

Answer option A is correct.

The concept of human relations was first introduced in the 1920s and challenged previous assumptions that people work only for economic reasons and could be motivated to increase productivity simply by increasing monetary incentives. Human resource management (C) is the business function responsible for activities related to attracting and retaining employees, including workforce planning, training and development, compensation, employee and labor relations, and safety and security. Strategic management (B) is the process by which organizations look for competitive advantages, create value for customers, and execute plans to achieve goals. Human resource development (D) is the functional area of human resources focused on upgrading and maintaining employee skills and developing employees for additional responsibilities. See Chapters 2 and 5 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Human Relations Concepts

Question: 130

Placement goals are part of Affirmative Action Plans. A placement goal should be met with good faith efforts, not through which one of the following?

- A. Discrimination
- B. Outsourcing
- C. Quotas
- D. Advertisements

Answer: C

Explanation:

Answer option C is correct.

Placement goals should not set quotas, but should operate through good-faith attempts. The placement goal is, however, set at an annual percentage rate equal to the availability figure for women or minorities.

Answer option D is incorrect. This is not the best choice for the answer.

Answer option A is incorrect. Discrimination is never a valid choice for selecting candidates or employees.

Answer option B is incorrect. Outsourcing is not a valid answer to address placement goals.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 131

You are the HR Professional for the HJN Company and you've been tasked with addressing stress in the workplace. You reference the NIOSH book "Stress at Work" to learn there are six primary categories of stress in the workplace. Which category of stress is best described as lack of familyfriendly policies?

- A. Career concerns
- B. Task design
- C. Management style
- D. Work roles

Answer: C

Explanation:

Answer option C is correct.

Management style is the stress factor that includes lack of family friendly policies.

Answer option B is incorrect. Task design is a stress factor that focuses on the day-to-day work activities.

Answer option D is incorrect. Work roles is a stress factor that describes the responsibilities and authority a worker may, or may not, have in the job.

Answer option A is incorrect. Career concerns are a stress factor that describes the security of employment, longevity of the career, and job growth.

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: Risk Management

Objective: Risk Assessment

Question: 132

You have been hired as a consultant for the HJN Company to help them in their strategic planning. They have asked you to help them create goals for the company. You recommend that the meeting participants use the SMART approach to goal setting. What is SMART?

- A. It is a goal setting technique that defines the characteristics of a goal as Specific, Measurable, Action-oriented, Realistic, and Time-based.
 - B. It is a goal setting technique that defines the characteristics of a goal as Schedule, Monetary, Action-oriented, Risk, and Time-based.
 - C. It is a goal setting technique that defines the characteristics of a goal as Specific, Monitored, Accountable, Realistic, and Time-based.
 - D. It is a goal setting technique that defines the characteristics of a goal as Specific, Measurable, Action-oriented, Risk, and Tested.
-

Answer: A

Explanation:

Answer option A is correct.

SMART uses the characteristics of Specific, Measurable, Action-oriented, Realistic, and Time-based.

Answer option D is incorrect. This is not a correct definition of SMART goal setting so this choice is incorrect.

Answer option C is incorrect. This is not a correct definition of SMART goal setting so this choice is incorrect.

Answer option B is incorrect. This is not a correct definition of SMART goal setting so this choice is incorrect.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 133

You work for a manufacturing facility that deals with many different types of chemicals. Some of the chemicals in the workplace can be dangerous and require special training to transport or utilize the chemicals. You notice that some of the chemicals, that aren't necessarily dangerous, do not have a material safety data sheet affixed. Does the lack of material safety data sheet represents a risk-related problem?

- A. No - if there is a large material safety data sheet for all chemicals above the area where the chemicals are stored.
- B. Yes - your company must create and affix a material safety data sheet for all chemicals.
- C. No - only dangerous materials must have the material safety data sheet.
- D. Yes - the manufacturer of the chemicals is required to affix a material safety data sheet to the chemicals.

Answer: D

Explanation:

Answer option D is correct.

Of all the choices, D is the best response. The manufacturers of all chemicals are to create and affix a material safety data sheet to the product's container.

Answer option C is incorrect. All chemicals, perceived dangerous or not, are required to have a material safety data sheet.

Answer option B is incorrect. Your company doesn't create the material safety data sheet, it's the manufacturer of the materials that must do this.

Answer option A is incorrect. Each container must have the material safety data sheet affixed, not a large signage in the area where the chemicals are stored.

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: Risk Management

Objective: Risk Management

Question: 134

OSHA may inspect a workplace at any time. The purpose of these inspections is to maintain safety for all workers. OSHA has established five priorities for workplace inspections. Which one of the following statements is the

correct order of most important OSHA priorities to least important OSHA priorities?

- A. Imminent danger, planned inspections in high-hazard industries, employee complaints, catastrophes and fatal accidents, follow-up inspections
- B. Imminent danger, catastrophes and fatal accidents, planned inspections in high-hazard industries, follow-up inspections, and employee complaints
- C. Imminent danger, catastrophes and fatal accidents, employee complaints, planned inspections in high-hazard industries, follow-up inspections
- D. Imminent danger, catastrophes and fatal accidents, planned inspections in high-hazard industries, employee complaints, and follow-up inspections

Answer: C

Explanation:

Answer option C is correct.

The five OSHA priorities in order are as follows: Imminent danger, catastrophes and fatal accidents, employee complaints, planned inspections in high-hazard industries, and follow-up inspections.

Answer options D, A, and B are incorrect. These are not the correct order of OSHA priorities. Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Assessment

Question: 135

As an HR Professional you should be familiar with the terminology, practices, and rules governing unions and management in the bargaining process. There are three primary types of bargaining that management and unions participate in. Which of the following bargaining types is considered to be the most combative?

- A. Good faith bargaining
- B. Interest-based bargaining
- C. Distributive bargaining
- D. Integrative bargaining

Answer: C

Explanation:

Answer option C is correct.

Distributive bargaining happens when each side sets their case and then does their best to stick to their objectives. Distributive bargaining is combative, adversarial, and can corrode the management labor relationships.

Answer option B is incorrect. Interest-based bargaining focuses on interests rather than positions and it separates people from the problem. This type of bargaining is done in cooperation between the **two parties**.

Answer option D is incorrect. Integrative bargaining describes the process of examining issues as a whole, rather than one at a time. Integrative bargaining looks for a win-win for both sides of the disagreement.

Answer option A is incorrect. Good faith bargaining is not a bargaining type, but a description of the **process both sides should go into the bargaining process with**.

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- 1586-44149-4,
Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 136

The FLSA requires employers to pay nonexempt employees for time spent where?

- A. Commuting to work
- B. At home while waiting to be called to work
- C. At work reading a book while waiting for an assignment
- D. Attending a voluntary training program

Answer: C

Explanation:

Answer option C is correct.

A nonexempt employee who is waiting for an assignment while at work must be paid for the time spent waiting.

See Chapter 6 for more information.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 137

You are a HR Professional for your organization and you're preparing your team for a series of interviews. You want the team to be familiar with the validity types you'll use and encourage in the series of interviews. One of the requirements in the interview process for a graphic designer is, for the graphic designer to use a software program and to create a simple brochure. This is an example of what type of validity?

- A. Construct-related validity
- B. Criterion-related validity
- C. Content validity
- D. Predictive validity

Answer: C

Explanation:

Answer option C is correct.

The selection criterion for the graphic designer to use the software program and create a brochure is indicative of the type of work the graphic designer should be able to do in the job. This is an example of content validity for the applicant.

Answer option B is incorrect. Criterion-related validity is an example where performance scores achieved by current employees are based on the criterion used for the selection. For example, current employees can perform better because they can design artwork in particular software programs, so applicants must be able to use the particular software program to qualify for the position.

Answer option A is incorrect. Construct-related validity measures certain psychological tests to determine whether the applicant possesses the desired characteristics to operate successfully in the position.

Answer option D is incorrect. Predictive-validity is a confirmation of characteristics the candidate is tested for

during the interview process, hold true in the actual performance of the candidate once they've been hired.
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: Workforce Planning and Employment
Objective: Staffing Programs

Question: 138

Which of the following types of learners can retain information in a better way when they are able to have a hands-on experience during training?

- A. Data learners
- B. Auditory learners
- C. Visual learners
- D. Kinesthetic learners

Answer: D

Explanation:

Answer option D is correct.

Kinesthetic learners can retain information in a better way when they are able to have a hands-on experience during training.

Kinesthetic learning is a learning style in which learning takes place by the student actually carrying out a physical activity, rather than listening to a lecture or merely watching a demonstration. It is also referred to as tactile learning.

Answer option B is incorrect. Auditory learners can retain information more easily when they hear it. Answer option C is incorrect. Visual learners can retain information better when they can see or read it.

Answer option A is incorrect. There is no such type of learner as data learner.

Reference: "http://en.wikipedia.org/wiki/Kinesthetic_learning"

Chapter: Human Resource Development

Objective: Talent Management

Question: 139

Which of the following requires employers to pay social security tax for employees and to withhold the tax amount from employee paychecks?

- A. Employee Retirement Income Security Act (ERISA)
- B. Federal Insurance Contributions Act (FICA)
- C. Fair Labor Standards Act (FLSA)
- D. Occupational Safety and Health Administration (OSHA)

Answer: B

Explanation:

Answer option B is correct.

Federal Insurance Contributions Act (FICA) requires employers to pay social security tax for employees and to withhold the tax amount from employee paychecks.

Answer option D is incorrect. OSHA stands for Occupational Safety and Health Administration. OSHA is an agency of the United States Department of Labor. It was created by Congress of the United States under the Occupational Safety and Health Act, signed by President Richard M. Nixon, on December 29, 1970. Its mission is to prevent work-related injuries, illnesses, and occupational fatality by issuing and enforcing standards for workplace safety and health. The agency is headed by a Deputy Assistant Secretary of Labor. OSHA issues guidelines and regulations for the safe use of a computer.

Answer option C is incorrect. The Fair Labor Standards Act (FLSA) of 1938 established the minimum wage requirement, laws for protecting American children against labor exploitation, and Criteria for exempt and nonexempt employees.

Answer option A is incorrect. Employee Retirement Income Security Act (ERISA) is an American federal statute that establishes minimum standards for pension plans in private industry and provides for extensive rules on the federal income tax effects of transactions associated with employee benefit plans.

Reference: "http://en.wikipedia.org/wiki/Federal_Insurance_Contributions_Act_tax"

Chapter: Compensation and Benefits

Objective: Benefits

Question: 140

In the concept of the glass ceiling there are three types of barriers that may prevent women and minorities from reaching senior levels of an organization. Which barrier is related to limited educational opportunities?

- A. Cognizant barriers
- B. Societal barrier
- C. Internal structure barriers
- D. Governmental barriers

Answer: B

Explanation:

Answer option B is correct.

The societal barrier is one of the three barriers of the glass ceiling concept. It addresses limited educational opportunities and biases related to gender, race, and ethnicity.

Answer option C is incorrect. Internal structure barrier is one of the three barriers of the glass ceiling concept. It addresses corporate practices, management control, and recruiting programs.

Answer option D is incorrect. Governmental barrier is one of the three barriers of the glass ceiling concept. It addresses the inconsistent enforcement of equal opportunity.

Answer option A is incorrect. There is no such barrier as cognizant barrier addressed in the glass ceiling concept.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 141

Which of the following is used to determine current market trends and competition for different skills and knowledge and to assist the employer in setting pay levels?

- A. Base pay

-
- B. Gross pay
 - C. Salary survey
 - D. Job evaluation

Answer: C

Explanation:

Answer option C is correct.

A salary survey is used to determine current market trends and competition for different skills and knowledge and to assist the employer in setting pay levels.

Answer option D is incorrect. Job evaluation is an objective mechanism used to determine the worth of different jobs to the company.

Answer option B is incorrect. Gross pay is the amount earned by an employee before taxes are pending.

Answer option A is incorrect. Base pay is the foundation of an employer's compensation program because it reflects the value placed on individual jobs by the organization.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 142

All business organizations must use some common terminology to describe the roles and responsibilities of people and entities within the organization. What term is described as the amount of product or service the entity is able to produce with the available materials, labor, and equipment?

- A. Production
- B. Capacity
- C. Lines of business
- D. Technology

Answer: B

Explanation:

Answer option B is correct.

Capacity describes the amount of product or service an entity can create based on its inputs and the demand from customers. The maximum capacity needs to be known so that management can plan accordingly.

Answer option A is incorrect. Production is the act of producing the manufactured goods or the completion of delivery of the services a business offers its customers.

Answer option C is incorrect. Lines of business describe the functional units within a company that generates an income. For example, a bank may have retail banking, corporate banking, personal banking, investments, and savings.

Answer option D is incorrect. Technology is an input to the production, operations, and capacity that allows a business to produce the goods and services.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 143

Which of the following refers to the process of attracting, screening, and selecting qualified people for a job at an organization?

- A. HR audit
- B. Recruitment
- C. Straight-line operation
- D. Green circle

Answer: B

Explanation:

Answer option B is correct.

Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization or firm. For some components of the recruitment process, mid- and large-size organizations often retain professional recruiters or outsource some of the process to recruitment agencies.

Answer option A is incorrect. An HR audit identifies practice areas in an organization that are working well and those that may be out of compliance with legal requirements.

Answer option D is incorrect. Green circle refers to salaries that are below the minimum of the salary range.

Answer option C is incorrect. A straight-line operation refers to two businesses that perform operations complementing each other.

Reference:"<http://en.wikipedia.org/wiki/Recruitment>"

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 144

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. Progressive discipline
- C. Open door policy
- D. Management by walking around

Answer: D

Explanation:

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 145

As a Senior HR Professional you often need to advice management on how best to communicate with employees. One approach you recommend for manager is to give employees access to decision makers to provide support, answer questions, and provide feedback. What communication model are you recommending in this instance?

- A. Open-door policy
- B. Management by walking around
- C. Brown-bag lunches
- D. Department staff meetings

Answer: A

Explanation:

Answer option A is correct.

The open-door policy invites employees to share their concerns, questions, and interact with decision makers.

Answer option D is incorrect. Department staff meetings are good, but that's not the description in this instance.

Answer option B is incorrect. Management by walking around was publicized by Tom Peters in his book, In Search of Excellence. It provides management interaction and support of employee's goals. Answer option C is incorrect. Brown-bag lunches are informal lunch meetings usually to learn about a topic, to hear from senior management, or to learn about a new company goal.

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: Employee and Labor Relations

Objective: Employee Relations

Question: 146

There are four levels of evaluation according to Kirkpatrick's Theory. Which of the following is NOT one of the four levels of evaluation?

- A. Behavior
- B. Reaction
- C. Confirmation
- D. Learning

Answer: C

Explanation:

Answer option C is correct.

Confirmation is not one of the four levels of evaluation in Kirkpatrick's Theory of Evaluation. The four levels are reaction, learning, behavior, and results.

Kirkpatrick's four levels of evaluation model are as follows:

- Reaction of student: This level of evolution measures the initial reaction of the participants.
- Learning: The learning evaluation method uses a test to measure whether the students have learned the presented information.
- Behavior: This level of evaluation uses a test to measure how well participants have learned the information presented in the training.
- Results: This level of evolution provides the feedback to the business whether the training have an impact on the business results or not.

Answer option B is incorrect. Reaction is one of the four levels of evaluation in Kirkpatrick's Theory.

Answer option D is incorrect. Learning is one of the four levels of evaluation in Kirkpatrick's Theory.

Answer option A is incorrect. Behavior is one of the four levels of evaluation in Kirkpatrick's Theory.

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

Question: 147

The ability of an employee to use multiple skill sets on the job represents which of the following job-enrichment activities?

- A. Job rotation
- B. Skill variety
- C. Task identity
- D. Task variety

Answer: B

Explanation:

Answer option B is correct.

Skill variety is one of many job-enrichment activities introduced by J.R. Hackman. Enriching the work of employees can lead to greater job satisfaction and retention. Task variety (D), task identity (C) and job rotation (A) are other job enrichment activities that allow employees to vary their job tasks, identify the whole of the work produced, and be cross-trained in multiple functions. See Chapter 5 for more information.

Chapter: Human Resource Development

Objective: Talent Management

Question: 148

Project management is a core activity in many organizations today. Which of the following statements best describes the process groups that comprise the project management lifecycle?

- A. The project management lifecycle is comprised of forming, storming, norming, performing, and adjourning.
 - B. The project management lifecycle is comprised of initiating, planning, executing, monitoring and controlling, and closing.
 - C. The project management lifecycle is comprised of organizing, commanding, coordinating, and controlling.
-

D. The project management lifecycle is comprised of launching, planning, executing, monitoring and controlling, and closing.

Answer: B

Explanation:

Answer option B is correct.

The project management lifecycle is comprised of five process groups: initiating, planning, executing, monitoring and controlling, and closing.

Answer option A is incorrect. This answer describes the five stages of team development.

Answer option C is incorrect. This answer describes four of five components of management.

Answer option D is incorrect. There is no launching process group in the project management lifecycle.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. 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: Project Management Concepts

Question: 149

As a HR Professional you must understand the laws and regulations, which affect employee compensation.

Which of the following was the first to address sanitary working conditions?

- A. Portal-to-Portal Act
- B. Davis-Bacon Act
- C. Walsh-Healey Public Contracts Act
- D. Fair Labor Standards Act

Answer: C

Explanation:

Answer option C is correct.

The Walsh-Healey Public Contracts Act addressed contractors with the federal government that exceed \$10,000, to pay an established minimum wage to workers employed through the contract.

This act was passed in 1936. This act also addressed, however, the requirements of sanitary working conditions for employees.

Answer option B is incorrect. In 1931 the Davis-Bacon Act was the first piece of legislation to actually establish a minimum wage. The act was, however, limited to the construction industry.

Answer option D is incorrect. The Fair Labor Standards Act was passed in 1938. It addressed minimum wage, overtime pay, child labor, and record keeping.

Answer option A is incorrect. The Portal-to-Portal Act of 1947 clarified the hours of working for the purpose of minimum wage and overtime pay.

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

Question: 150

Gary is an HR Professional for his organization that has several federal contracts of \$100,000 or more. His organization, as required by VEVRAA, files what form by September 30 each year, which provides the details of the veterans employed by the federal contractor?

- A. must file the EEO-1 report
- B. Gary must file the VEVRAA ACT-1 report
- C. Gary Gary must file the EEO-VETS form
- D. Gary must file the VETS-100 form

Answer: D

Explanation:

Answer option D is correct.

Under VEVRAA, the Vietnam Era Veteran's Readjustment Assistance Act, Gary must file the VETS-100 form by September 30 each year. This form reports information on the veterans employed by Gary's company.

Answer options A, B, and C are incorrect. These are not correct forms for the VEVRAA requirements. 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: Employee Records Management

Question: 151

An organization has over 5,000 employees who are members of a union. The employees, however, are no longer happy with the union's performance and they would like to decertify the union from their representation. Who will decertify the union in this instance?

- A. Management of the employees
- B. The National Labor Relations Board
- C. The union official if fifty percent of the employees sign off on the decertification
- D. The employees

Answer: B

Explanation:

Answer option B is correct.

Certification and decertification of union representation is managed by the National Labor Relations Board.

Answer option A is incorrect. Management does not decertify the union; the NLRB does.

Answer option D is incorrect. The employees can demand the change if they have 30 percent of the employee signatures.

Answer option C is incorrect. The union doesn't decertify the employees; the NLRB does.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 152

There are seven stages of internal consulting that an HR Professional must be familiar with. Consider this scenario: Frances has developed an HR training plan for her organization. The plan is comprehensive, aggressive, and will provide organizational development for all levels of employees in the company. Frances is presenting her plan to her organization's management. What level of internal consulting is Fran participating in?

- A. Presenting the findings and recommendations
- B. Gaining agreement to the project plan
- C. Exploring the situation
- D. Reviewing, transitioning, and evaluating the project

Answer: B

Explanation:

Answer option B is correct.

Frances is meeting with the management to gain their agreement on the project plan. The plan has **not yet been approved**.

Answer option A is incorrect. This choice is tempting, but as the plan is not yet approved, this choice is **invalid**.

Answer option D is incorrect. This is the final stage of internal consulting; since the plan has not yet **been implemented**, this choice is incorrect.

Answer option C is incorrect. Exploring the situation is the first stage of internal consulting. Once the HR Professional moves past this phase, the plan is developed and presented for approval.

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: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Business Management and Strategy Objective: Strategic Management

Question: 153

Yolanda is an HR Professional for her organization that has 250 employees. Yolanda is working with Thomas, a manager in the company. Thomas reports that Carrie, one of his staff members, will be leaving the organization for a leave absence due to a pregnancy issue. Thomas wants to know if he can terminate Carrie's employment because she won't be able to complete her work due to the pregnancy issue. What's the best answer for this scenario?

- A. Yolanda should tell Thomas that Carrie's employment can be terminated as the organization does not meet the Pregnancy Discrimination Act with 500 minimum employees.
 - B. Yolanda should tell Thomas that Carrie must return to work within 28 days or the organization can assume that Carrie has resigned.
 - C. Yolanda should tell Thomas that Carrie must be treated the same way as any other temporarily disabled employee.
 - D. Yolanda should tell Thomas that Carrie's employment can be terminated as pregnancy issues are not allowable time away from the organization
-

Answer: C

Explanation:

Answer option C is correct.

Under the Pregnancy Discrimination Act of 1978, organizations must treat employees that are temporarily unable to complete their jobs due to pregnancy, the same way the organization would treat any other temporarily disabled employee.

Answer option D is incorrect. Thomas can't terminate Carrie's employment because of pregnancy.

Answer option A is incorrect. The Pregnancy Discrimination Act actually applies to organizations with 15 or more employees.

Answer option B is incorrect. There is no 28-day time limit to the requirements of the Pregnancy Discrimination Act.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 154

The Pregnancy Discrimination Act of 1978 prohibits employers from discriminating against employees on the basis of pregnancy, child birth, or other related medical conditions. This law affects organizations having what minimum number of employees?

- A. All organizations with employees must abide by this law
- B. This law only addresses federal government employees
- C. Organizations with 100 or more employees
- D. Organizations with 15 or more employees

Answer: D

Explanation:

Answer option D is correct.

This law addresses all organizations that have 15 or more employees.

Answer option A is incorrect. Organizations with fewer than 15 employees are exempted from this law.

Answer option C is incorrect. The law requires organizations with 15 or more employees to conform to the regulation.

Answer option B is incorrect. This law applies to all organizations with 15 or more employees, not just the federal government.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 155

What of the following statements defines total rewards?

-
- A. It is the amount of pay a person earns per hour.
 - B. It is the total amount of pay a person earns per year.
 - C. It is the compensation a person earns for their time.
 - D. It is the compensation and the benefits a person earns.

Answer: D

Explanation:

Answer option D is correct.

Total rewards is the total compensation plus the total benefits a person earns.

Answer option A is incorrect. This isn't a valid definition of total rewards as it is more than just hourly pay.

Answer option B is incorrect. This answer describes just the salary assigned to a person.

Answer option C is incorrect. Total rewards is more than just compensation, it's also the benefits received.

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: Total Rewards Defined

Question: 156

According to Knowles, there are five key assumptions about how adults learn. One of the assumptions is the learner's readiness to learn. Which of the following statements is best associated with the assumption of the learner's readiness to learn?

- A. What I learn today will help me solve problems at my workplace tomorrow.
- B. I've got lots of valuable experience that I want to draw upon to help me as I learn.
- C. I'm ready to learn this because what I learn will help me function better in some way.
- D. I understand why I need to learn this.

Answer: C

Explanation:

Answer option C is correct.

This statement is an assumption of the learner's readiness to learn. If the assumption proves false, the learning may not occur.

Answer option D is incorrect. The statement "I understand why I need to learn this" is an assumption that the learner understands the need to know the course material.

Answer option A is incorrect. The statement "What I learn today will help me solve problems at my workplace tomorrow" is an example of the assumption of the learner's orientation to learning.

Answer option B is incorrect. The statement "I've got lots of valuable experience that I want to draw upon to help me as I learn" is an example of the assumption of the learner's experience.

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: Core Knowledge Requirements for HR Professionals

Objective: Adult Learning Processes and Learning Styles

Question: 157

The management and union are proceeding to an arbitration hearing that will be conducted by an arbitration panel. Which one of the following best describes the makeup of the arbitration panel?

- A. There are three arbitrators all of whom must be approved to participate by the management and the union.
- B. There are three arbitrators, all of whom are selected by the party not bringing the grievance.
- C. There are three arbitrators, one selected by the management, one selected by the union, and a neutral arbitrator whom both management and union approve of.
- D. There are three arbitrators all of whom are randomly selected to serve from a pool of preapproved management and union arbitrators.

Answer: C

Explanation:

Answer option C is correct.

An arbitration hearing by a panel typically uses three arbitrators. One arbitrator is selected by the management, one by the union, and one is approved by both management and union.

Answer option B is incorrect. The three arbitrators are not selected by just one party.

Answer option A is incorrect. Management gets to approve one arbitrator, the union gets to approve one arbitrator, and both parties approve the neutral arbitrator.

Answer option D is incorrect. The arbitrators are not randomly selected.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Dispute Resolution

Question: 158

A high-involvement organization is an example of what type of OD intervention?

- A. Strategic
- B. Techno-structural
- C. Human resource management
- D. Human process

Answer: B

Explanation:

Answer option B is correct.

Techno-structural interventions address issues of how work gets done in an organization. A high-involvement organization is one in which employees at all levels are involved in making decisions about how work is accomplished. Human-process interventions (D) are designed to build competencies at the individual level of the organization. HRM interventions (C) focus on HR processes and programs such as selection procedures or performance management that address individual employee needs. Strategic interventions (A) are used to execute changes to an organization's vision, mission, or values. See Chapter 5 for more information.

Chapter: Human Resource Development

Objective: Organization Development

Question: 159

Which of the following is illegal except in the construction industry?

- A. Common shop clause
- B. Union shop clause
- C. Closed shop clause
- D. Agency shop clause

Answer: C

Explanation:

Answer option C is correct.

The closed shop clause is illegal except in the construction industry. The closed shop clause requires that all new hires be members of the union before they are hired.

Answer option D is incorrect. The agency shop clause specifies that all employees must either join the union or pay union dues if they choose not to join the union.

Answer option B is incorrect. The union shop clause requires that all employees join the union within a grace period specified by the contract.

Answer option A is incorrect. There is no such term as common shop clause.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 160

As a Senior HR Professional, you should be familiar with non-monetary rewards that your company provides for its employees. Which of the following is an example of non-monetary reward?

- A. Esteem from working with other talented people
- B. Cash compensation
- C. On-site cafeteria
- D. Satisfaction from challenging and exciting assignments

Answer: C

Explanation:

Answer option C is correct.

An on-site cafeteria is an example of a non-monetary reward.

Answer option A is incorrect. Esteem from working with other talented people is an extrinsic reward. Answer option D is incorrect. An intrinsic reward is an outcome that gives satisfaction to an individual from challenging and exciting assignments. An intrinsic reward encourages employee's self esteem. Answer option B is incorrect. Cash compensation is a monetary reward for employment.

Reference: "<http://www.catalogs.com/info/b2b/non-monetary-rewards-in-the-workplace.html>" Chapter:

Compensation and Benefits

Objective: Total Rewards Defined

Question: 161

Holly is a senior worker in her organization and she is a member of the union. Her position will be eliminated in sixty days and she will be released from the company. Rather than being unemployed, Holly asks the union to move her to a less senior position and release a junior employee. If the union agrees to this, what will this term be known as?

- A. Displacement
- B. Releasing
- C. Bumping
- D. Re-organization

Answer: C

Explanation:

Answer option C is correct.

This is an example of bumping. Bumping is when a senior employee's position is being eliminated and she elects to move to a less senior position and force a less senior worker out of employment. Answer options B, A, and D are incorrect. These are not valid terms for this scenario. Bumping is the correct choice.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Organization Exit/Off-Boarding Processes

Question: 162

As an HR Professional, you must be aware of traditional corporate governance. Within corporate governance, there are typically three key stakeholders that influence decisions of the organizations. Which of the following is a key stakeholder as part of corporate governance?

- A. Employees
- B. Management
- C. Stakeholder
- D. Customer

Answer: B

Explanation:

Answer option B is correct.

Management is one of the three key stakeholders of corporate governance. Shareholders and the board of directors are the other two.

Answer option C is incorrect. Stakeholders are people that have a vested interest in the outcome of operations or projects.

Answer option D is incorrect. Customers are people that purchase goods or services from the organization.

Answer option A is incorrect. Employees are part of the stakeholder group, but they are not technically part of the stakeholders of corporate governance.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter

Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Corporate Governance

Question: 163

Which EEO Report must an employer file by September 30 of each year if the employer has 100 or more employees to identify a count of employees by job category, ethnicity, race, and gender?

- A. EEO-3 Report
- B. EEO-1 Report
- C. EEO-5 Report
- D. EEO-4 Report

Answer: B

Explanation:

Answer option B is correct.

The EEO-1 Report, also known as the Employer Information Report, must be filed by September 30 of each year for employers with 100 or more employees. It's also a requirement for federal contractors with 50 or more employees and federal contracts worth \$50,000 or more.

Answer option A is incorrect. The EEO-3 Report is filed every other year in the even calendar years.

Answer option D is incorrect. The EEO-4 Report is filed on odd numbered years for local and state governments.

Answer option C is incorrect. The EEO-5 Report is conducted biennially in the even number years for public and secondary schools.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 164

As an HR Professional, you are required to post an OSHA poster in a conspicuous place that is easily visible to employees. What OSHA poster lists each of the employee's rights?

- A. OSHA 3165 poster
- B. OSHA 5131 poster
- C. OSHA 5613 poster
- D. OSHA 3615 poster

Answer: A

Explanation:

Answer option A is correct.

The OSHA poster with the employee's rights is OSHA poster 3165.

Answer options D, B, and C are incorrect. The OSHA poster with the employee's rights is OSHA poster 3165.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official

PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Assessment

Question: 165

An organizational picket may lawfully take place when which of the following is true?

- A. There are fewer than 45 days left before the current collective-bargaining agreement expires.
- B. The union wants to attract employees so they will authorize the union to represent them.
- C. The union members are unhappy with their current union and ask a new union to represent them.
- D. The union files a representation petition with the NLRB no later than 15 days after picketing starts.

Answer: B

Explanation:

Answer option B is correct.

Organizational pickets may take place when no other union is currently representing employees at a company. See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 166

Project management is a core activity in many organizations today. Which of the following statements best describes the process groups that comprise the project management lifecycle?

- A. The project management lifecycle is comprised of organizing, commanding, coordinating, and controlling.
- B. The project management lifecycle is comprised of launching, planning, executing, monitoring and controlling, and closing.
- C. The project management lifecycle is comprised of forming, storming, norming, performing, and adjourning.
- D. The project management lifecycle is comprised of initiating, planning, executing, monitoring and controlling, and closing.

Answer: D

Explanation:

Answer option D is correct.

The project management lifecycle is comprised of five process groups: initiating, planning, executing, monitoring and controlling, and closing.

Answer option C is incorrect. This answer describes the five stages of team development.

Answer option A is incorrect. This answer describes four of five components of management.

Answer option B is incorrect. There is no launching process group in the project management lifecycle.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. 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: Project Management Concepts

Question: 167

Sally is a new employee in your company and she's speaking with you about the direct and indirect compensation for her employment. You want to give Sally an example of an indirect compensation reward. Which of the following is an example of an indirect compensation?

- A. Bonuses
- B. Vacation
- C. Wages
- D. Salaries

Answer: B

Explanation:

Answer option B is correct.

A vacation is an example of an indirect compensation because it's not associated directly with direct pay compensation.

Answer options C, D, and A are incorrect. Wages, salaries, and bonuses are examples of direct compensation, so these choices are not correct.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 168

What two elements does the formula in a defined benefit plan examine to determine the pension an employer may provide the employee?

- A. Hourly rate and length of service
- B. Salary and length of service
- C. Salary and income contribution
- D. Salary and overall performance

Answer: B

Explanation:

Answer option B is correct.

Only the salary and the length of service are considered when it comes to completing the formula in a defined benefit plan for a pension.

Answer option D is incorrect. This isn't a valid answer, as overall performance isn't a consideration.

Answer option A is incorrect. The hourly rate isn't a factor - it's the salary.

Answer option C is incorrect. Income contribution isn't a factor. The two factors are salary and the length of service.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 169

As a Senior HR Professional, you should be familiar with copyright laws when it comes to organizational development and the usage of materials. There are six categories of protected rights for creators protected by the copyright law. Which of the following is not one of the six categories?

- A. Right to duplicate the work
- B. Right to renew the copyright of the work
- C. Right to sell copies of the work
- D. Right to create derivative works

Answer: B

Explanation:

Answer option B is correct.

The six categories of protection of the work do not include the right to renew the copyright of the work.

Copyrights last for the lifetime of the author plus 70 years.

The six areas protected by copyright law are as follows:

- Right to duplicate the work
- Right to create derivative works
- Right to sell copies of the work
- Right to perform the work publicly
- Right to display the work publicly
- Right to digital performance in sound recordings

Answer option A is incorrect. This is one of the six categories protected by the law.

Answer option D is incorrect. This is one of the six categories protected by the law.

Answer option C is incorrect. This is one of the six categories protected by the law.

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: Federal Employment Legislation

Question: 170

Your organization is aiming to reduce costs by stopping wastes in the production cycle. The company has created a plan that will reward employees 50 percent of the savings from the waste stoppage. What type of compensation plan is your organization offering to employees in this instance?

- A. This is an example of profit sharing
- B. This is an example of gainsharing
- C. This is an example of a team incentive
- D. This is an example of a short-term incentive

Answer: B

Explanation:

Answer option B is correct.

Gainsharing is a compensation plan where the money saved by reducing waste is shared among the employees or project team. It can also be used as an incentive for additional revenues generated. Answer option D is incorrect. A short-term incentive usually last a year or less and the scenario **doesn't indicate how long this incentive may be offered.**

Answer option C is incorrect. A team incentive is for a particular team to reach a common goal. This choice is tempting but gainsharing is a more accurate description of what's occurring in this scenario. Answer option A is incorrect. Profit sharing is similar to gainsharing, but the focus is one a profit goal, **not a waste reduction goal.**

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

Question: 171

Bob is a nonexempt employee for his organization. He has worked a full day and has left for home. His commute is two hours one-way. When he arrives home he receives a phone call from his supervisor Dan. An emergency has happened and they need Bob to immediately return to work. How much time is Bob's employer required to pay for Bob's travel in this instance?

- A. 6 hours
- B. 4 hours
- C. 50 percent of the total travel time
- D. Travel time is not paid

Answer: B

Explanation:

Answer option B is correct.

When there's an emergency that requires an employee to travel after a full day's work, the employer is **obligated to pay for the travel time of the employee.**

Answer option D is incorrect. Travel time is paid under the FLSA in some conditions.

Answer option C is incorrect. All of the travel time is paid, not just half of the travel time.

Answer option A is incorrect. Six hours isn't valid unless the time was now overtime work time.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 172

Which of the following are narrative methods of appraisal that require managers to describe the employee's

performance?

Each correct answer represents a complete solution. Choose all that apply.

- A. Critical incident review
- B. Daily review
- C. Essay review
- D. Field review

Answer: A C D

Explanation:

Answer options A, D, and C are correct.

The narrative methods of appraisal that require managers to describe the employee's performance are as follows:

1. Critical incident review
2. Field review
3. Essay review

The critical incident review requires that during the review period supervisors make notes of successful and unsuccessful performance issues for each employee.

A field review appraisal may be conducted by someone other than the supervisor. This can be a person from outside the organization.

In the essay review, the reviewer has to write a short description about each employee's performance during the year.

Answer option B is incorrect. There is no such narrative method of appraisal as daily review.

Reference: <http://www.mbanotesworld.in/2009/01/methods-of-performance-appraisal.html>

Chapter: Human Resource Development

Objective: Performance Appraisal

Question: 173

Which of the following ensures that employees in different locations are paid at rates competitive in the labor market for specific jobs and locations?

- A. Geographic pay
- B. Reporting pay
- C. Gross pay
- D. Call-back pay

Answer: A

Explanation:

Answer option A is correct.

Geographic pay ensures that employees in different locations are paid at rates competitive in the labor market for specific jobs and locations.

Answer option D is incorrect. If employees are called to work before or after their scheduled hours, they will get paid extra for that. This is known as call-back pay.

Answer option C is incorrect. Gross pay is the amount earned by an employee before taxes are not paid.

Answer option B is incorrect. If an employee is called by the employer for work and there is no work

available, the employer may be required by state law or employment agreements to pay for a minimum number

of hours of work. This is known as reporting pay.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 174

All organizations need prevoyance, or planning, as a part of a manager's duty. As an HR Professional what is the primary purpose of planning?

- A. Directs the project team and staff to accomplish the project scope
- B. Establishes groundwork for the managers to achieve the goals of the organization
- C. Communicates the direction of the organization
- D. Establishes groundwork for the managers to achieve their goals

Answer: B

Explanation:

Answer option B is correct.

Planning is the foundation for a manager to establish the goals of the organization.

Answer option C is incorrect. The organization's mission statement communicates the direction, intent, and purpose of the organization.

Answer option D is incorrect. Planning is to provide groundwork for the managers to achieve their goals, but for the organization to achieve its goals.

Answer option A is incorrect. Planning, in project management, does provide direction to the project team to reach their goals, but in this context it's planning for the organization, not a 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: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

Question: 175

Health and wellness programs are beneficial for employers because they do what?

- A. Provide on-site opportunities for physical fitness
- B. Require employees to lose weight, stop smoking, and avoid substance abuse
- C. Provide nutrition counseling, exercise programs, and health education programs
- D. Increase productivity, reduce medical costs, and attract top-quality job candidates

Answer: D

Explanation:

Answer option D is correct.

Employers look for benefit programs that add value to the bottom line. Health and wellness programs do this by increasing productivity and reducing costs. These programs are attractive to job candidates and enhance recruiting efforts. See Chapter 8 for more information.

Chapter: Risk Management

Objective: Risk Management

Question: 176

As a Senior HR Professional, you must be aware of contracts, laws, and commitments made to employees. A manager has promised Ted that if he resigns from his position, the manager will hire Ted in a new, more lucrative position. Ted agrees and resigns, but the manager doesn't follow through with his promise. Ted is now out of work. This scenario is an example of which of the following?

- A. Constructive discharge
- B. Respondeat superior
- C. Express contract
- D. Promissory estoppel

Answer: D

Explanation:

Answer option D is correct.

When an employer makes a conditional promise of employment but doesn't follow through on the promise, it's considered promissory estoppels.

Answer option B is incorrect. The Latin phrase respondeat superior means "let the master answer." It means the employer can be held liable for the actions of the employee.

Answer option A is incorrect. A constructive discharge is a workplace environment that's so hostile the employee feels obligated to quit.

Answer option C is incorrect. An express contract is a verbal contract, such as, "You'll have a job as long as we're in business" that may negate the employment at will relationship.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 177

HOT SPOT

Check the different types of workers that correspond to their worker categories.

Temporary Workers	Contract Workers
<input type="checkbox"/> Traditional	<input type="checkbox"/> Seasonal
<input type="checkbox"/> Independent	<input type="checkbox"/> Outsourcing
<input type="checkbox"/> On-Call	<input type="checkbox"/> Payrolling
<input type="checkbox"/> Contingent Workforce	<input type="checkbox"/> Professional Employer Organization

Answer:

Temporary Workers	Contract Workers
<input checked="" type="checkbox"/> Traditional	<input type="checkbox"/> Seasonal
<input type="checkbox"/> Independent	<input checked="" type="checkbox"/> Outsourcing
<input checked="" type="checkbox"/> On-Call	<input type="checkbox"/> Payrolling
<input type="checkbox"/> Contingent Workforce	<input checked="" type="checkbox"/> Professional Employer Organization

Explanation:

The table describes the different types of workers and their respective worker categories:

Temporary Workers	Contract Workers
Traditional Workers	Independent Contractors
On-Call Workers	Contingent Workforce
fiMSta	Professional Employer Organization
Seasonal Workers	Outsourcing

Chapter: Workforce Planning and Employment Objective: Strategic Workforce Planning

Question: 178

What law requires organizations to pay their non-exempt employees one and one half times the regularly hour wage for work that exceeds 40 hours in one week?

- A. Davis Bacon Act
- B. Service Contract Act
- C. Walsh Healy Public Contracts Act

D. Fair Labor Standards Act

Answer: D

Explanation:

Answer option D is correct.

The Fair Labor Standards Act accomplishes many things for workers including the requirements for non-exempt workers to be paid one and one half times their wage for hours worked beyond 40 hours in one work week.

Answer option C is incorrect. The Walsh Healy Public Contracts Act requires government contractors with contracts of more than \$10,000 to pay their employees the wage of the local areas as established by the Secretary of Labor.

Answer option A is incorrect. The Davis Bacon Act was the first act regulating minimum payment for employees.

Answer option B is incorrect. The Service Contract Act requires any federal service contractor with a contract exceeding \$2,500 to pay its employees the prevailing wage and fringe benefits for the area - and provide safe, clean working conditions.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 179

Ken is an employee in your organization. When it comes to training and learning new skills, Ken says that he learns best by listening to lectures, audio recordings, and podcasts. What type of a learner is Ken?

- A. Tactile learner
- B. Audible learner
- C. Auditory learner
- D. Visual learner

Answer: C

Explanation:

Answer option C is correct.

Ken is an auditory learner as he learned best by listening.

Answer option B is incorrect. There is not a category of learning called audible learners.

Answer option A is incorrect. A tactile learner, also known as a kinesthetic learner, learns best with hands-on exercises.

Answer option D is incorrect. A visual learner learns best by what they see, such as reading, demonstrations, and DVD types of learning.

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: Talent Management

Question: 180

Your organization has decided to implement a suggestion box for employees to anonymously voice their opinions about issues and concerns within the organization. While this approach is good, what must management do with these suggestions for employees to see the value?

- A. Read the suggestions.
- B. Discuss the suggestions.
- C. Post the suggestions for everyone to see.
- D. Act on the suggestions quickly.

Answer: D

Explanation:

Answer option D is correct.

While a suggestion box is good, the suggestions must be acted on in a timely manner for the suggestion box to be credible.

Answer option A is incorrect. Management must do more than just read the suggestions.

Answer option C is incorrect. Management shouldn't post the suggestions as this may deter people from contributing suggestions.

Answer option B is incorrect. Management must do more than just discuss the suggestions. 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: Employee and Labor Relations

Objective: Employee Relations

Question: 181

Fran is the HR Professional for her organization and she's working with a new recruit in the HR department. Fran wants to explain the role of HR to the new recruit. Which of the following statements most accurately describes the role of an HR in an organization?

- A. The role of HR is evolving into one that provides legal and operational services for the entire organization.
- B. The role of HR is evolving into one that provides administrative and operational services for the entire organization.
- C. The role of HR is evolving into one that provides strategic, administrative, and operational services for the entire organization.
- D. The role of HR is evolving into one that provides cultural awareness, administrative, and functional services for the entire organization.

Answer: C

Explanation:

Answer option C is correct.

The best definition of HR is that HR is evolving into a role that provides strategic, administrative, and operational services for the entire organization.

Answer option A is incorrect. This isn't the best definition of HR as this answer doesn't include the administrative role of HR in the organization and it includes legal, which isn't valid.

Answer option B is incorrect. This isn't the best definition of HR as this answer doesn't include strategic services.
Answer option D is incorrect. This isn't the best definition of HR as doesn't include a direct component of cultural awareness.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

Question: 182

Your organization uses virtual teams to complete projects. Jen is a project manager in this environment and she must act accordingly. All of the following are disadvantages of a virtual team that Jen must overcome except for which one?

- A. Face-to-face communications
- B. Working from home-based offices
- C. Different time zones
- D. Different languages

Answer: B

Explanation:

Answer option B is correct.

Working from home-based offices is actually a benefit of a virtual team, not a disadvantage.

Answer option D is incorrect. Different languages among the virtual team can create communication challenges for Jen and the project team.

Answer option C is incorrect. Operating with different time zones can create challenges for communications and team meetings.

Answer option A is incorrect. Face-to-face communication is one of the best approaches for communicating, but virtual teams can't take advantage of face-to-face communications as easily as a collocated team.

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: Human Resource Development

Objective: Global Considerations

Question: 183

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. Histogram chart
 - B. Control chart
 - C. Pareto chart
 - D. Fishbone diagram
-

Answer: C

Explanation:

Answer option C is correct.

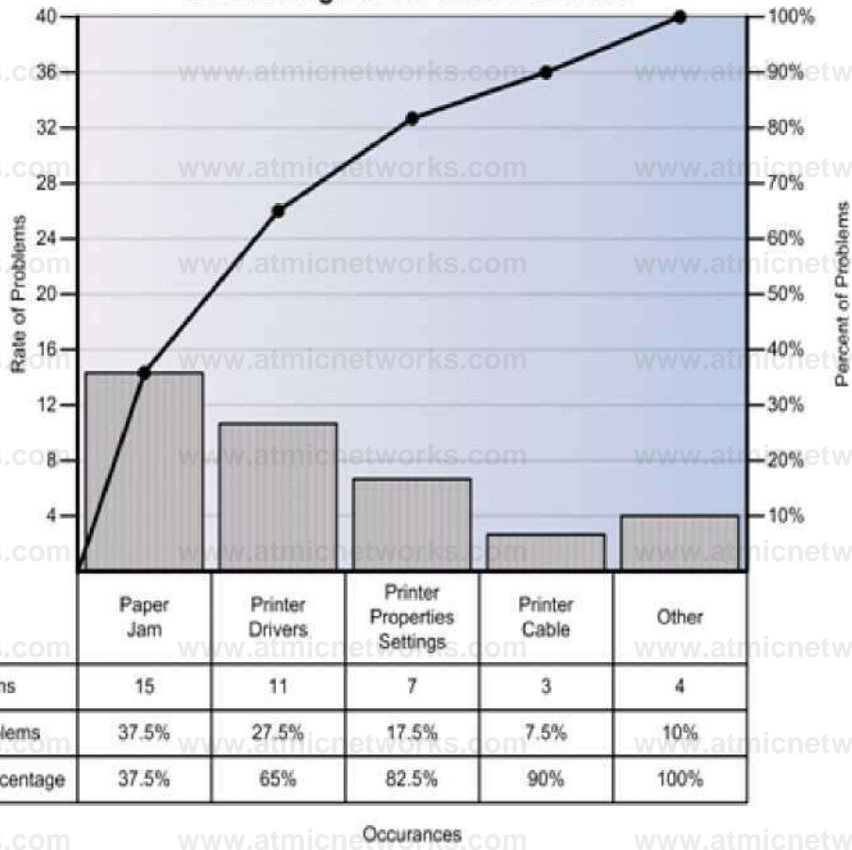
A Pareto chart is a special histogram in that it shows categories of failures from the largest failure to the smallest failure. The idea is that the project team or organizational development team will attack the largest problems first.

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:

Pareto Diagram of Printer Problems



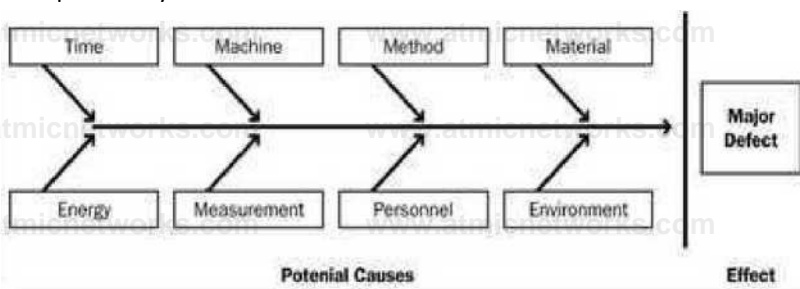
Example of a Pareto chart

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

Question: 184

Measuring staffing needs against sales volume could be done most effectively by using which of the following techniques?

- A. A multiple linear regression
- B. A simple linear regression
- C. A simulation model
- D. A ratio

Answer: B

Explanation:

Answer option B is correct.

A simple linear regression measures one variable against another. Multiple linear regression (A) measures more than one variable against others. A ratio (D) compares one number to another. A simulation model uses a computer program (C) to predict the possible outcomes of different business scenarios. See Chapters 2 and 4 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

Question: 185

During the union-organizing process, how is the bargaining unit determined?

- A. By the employees during the election
- B. By the union organizers
- C. Jointly, by the union and the employer
- D. By the National Labor Relations Board

Answer: D

Explanation:

Answer option D is correct.

The National Labor Relations Board (NLRB) determines which jobs will be included in the bargaining unit based on the "community of interest" shared by the requirements of the jobs. See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 186

You are the Senior HR Professional for your organization. You've just written the following statement in your company's code of conduct: the use of business resources for personal gain compromises the integrity of our company. What does this statement accomplish in the code of conduct?

-
- A. Ethical/value statement
 - B. Honesty statement
 - C. Conduct statement
 - D. Gift statement

Answer: A

Explanation:

Answer option A is correct.

This statement is an ethical or value statement for your company's code of conduct. It specifically addresses the conflict of interest.

Answer option C is incorrect. A conduct statement describes how an employee is to act in given situations.

Answer option B is incorrect. An honesty statement defines the expectations for all employees to act **honestly in the workplace**.

Answer option D is incorrect. The gift statement addresses the acceptance, price limit, and refusal of **gifts to employees that could be construed as gifts**.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Corporate Governance

Question: 187

Frank is a manager in his organization and he wants his team to take charge of actions, duties, and work to be completed. Frank would like to delegate more duties to this team to show that he trusts them in their work. If Frank does this what must he also do for the team?

- A. Review their work to see their performance
- B. Add safeguards to the decisions to review their choices before they're enforced
- C. Allow the team to act without waiting for his approval
- D. Review their decisions to see their effectiveness

Answer: C

Explanation:

Answer option C is correct.

Delegating authority is more than delegating responsibility. If Frank truly wants to delegate authority he should set boundaries and then let the team act accordingly without waiting for his approval or **opinion**.

Answer option A is incorrect. This is ideal in any environment, even those without delegation of authority to the project team.

Answer option D is incorrect. Frank can review the team's decisions, but this isn't the best choice for **the scenario**.

Answer option B is incorrect. Adding safeguards to review the team's decisions doesn't really delegate the duties of the team.

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: Employee and Labor Relations

Objective: Labor Relations

Question: 188

A statement of cash flows is a financial report that tells you which of the following?

- A. Where the money used to operate the business came from
- B. The financial condition of the business at a specific point in time
- C. How much money is owed to the company by its customers
- D. The financial results of operations over a period of time

Answer: A

Explanation:

Answer option A is correct.

A statement of cash flows provides information about the money that flowed through the business. It identifies whether the cash was received from customers, loans, or other sources; how much cash was spent to operate the business; and how much was reinvested in the business. A balance sheet describes the financial condition of the business at a specific point in time (B). The income statement, or profit and loss statement, tells you the financial results of operations over a period of time (D). An accounts-receivable ledger describes how much money is owed to the company by each customer (C). See Chapters 2 and 3 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Basic Budgeting and Accounting

Question: 189

John has made unwanted sexual advances to a female employee that he manages. The female employee has rejected the advances. John then gives a very negative review of the female's work even though she has worked well, met her objectives, and received positive reviews in the past. This is likely a case of what?

- A. Hostile work environment
- B. Jealousy
- C. Constructive discharge
- D. Quid pro quo

Answer: D

Explanation:

Answer option D is correct.

Quid pro quo means this for that. In this instance the unwelcome sexual advance may be linked to the unfavorable performance review. This is a form of sexual harassment.

Answer option B is incorrect. Jealousy isn't the best answer for this scenario.

Answer option C is incorrect. A constructive discharge is when a work environment becomes so critical, negative, and threatening that an employee feels the need to quit the job.

Answer option A is incorrect. A hostile work environment is more than just quid pro quo. It happens when conditions within the environment are so hostile to an individual or others who haven't experienced sexual harassment that they feel uncomfortable or threatened.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 190

When an employer is charged with a discrimination complaint the EEOC can do one of four actions against the employer. Which one of the following is not one of the four EEOC actions?

- A. Prosecute it
- B. Dismiss it
- C. Investigate it
- D. Settle it

Answer: A

Explanation:

Answer option A is correct.

The four actions the EEOC may do in regard to the alleged discrimination are to investigate it, settle it, mediate it, or dismiss it.

Answer option C is incorrect. The EEOC may elect to investigate a charge of alleged discrimination.

Answer option D is incorrect. The EEOC may elect to settle a charge of alleged discrimination.

Answer option B is incorrect. The EEOC may elect to dismiss a charge of alleged discrimination.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 191

Which of the following exceptions to the Title VII of the Civil Rights Act describes a type of employment where employees are paid based on the volume of their production?

- A. Professionally developed test of abilities
- B. Bona fide occupational qualification
- C. Piece-rate systems
- D. Seniority systems

Answer: C

Explanation:

Answer option C is correct.

A piece rate system describes a job where compensation is according to their production volume.

Answer option D is incorrect. Seniority systems or merit systems are designed to not reward or discriminate unlawfully.

Answer option A is incorrect. Professionally developed test of abilities determine skills that may have an unintended discriminatory impact upon people on the basis of gender, religion, or national origin. Voluntary

exit

Answer option B is incorrect. Bona fide occupational qualifications describe certain job requirements by business necessity.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 192

The Equal Pay Act of 1963 prohibits discrimination on the basis of sex in the payment of wages or benefits, to men and women who perform substantially equal work for the same employer, in the same establishment, and under similar working conditions. The law defined substantial equality of job content on four factors. Which one of the following is not one of the four factors this law defines?

- A. Skill
- B. Working conditions
- C. Education
- D. Effort

Answer: C

Explanation:

Answer option C is correct.

The Equal Pay Act of 1963 defines the substantial equality of job contents based on skills, effort, responsibility, and working conditions.

Answer options A, D, and B are incorrect. Skill, effort, and working conditions are defined as part of the Equal Pay Act of 1963.

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: Core Knowledge Requirements for HR Professionals

Objective: Employee Records Management

Question: 193

During the organization of a union, it's possible that the union will gain recognition from the management. The management is then obliged to give the NLRB a list of employees who are eligible to vote in the unionization election. What is the name of the list of such employees called?

- A. Candidate List
 - B. Constituent List
 - C. Union prospectus List
 - D. Excelsior List
-

Answer: D

Explanation:

Answer option D is correct.

The list of employees who are eligible to vote in the union election, is called the Excelsior List. It's so called, based on the outcome of the lawsuit Excelsior Underwear, Inc. v. NLRB in 1996.

Answer option A is incorrect. The list is called the Excelsior List, not the candidate list.

Answer option B is incorrect. The list is called the Excelsior List, not the constituent list.

Answer option C is incorrect. The list is called the Excelsior List, not the union prospectus list.

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 194

Characteristics of high-involvement organizations include all of the following except which?

- A. Team learning
- B. Pay-for-performance system that clearly links employee behavior to rewards
- C. Data-sharing from the top down
- D. Decision-making from the bottom up

Answer: A

Explanation:

Answer option A is correct.

High-involvement organizations are those in which employees are encouraged to remain active, accountable members of the company. Allowing employees to come up with creative solutions to problems, clearly linking rewards to behavior (B) encouraging decision-making from the ground up (D) and demonstrating management trust through data sharing (C) are other characteristics of HIOs.

See Chapters 3 and 7 for more information. Chapter: Employee and Labor Relations Objective: Employee Relations

Question: 195

There are four negative risk responses an organization can elect to use. Your organization is completing a project where some electrical work is deemed too dangerous to be completed internally. You advise that the project manager hire a licensed electrician to complete the dangerous assignment. What type of risk response have you advised in this scenario?

- A. Avoidance
 - B. Transference
 - C. Mitigation
 - D. Acceptance
-

Answer: B

Explanation:

Answer option B is correct.

Transference is a risk response that transfers the risk to a third party, usually for a fee. Transference does not eliminate the risk event, but assigns ownership of the risk to someone else.

Answer option C is incorrect. Mitigation involves actions to reduce or eliminate the probability and/or impact of the risk event.

Answer option A is incorrect. Avoidance involves actions to avoid the risk event, such as changing the project scope to take the risky work out of the project.

Answer option D is incorrect. Acceptance, as its name implies, accepts the risk event and the consequences the risk event may bring. Acceptance is usually for smaller risk events.

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: Risk Management

Objective: Risk Management

Question: 196

You are a HR Professional for your organization and you're coaching Thomas on human resources practices, particularly the role of the HR Professional in strategic planning. You tell Thomas the importance of vision, mission, and values of an organization. Thomas asks what the difference is between vision and mission. Which one of the following best describes the difference between vision and mission for an organization?

- A. A vision is the purpose of a company. A mission is the task the organization aims to accomplish.
- B. A vision describes an organization's role, what the organization is, and what the organization wants to become. A mission describes the organization's purpose for being.
- C. A vision describes the future of the organization while a mission describes the goals of the organization.
- D. A vision describes the organization's role, what the organization is, and what the organization may aspire to be. A mission describes what the organization will definitely become.

Answer: B

Explanation:

Answer option B is correct.

Of all the choices, B is the best answer. A vision describes what the organization is and what the organization wants to become in the future. A mission describes why the organization exists.

Answer option C is incorrect. This is not the best answer for the difference between a vision and a mission.

Answer option D is incorrect. This is not the best answer for the difference between a vision and a mission.

Answer option A is incorrect. This is not the best answer for the difference between a vision and a mission.

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: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

Question: 197

Henry is the HR Professional for his organization and he's discussing the status of Amy's employment. Amy earns \$87,500 per year and receives a paycheck via direct deposit every two weeks. Amy was hired under the offer of a salary position, but she feels that she is working far more than the agreed 40 hours per week. Based on these scenarios, do you believe Amy is exempt or non-exempt?

- A. Amy is not exempt because she is working more than ten percent of her total agreed hours per week.
- B. Amy is not exempt because she is offered bonuses as part of her pay.
- C. Amy is exempt because she is paid on a salary basis.
- D. Amy is exempt because she earns more than \$1,000 per week.

Answer: C

Explanation:

Answer option C is correct.

An exempt employee is someone who is paid on a salary basis and earns more than \$455 per week.

As the question states, Amy was hired under the offer of a salary.

Answer option D is incorrect. While Amy does earn more than \$1,000 per week, this doesn't automatically qualify her as exempt.

Answer option B is incorrect. Bonuses do not automatically qualify someone as non-exempt.

Answer option A is incorrect. The question doesn't tell how much additional hours Amy is actually working so this isn't a good choice. The amount of hours a person works doesn't directly affect their exempt or non-exempt status.

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: Core Knowledge Requirements for HR Professionals

Objective: Employee Records Management

Question: 198

An organization is considering a new office in another country. This foreign country is considered to be a high-context culture. What does this mean?

- A. People rely more on the words of the conversation to discern what is meant.
- B. People rely more on para-lingual aspects of the conversation to discern what is meant.
- C. People rely more on nonverbal clues and relationships to discern what is meant.
- D. People rely on the hierarchy of conversation to discern what is meant.

Answer: C

Explanation:

Answer option C is correct.

A high-context culture examines the nonverbal clues and relationships to understand the meaning of communications.

Answer option B is incorrect. Para lingual describes the pitch, tone, and inflection of a conversation - not the nonverbal clues.

Answer option A is incorrect. The message of the communication is important, but not as important as nonverbal clues in a high-context culture.

Answer option D is incorrect. This isn't a valid description of an influence of the communication model.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Global Considerations

Question: 199

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. Blended
- B. Projectized
- C. Functional
- D. Matrix

Answer: D

Explanation:

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: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategic Management

Question: 200

The motivation theory that suggests people are motivated by the reward they will receive when they succeed and that they weigh the value of the expected reward against the effort required to achieve it is known as what?

- A. Vroom's expectancy theory

-
- B. McGregor's Theory X and Theory Y
 - C. McClelland's acquired needs theory
 - D. Adams' equity theory

Answer: A

Explanation:

Answer option A is correct.

Vroom explains his theory with three terms: expectancy (the individual's assessment of their ability to achieve the goal), instrumentality (whether the individual believes they are capable of achieving the goal), and valence (whether the anticipated goal is worth the effort required to achieve it). Adams' equity theory (D) states that people are constantly comparing what they put into work to what they get from it. McClelland's acquired needs theory (C) states that people are motivated by one of three factors: achievement, affiliation, or power. McGregor's Theory X and Theory Y (B) explain how managers relate to employees. Theory X managers are autocratic, believing that employees do not want to take responsibility. Theory Y managers encourage employees to participate in the decision-making process, believing that they respond to challenges. See Chapters 2 and 5 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Motivation Concepts

Question: 201

The Father of Management, Fayol, described 14 principles of management which SPHRs should be familiar with. Which of the following is NOT one of the 14 principles of management?

- A. Execution
- B. Discipline
- C. Order
- D. Equity

Answer: A

Explanation:

Answer option A is correct.

Execution is not one of the 14 principles of management according to Fayol. The 14 principles are: division of work, authority of responsibility, discipline, unity of command, unity of direction, subordination of individual interests to general interests, remuneration of personnel, centralization, scalar chain, order, equity, stability of tenure of personnel, initiative, esprit de corps.

Answer option B is incorrect. This is one of the 14 principles of management.

Answer option C is incorrect. This is one of the 14 principles of management.

Answer option D is incorrect. This is one of the 14 principles of management.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. 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: HR Ethics and Professional Standards

Question: 202

A strategic response to the increasing use of mobile technology in the applicant job search would include all of the following except which?

- A. Using Facebook and LinkedIn for technical job openings
- B. Posting current openings online using videos
- C. Creating mobile-friendly company websites
- D. Outsourcing the positions to social-media recruitment firms

Answer: A

Explanation:

Answer option A is correct.

The use of Facebook and LinkedIn are effective sources for all positions, but not necessarily the best strategic response to the increase in use of mobile technology. Giving applicants the ability to view open positions remotely requires that a company website is designed to maximize ease of use on these devices (C). Online job posting with video (B) is an example of a tool used in a social-media recruiting campaign, created either in-house or through the use of a professional firm (D). (See Chapter 4 for more information.)

Chapter: Workforce Planning and Employment Objective: Staffing Programs

Question: 203

Project managers must balance and control five factors in every project: time, cost, quality, scope, and what other factor?

- A. Communication
- B. Budget
- C. Human resources
- D. Risk

Answer: D

Explanation:

Answer option D is correct.

Project managers must always balance time, cost, quality, scope, and risk in every project.

Answer option C is incorrect. Human resources management is part of most projects, but often the management of HR is outside the powers of the project manager, whereas risk is evident and influenced by the project manager in every project.

Answer option A is incorrect. Communication is one of the nine knowledge groups of project management, but it's not the best answer for the question.

Answer option B is incorrect. Budget management is important in project management, but the budget is considered to be included in the balance of costs in the project.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. 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: Project Management Concepts

Question: 204

Which of the following is a form of principled bargaining in which the parties look at all the issues and are able to make mutually agreeable trade-offs between those issues?

- A. Interest-based bargaining
- B. Integrative bargaining
- C. Parallel bargaining
- D. Single-unit bargaining

Answer: B

Explanation:

Answer option B is correct.

Integrative bargaining is a form of principled bargaining in which the parties look at all the issues and are able to make mutually agreeable trade-offs between those issues.

Answer option A is incorrect. Interest-based bargaining (IBB) is based on the concept that both sides in the negotiation have harmonious interests.

Answer option D is incorrect. Single-unit bargaining occurs when one union meets with one employer to bargain.

Answer option C is incorrect. Parallel bargaining occurs when the union negotiates with one employer at a time. Once a contract has been reached with one employer, the union uses the gains made during the negotiation as a base for negotiating with the next employer.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 205

As an HR Professional, you need to be familiar with learning concepts. One such concept is orientation to learning.

Which of the following statements best describes orientation to learning?

- A. What I learn today needs to be able to help me solve problems in the workplace tomorrow.
- B. I am an adult, I can direct myself.
- C. Learning is hard work and time-exhaustive.
- D. I am a worker and what I learn must work in the real world.

Answer: A

Explanation:

Answer option A is correct.

Orientation to learning is one of Knowle's learning concepts for adults. Orientation to learning means that what's taught in the classroom should be immediately applicable in the workplace.

Answer option B is incorrect. This statement is an example of the learner's self-concept.

Answer option D is incorrect. This isn't a valid statement about orientation to learning.

Answer option C is incorrect. This choice is close to accurate, but must include a demand for the immediate application of the knowledge gained.

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: Talent Management

Question: 206

As an HR Professional, you must be familiar with the collective bargaining agreements and the process that rights are given, contracts, and union and management cooperation. Consider an arbitration process between the management and the union. What term is assigned to the resolution of the disagreement, by an arbitrator's interpretation of the language of the contract?

- A. Resolution
- B. Interpretation
- C. Decision
- D. Outcome

Answer: C

Explanation:

Answer option C is correct.

The technical term of arbitration, based on the interpretation of the language of the contract, is called a decision.

Answer option D is incorrect. Outcome is not the valid term to describe the interpretation of the language of the contract, which is called a decision.

Answer option A is incorrect. Resolution is not the valid term to describe the interpretation of the language of the contract, which is called a decision.

Answer option B is incorrect. Interpretation is not the valid term to describe the interpretation of the language of the contract, which is called a decision.

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Dispute Resolution

Question: 207

You are the HR Professional for your organization and you're reviewing the performance appraisal systems your company can use. Which performance appraisal approach uses a paired comparison method in the review?

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

Answer: C

Explanation:

Answer option C is correct.

The comparative method can use a paired comparison method to rate each employee in a group against every other employee in the group.

Answer option D is incorrect. A narrative method uses an essay or conversation as the review.

Answer option B is incorrect. The rating method uses rating scales and checklists to review the employees or

members of an identified group.

Answer option A is incorrect. Results-based appraisals generally use the management by objectives review of the goals accomplished.

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: Performance Appraisal

Question: 208

Which of the following refers to salaries that are below the minimum of the salary range?

- A. Base pay
- B. Salary survey
- C. Green circle
- D. Gross pay

Answer: C

Explanation:

Answer option C is correct.

Green circle refers to salaries that are below the minimum of the salary range.

Answer option D is incorrect. Gross pay is the amount earned by an employee before taxes are not paid.

Answer option A is incorrect. Base pay is the foundation of an employer's compensation program because it reflects the value placed on individual jobs by the organization.

Answer option B is incorrect. A salary survey is used to determine current market trends and competition for different skills and knowledge and to assist the employer in setting pay levels. Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 209

John is the HR Professional for his organization. He is interviewing Sally for a sales position, and he has asked Sally to provide an instance of how she worked with a tough customer in the past, how she resolved the situation, and what the outcome of the experience was. This is what type of interviewing technique?

- A. Prescreen interview
- B. Stress interview
- C. Behavior-based interview
- D. Directive interview

Answer: C

Explanation:

Answer option C is correct.

This is a classical example of the behavior-based interview. Sally will need to tell a story to John about her past experiences with a difficult customer and what the outcome of the situation was.

Answer option B is incorrect. A stress interview deliberately creates a stressful environment to test the

candidate's response in the stress.

Answer option A is incorrect. A prescreen interview is used to determine which candidates qualify for the job requirements and to make decisions if additional interviews are needed.

Answer option D is incorrect. A directive interview is where the HR Professional controls the interview process through a predefined set of questions for all interviewees.

Chapter: Workforce Planning and Employment Objective: Staffing Programs

Question: 210

What is an Excelsior list?

- A. A list of all employees in the bargaining unit provided by the union to the employer within 7 days of the scheduling of an election by the NLRB
- B. A list of all employees in the bargaining unit provided by the employer to the union within 7 days of the scheduling of an election by the NLRB
- C. A list of the employees who do not want the union to represent them
- D. A list of the employees who have signed authorization cards for the union

Answer: B

Explanation:

Answer option B is correct.

Once an election has been scheduled, the employer must provide a list, known as an Excelsior list, containing the names and address of all employees in the bargaining unit determined by the NLRB. See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 211

Which of the following scenarios is the best example of a kinesthetic learning experience?

- A. Reading a book and highlighting important phrases, terms, and ideas
- B. Listening to audio lectures from a previously attended lecture
- C. Learning to bake a cake by following a new recipe
- D. Observing a peer complete a new task

Answer: C

Explanation:

Answer option C is correct.

A kinesthetic learning experience is when the learner experiences the thing to be learned. Learning to bake a cake by following a recipe is an example, as the learner is doing the activity to learn.

Answer option A is incorrect. This is an example of a visual learning experience.

Answer option B is incorrect. This is an example of an auditory learning experience.

Answer option D is incorrect. This choice is tempting, but the learner is not participating, only watching. This is an example of a visual learning experience.

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: Talent Management

Question: 212

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. Ratio analysis
- B. Delphi Technique
- C. Nominal group technique
- D. Brainstorming

Answer: C

Explanation:

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

Question: 213

Which of the following is an example of a passive training method?

- A. Demonstration
- B. Distance learning
- C. Self-study
- D. Vestibule training

Answer: B

Explanation:

Answer option B is correct.

Distance learning is similar to a lecture in that a presenter provides information to a group of participants but does not require active participation. Vestibule training (D) is a form of simulation training. Demonstration (A) is an experiential training method. Self-study (C) is an active training method. See Chapters 2 and 5 for more information.

Chapter: Human Resource Development
Objective: Talent Management

Question: 214

Human resources is often seen as a three-dimensional component of an organization. Which dimension of human resources focuses on long-term, future-focused approach to the methods to achieve human resource and organizational goals?

- A. Strategic
- B. Administrative
- C. Organizational
- D. Operational

Answer: A

Explanation:

Answer option A is correct.

The strategic component of human resources is a long-term, future-looking component of HR to achieve goals of the organization and the goals of human resources.

Answer option B is incorrect. Administrative describes the transactions within HR that are required to be completed either legally, through enterprise environmental factors, or both.

Answer option C is incorrect. Organizational is not one of the three dimensions of HR. The three dimensions are strategic, administration, and operational.

Answer option D is incorrect. Operational describes the tactics and operational goals of the organization being realized with the assistance of HR.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy
Objective: Strategy

Question: 215

“Thanks for such a great presentation! You’ll always have a job with us.” This is an example of what?

- A. The duty of good faith and fair dealing
- B. Fraudulent misrepresentation
- C. An implied contract
- D. An express contract

Answer: D

Explanation:

Answer option D is correct.

An express contract can be oral or written and states what the parties to the contract agree to do. The duty of good faith and fair dealing (A) is a common-law doctrine that parties to an oral or written contract have an obligation to act in a fair and honest manner to facilitate achievement of the contract goals. An implied contract (C) can be created by conduct and doesn't have to be stated explicitly. Fraudulent misrepresentation (B) occurs when an employer makes false statements to entice a candidate to join the company. See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 216

Jan is the HR Professional for your organization. An employee within the organization has filed a charge with the EEOC that discrimination has been done by your organization against her. The EEOC has investigated the case and has found that there is no reasonable cause against your company. The person filing the charge, however, still believes that discrimination has occurred. How long does this person have, to file a lawsuit against your company?

Once the EEOC has found that there is no reasonable cause, the complainant cannot file a lawsuit to sue.

- A. Once the EEOC has found that there is no reasonable cause, the complainant cannot file a lawsuit to sue.
- B. Once the EEOC has found that there is no reasonable cause, the complainant can still file a lawsuit within 180 days of the EEOC's findings.
- C. Once the EEOC has found that there is no reasonable cause, the complainant can still file a lawsuit within 90 days of the EEOC's findings.
- D. Once the EEOC has found that there is no reasonable cause, the complainant can still file a lawsuit within 30 days of the EEOC's findings.

Answer: C

Explanation:

Answer option C is correct.

Once the EEOC has found that there is no reasonable cause, the complainant still has the right to file a private lawsuit against your company. The person is to file the lawsuit, however, within 90 days. The EEOC will send their findings to the employer and the complainant along with a right to sue letter -explaining the individual's rights to sue.

Answer option A is incorrect. The complainant can still seek to sue within 90 days.

Answer option D is incorrect. The complainant can still seek to sue within 90 days, not 30 days.

Answer option B is incorrect. The complainant can still seek to sue within 90 days, not 180 days.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 217

Diane is the HR Professional for her organization and she's examining the ranges for the compensation levels of her company. Which one of the following statements best describes what a range for compensation is?

-
- A. A range specifies the lowest/minimum and the highest/maximum compensation rates for the worth of responsibilities.
 - B. A range specifies the lowest/minimum and the highest/maximum compensation rates for which positions with each grade are federally mandated that employees be paid.
 - C. A range specifies the lowest/minimum and the highest/maximum compensation rates for which positions with each grade are generally paid.
 - D. A range specifies the lowest/minimum and the highest/maximum value for which employees are generally paid through incentives.

Answer: C

Explanation:

Answer option C is correct.

A range is the space between the minimum and maximum pay for the type of work or role an employee satisfies in an organization.

Answer option D is incorrect. A range is not assigned to employees worth based on incentives.

Answer option B is incorrect. Ranges are not federally mandated so this choice is not valid.

Answer option A is incorrect. The choice isn't valid because it's not the worth of the responsibilities, but the range of pay from minimum to maximum for employees.

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

Question: 218

The Taft-Hartley Act, also known as the Labor Management Relations Act, addressed unions and engaged in certain types of secondary boycotts. What is a secondary boycott?

- A. It is two or more boycotts by two or more union-backed organizations against one company.
- B. It is an effort to convince others to stop doing business with a particular organization that is the subject of a primary boycott.
- C. It is an effort to create more than one boycott on an organization, on two or more revenue streams.
- D. It is additional boycotts against companies that do business with a company which the union is boycotting.

Answer: B

Explanation:

Answer option B is correct.

A second boycott is an effort to convince others to stop doing business with a particular organization that is the subject of a primary boycott.

Answer options C, D, and A are incorrect. These are not valid definitions of a secondary boycott.

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: 978-1586-44149-4,

Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Labor Relations

Question: 219

Your organization has been contacted by Occupational Health and Safety Act (OSHA) to create the OSHA 300 log and annual summary. Once you complete this log and annual summary and submit it to OSHA, how long must your company retain the log?

- A. Ten years
- B. Seven years
- C. Five years
- D. One year

Answer: C

Explanation:

Answer option C is correct.

Once you complete the log, your company is required to retain the log for five years.

Answer options D, B, and A are incorrect. The correct answer is that your organization must retain the log for five years.

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: Risk Management

Objective: Risk Assessment

Question: 220

You are a HR Professional for your organization. You and your supervisor are reviewing the EEO reporting requirements for your company to comply with the reports your firm should file. Which report is collected on odd-number of years from state and local governments?

- A. EEO-4 Report
- B. EEO-5 report
- C. EEO-1 Report
- D. EEO-3 Report

Answer: A

Explanation:

Answer option A is correct.

The EEO-4 Report, formally known as the state and local government report, is collected on odd years.

Answer option C is incorrect. The EEO-1 Report is collected yearly for firms with 100 or more employees. It reports the race, ethnicity, gender, and job distribution of the organization.

Answer option D is incorrect. EEO-3 Report, formally known as the Local Union Report, is collected on even years.

Answer option B is incorrect. This report, formally known as the Elementary-Secondary Staff Information Report, is collected by the EEOC, the Office for Civil Rights, and the national Center for Education Statistics of the Department of Education. It is collected on even-number of years for school districts with 100 or more employees.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 221

When the NLRA imposes a voluntary-recognition bar, this means what?

- A. The union withdrew its petition for an election.
- B. The NLRB has certified a bargaining representative.
- C. No election will take place for a reasonable period of time.
- D. A representation election took place in the previous 12 months.

Answer: C

Explanation:

Answer option C is correct.

The NLRB imposes a voluntary-recognition bar while negotiations take place between the union and an employer that voluntarily recognized the union. See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Labor Relations

Question: 222

Which of the following is best defined as a benefit plan that uses an actuarial formula to calculate the contribution amount needed to reach a predetermined benefit amount at retirement?

- A. Money purchase plan
- B. Profit sharing plan
- C. 401(k) plan
- D. Target benefit plan

Answer: D

Explanation:

Answer option D is correct.

The target benefit plan uses a predetermined amount, or target amount, to calculate contributions needed to reach the amount by a given date of anticipated retirement.

Answer option A is incorrect. A money purchase plan uses a fixed percentage of employee earnings to defer compensation.

Answer option C is incorrect. A 401(k) plan allows contribution from employees and employers.

Answer option D is incorrect. A profit sharing plan makes contributions based on a percentage of employer earnings each year.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 223

Which of the following are non-monetary rewards that a company can provide to its employees? Each correct answer represents a complete solution. Choose all that apply.

- A. Recognition
- B. Cash compensation
- C. Flexible hours
- D. Opportunity to learn

Answer: A C D

Explanation:

Answer options D, C, and A are correct.

The following are the non-monetary rewards that a company can provide to its employees:

- Opportunity to learn
- Flexible hours
- Recognition

Employees need to learn and develop new skills in order to advance. Hence, opportunity to learn is a **non-monetary** reward.

Employees need time for their family, friends, and other activities. A flexible schedule or the occasional off can help employees to meet some of these obligations. Permitting some flexibility in an employee schedule increases their motivation.

Answer option B is incorrect. Cash compensation is a monetary reward for employment.

Reference: "<http://www.catalogs.com/info/b2b/non-monetary-rewards-in-the-workplace.html>"

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 224

Which of the following occurs when an employer makes untrue promises or claims to a candidate?

- A. Lockout
- B. Constructive discharge
- C. Fraudulent misrepresentation
- D. Involuntary exit

Answer: C

Explanation:

Answer option C is correct.

Fraudulent misrepresentation occurs when an employer makes untrue promises or claims to a candidate.

Answer option A is incorrect. A lockout occurs when management shuts down operations to keep the union from working.

Answer option D is incorrect. Involuntary exits is process that occurs due to mergers, outsourcing or changing business needs. It also occurs due to terminations for cause, such as performance problems, etc.

Answer option B is incorrect. Constructive discharge occurs when the employer forces an employee to resign by creating a work environment that is unpleasant for the person.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 225

An organization would like to hire a 15-year old for some duties in their business. Which one of the following rules would be breaking the requirements of the child labor provisions of the FLSA?

- A. 4 hours per school day
- B. Non-school hours only
- C. 18 hours per school week
- D. 8 hours in a non-school day

Answer: A

Explanation:

Answer option A is correct.

Employers are only allowed to employ 15 year olds, a maximum of three hours per school day, not more.

Answer option B is incorrect. A 15-year old may work only in non-school hours.

Answer option D is incorrect. A 15-year old may work no more than eight hours on a non-school day.

Answer option C is incorrect. The maximum a 15-year old may work is 18 hours per school week. 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

Question: 226

Which of the following occurs when the union decides to stop working?

- A. Lockout
- B. Strike
- C. Involuntary exit
- D. Boycott

Answer: B

Explanation:

Answer option B is correct.

A strike occurs when the union decides to stop working.

Answer option C is incorrect. Involuntary exits is process that occurs due to mergers, outsourcing or changing business needs. It also occurs due to terminations for cause, such as performance problems, etc.

Answer option A is incorrect. A lockout occurs when management shuts down operations to keep the union from working.

Answer option D is incorrect. Boycotts occur when the union and the employees work together against an employer to express their dissatisfaction with the employer's actions, or to try to force the employer into accepting their demands.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 227

You are the HR Professional for your organization and you're reviewing the performance appraisal systems your company can use. Which performance appraisal approach uses a paired comparison method in the review?

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

Answer: A

Explanation:

Answer option A is correct.

The comparative method can use a paired comparison method to rate each employee in a group against every other employee in the group.

Answer option B is incorrect. A narrative method uses an essay or conversation as the review.

Answer option D is incorrect. The rating method uses rating scales and checklists to review the employees or members of an identified group.

Answer option C is incorrect. Results-based appraisals generally use the management by objectives review of the goals accomplished.

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: Performance Appraisal

Question: 228

One of the requirements of the Uniformed Services Employment and Reemployment Rights Act of 1994 is that employers must grant a leave of absence for military service. Typically, how long must an employer grant leave to the individual for military service?

- A. Five years
- B. Seven years
- C. Two weeks
- D. One year

Answer: A

Explanation:

Answer option A is correct.

The employer must grant coverage for up to five years for the individual. There are certain conditions that can extend the coverage beyond five years, but this is the typical amount.

Answer option C is incorrect. Two weeks is not a valid answer for this question.

Answer option D is incorrect. One year is not valid, as the correct amount is five years.

Answer option B is incorrect. The typical leave is up to five years, though there are some conditions that may require the leave beyond five years.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 229

HR Professionals must recognize types of unlawful discrimination to be in compliance with US law. One type of discrimination is disparate treatment. Which one of the following is the best definition of disparate treatment?

- A. When an employer treats all applicants the same regardless of their race, color, sex, religion, national origin, age, disability, or military or veteran status.
- B. When an employee treats other employees differently based on their past work efforts.
- C. When an employer treats a candidate differently based on the person's race, color, sex, religion, national origin, age, disability, or military or veteran status
- D. When an employer creates a quid pro quo status based on an employee's rebuttal of unwelcome sexual advances.

Answer: C

Explanation:

Answer option C is correct.

Disparate treatment is when an employer treats an employee or applicant differently based on the person's race, color, sex, religion, national origin, age, disability, or military or veteran status. Disparate treatment is an unlawful discrimination.

Answer option D is incorrect. This statement defines a type of sexual harassment.

Answer option A is incorrect. Employers should treat all applicants the same regardless of race, color, sex, religion, national origin, age, disability, or military or veteran status.

Answer option B is incorrect. This is not an example of harassment, but a workplace environment. 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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 230

Which of the following Supreme Court cases found that an employer can be held liable for the sexual harassment of its employees?

- A. Meritor Savings Bank v. Vinson
 - B. Burlington Industries v. Ellerth
 - C. Payne v. The Western & Atlantic Railroad Company
 - D. Harris v. Forklift Systems
-

Answer: B

Explanation:

Answer option B is correct.

It was held in *Burlington Industries v. Ellerth* case that employers are liable for the actions of their employees. In the case, Kimberly Ellerth worked for Burlington Industries and was harassed by a colleague, not her immediate supervisor, Ted Slowick. The US Supreme Court found that Burlington Industries was responsible for Ted Slowick's actions as he was their employee.

Answer option A is incorrect. *Meritor Savings Bank v. Vinson* is a sexual harassment case that determined a hostile environment claim of sexual harassment to be actionable under Title VII.

Answer option D is incorrect. *Harris v. Forklift Systems* is a sexual harassment case that addressed a hostile environment and its relation to a person's level of psychological well-being.

Answer option C is incorrect. *Payne v. The Western & Atlantic Railroad Company*, established the principle of employment at will.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 231

Shelly is a graphic designer in your company and she has been called to military duty. While she is on duty you learn that Shelly has been moonlighting graphic design for other companies. Because she has been moonlighting while on military leave from your employment, are you required to reinstate her upon her pending return from military duty?

- A. Yes, the Uniformed Services Employment and Reemployment Rights Act of 1994 allows military personnel to moonlight during off-duty hours.
- B. No, moonlighting constitutes other employment so the original employer is not obligated to reinstate her.
- C. No, moonlighting is a breach of the Uniformed Services Employment and Reemployment Rights Act of 1994, as military personnel are to be on employment leave and not generate an income other than what their military duty provides. The employer is therefore exempt from the reinstatement obligations.
- D. Yes, moonlighting is another form of employment, but you are required to reinstate her if her income from moonlighting is less than what she would have earned without the military duty.

Answer: A

Explanation:

Answer option A is correct.

The Uniformed Services Employment and Reemployment Rights Act of 1994 does allow military personnel to moonlight during off-duty hours without affecting their reinstatement rights.

Uniformed Services Employment and Reemployment Rights Act (USERRA) protects the rights of reservists called to active duty in the armed forces. The Act provides reemployment and benefits rights and is administered through the Veterans Employment and Training Service (VETS) of the Department of Labor. USERRA applies to all public and private employers in the United States, including the federal government.

Answer options B, C, and D are incorrect. These are not valid statements about the Uniformed Services Employment and Reemployment Rights Act of 1994.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 232

OSHA defines occupational safety and health hazards and how employers are to respond to certain scenarios that could happen in the workplace. One such standard is The General Duty Standard, Section 5. What does this standard mandate for employers?

- A. Requires employers to provide emergency action plans to inform employees of appropriate procedures to follow during a fire or evacuation
- B. Requires employers to provide jobs and a workplace environment that are free from recognized safety and health hazards
- C. Requires employers to provide a safe, operational, level of noise and noise prevention in the workplace
- D. Requires employers to provide a fire prevention plan to handle and store dangerous chemicals from the threat of fire or combustion

Answer: B

Explanation:

Answer option B is correct.

The General Duty Standard, Section 5 is the general purpose of OSHA: to provide employees with a safe working environment with safety standards.

Answer option A is incorrect. This statement describes the OSHA requirements of Emergency Action Plans, section 1910.38.

Answer option D is incorrect. This statement describes the OSHA requirements of Fire Prevention Plans, section 1910.39.

Answer option C is incorrect. This statement describes the OSHA requirements of Occupational Noise Exposure, 1910.95.

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: Risk Management

Objective: Risk Assessment

Question: 233

Marcy is an hourly-paid employee in the JKI Company. Her supervisor Tom has asked Marcy to not begin working on a presentation until he leaves a meeting. The meeting happens to last six hours and Marcy doesn't have other work to do while Tom is in the meeting. Marcy decides to read a book while she waits. According to the Fair Labor Standards Act should Marcy be paid for reading the book? Choose the best

answer:

- A. No, this is an example of engaged to wait.
 - B. Yes, she must be paid.
 - C. Yes, this is an example of engaged to wait.
 - D. No, this is an example of employment lag time.
-

Answer: C

Explanation:

Answer option C is correct.

Even though Marcy doesn't have other work to complete she is still to be paid for her time. This is an example of engaged to wait - as the company has purchased her time on an hourly basis and the current assignment is to wait for Tom.

Answer option A is incorrect. Engaged to wait means that Marcy will still be paid for her time.

Answer option D is incorrect. Lag time is the time to wait between activities in project management and isn't relative in this issue.

Answer option B is incorrect. While this answer is correct you must always pick the best answer, which is the example of engaged to wait.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 234

As an HR Professional for your company, you have been asked to participate in strategic planning. During the strategic planning conversation, Frank is discussing the Four P's of Marketing. What are the Four P's of Marketing?

- A. Product, Price, Placement, and Promotion
- B. People, Product, Payment, and Promotion
- C. People, Price, Placement, and Promotion
- D. People, Payment, Placement, and Projections

Answer: A

Explanation:

Answer option A is correct.

The Four P's of Marketing are product, price, placement, and promotion.

Answer options C, D, and B are incorrect. These are not valid answers, as the Four P's of Marketing are product, price, placement, and promotion.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 235

Holly is the Senior HR Professional for her organization and she needs to address the use of video cameras in the workplace. In Holly's company, surveillance cameras are used as an anti-theft deterrent and as a means of employee safety in case of violence, theft, or attack. What portion of a conflict of interest statement should Holly address for the use of video surveillance cameras?

-
- A. Personal use of company assets
 - B. Conflicts of interests
 - C. Confidentiality
 - D. Workplace privacy

Answer: D

Explanation:

Answer option D is correct.

Workplace privacy should address the utilization of video cameras used for surveillance. Management should balance the need for security with an employee's expectation of privacy.

Answer option A is incorrect. Personal use of company assets describes what may be acceptable for excessive use of resources, such as personal telephone calls or personal Internet usage.

Answer option B is incorrect. Conflicts of interests describe an employee's ability to influence company decisions for personal gain.

Answer option C is incorrect. Confidentiality describes the protection of employee, and often customer, information that may be gathered through the employment relationship.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Corporate Governance

Question: 236

Fred is creating a user manual for his organization. On the cover of the manual he has added a picture of a flower that he found on a website. You ask Fred if he has permission to use the flower and what rights are retained for the flower picture. Fred informs you that the photo came from a website so it's in the public domain. Are photos and images from web sites considered to be in the public domain?

- A. No, photos and images from web sites are still protected by copyright laws.
- B. Yes, all images, not words or text, are copyright free online.
- C. Yes, the Internet is owned by the government so anything online is in the public domain.
- D. No, photos and images from web sites are protected by International Electronic Copying Law.

Answer: A

Explanation:

Answer option A is correct.

Just because an image is on a website doesn't mean the copyright laws don't exist for the site. Images, photos, and web content are copyright protected. Some websites allow people to purchase rights or have access to limited rights of the image. Each web site may have different rules and applicable policies.

Answer option D is incorrect. There is no such law as International Electronic Copying Law.

Answer option C is incorrect. The government does not own the Internet; it is a connection of private networks and public networks.

Answer option B is incorrect. Images are not copyright free just because they are online.

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: Federal Employment Legislation

Question: 237

The Fair Labor Standards Act does provide some instances of when travel time is payable to nonexempt employees. Which of the following is an example of a nonexempt employee being reimbursed for travel time?

- A. A plumber who is traveling between job sites
- B. An employee who must travel to the worksite for overtime work
- C. A daily train commute from the employee's home to the city
- D. An airplane pilot who is waiting for a customer to fly

Answer: A

Explanation:

Answer option A is correct.

Of all the scenarios, only the plumber's travel from one worksite to another is applicable for time payment.

Answer option C is incorrect. A daily commute isn't applicable for time compensation.

Answer option D is incorrect. While the pilot's waiting time may be payable, this is not an example of travel time compensation.

Answer option B is incorrect. Travel time to a worksite is not applicable for compensation.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 238

Your manager has approached you regarding her desire to outsource certain functions to an external firm. She would like for you to create a document to send to three vendors asking them for solutions for these functions that your organization is to outsource. What type of a procurement document would you create and send to the vendors in this instance?

- A. Request for Quote
- B. Invitation for Bid
- C. Request for Proposal
- D. Request for Information

Answer: C

Explanation:

Answer option C is correct.

A request for proposal (RFP) is a procurement document that asks the vendor to provide solutions, ideas, and detailed information about the outsourced function. The vendor will provide a proposal in response to the RFP.

An RFP is often sent with a statement of work that details the outsourcing need that the vendor is to provide a solution and a price.

Answer option A is incorrect. A Request for Quote (RFQ) is a procurement document that asks the

vendor to provide just a price for the solution to be purchased - no ideas or suggestions are needed from the vendor. RFQ are often used with materials, such as cost per metric ton or cost per unit.

Answer option B is incorrect. An invitation for bid (IFB) is identical to the request for quote. It is a procurement document asking the vendor for a fixed price for a specific thing to be purchased.

Answer option D is incorrect. A request for information (RFI) asks the vendor for more information about their solution, services, or company. An RFI could ask for samples, references of work, white papers, and more information.

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: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Needs Assessment and Analysis

Question: 239

The motivation theory that suggests people are motivated by the reward they will receive when they succeed and that they weigh the value of the expected reward against the effort required to achieve it is known as what?

- A. Vroom's expectancy theory
- B. Adams' equity theory
- C. McClelland's acquired needs theory
- D. McGregor's Theory X and Theory Y

Answer: A

Explanation:

Answer option A is correct.

Vroom explains his theory with three terms: expectancy (the individual's assessment of their ability to achieve the goal), instrumentality (whether the individual believes they are capable of achieving the goal), and valence (whether the anticipated goal is worth the effort required to achieve it). Adams' equity theory (B) states that people are constantly comparing what they put into work to what they get from it. McClelland's acquired needs theory (C) states that people are motivated by one of three factors: achievement, affiliation, or power. McGregor's Theory X and Theory Y (D) explain how managers relate to employees. Theory X managers are autocratic, believing that employees do not want to take responsibility. Theory Y managers encourage employees to participate in the decision-making process, believing that they respond to challenges. See Chapters 2 and 5 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Motivation Concepts

Question: 240

The correlation coefficient is a statistical measurement that is useful for which of the following?

- A. Determining whether one variable affects another
 - B. Compensating for data that may be out of date
 - C. Determining which variables are outside acceptable ranges
 - D. Describing standards of quality
-

Answer: D

Explanation:

Answer option D is correct.

The correlation coefficient is useful in determining whether two factors are connected. For example, the correlation coefficient will tell you whether an increase in resignations is related to a change in location of the worksite and, if so, whether the change had a strong impact on resignations. See Chapter 2 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

Question: 241

Which of the following organizational structures is characterized by networks instead of traditional hierarchies?

- A. Seamless organization
- B. Geographic organization
- C. Flat organization
- D. Matrix organization

Answer: A

Explanation:

Answer option A is correct.

A seamless organization replaces traditional hierarchies with networks designed to enhance communication and creativity. These networks are made possible by advanced technology that allows employees to connect from anywhere in the world. See Chapters 2 and 3 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Organizational Structures

Question: 242

A US company has offices throughout the US and in Europe. What accounting rules are the company required to use?

- A. American Institute of Certified Public Accountants rules
- B. International Financial Reporting Standards
- C. Securities Exchange Act rules
- D. Generally Accepted Accounting Principles

Answer: D

Explanation:

Answer option D is correct.

US-based companies are required to use the Generally Accepted Accounting Principles (GAAP) rules. In 2008, the SEC began to consider allowing companies to use the International Financial Reporting Standards.

Answer option A is incorrect. The American Institute of Certified Public Accountants created the GAAP rules.

Answer option B is incorrect. International Financial Reporting Standards are being considered to standardize

accounting practices worldwide.

Answer option C is incorrect. The Securities Exchange Act rules aren't valid rules. This act of 134 gave authority to the Securities and Exchange Commission (SEC) for overseeing accounting standards or publicly traded companies.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 243

As an HR Professional you should be familiar with the terminology, practices, and rules governing unions and management in the bargaining process. There are three primary types of bargaining that management and unions participate in. Which one of the following bargaining types aims to generate a variety of options before settling on one?

- A. Good faith bargaining
- B. Interest-based bargaining
- C. Distributive bargaining
- D. Integrative bargaining

Answer: B

Explanation:

Answer option B is correct.

Interest-based bargaining focuses on interests rather than positions, and it separates people from the problem. This type of bargaining is done in co-operation between the two parties. Interest-based bargaining aims to create many possible solutions before settling on just one.

Answer option C is incorrect. Distributive bargaining happens when each side sets their case and then does their best to stick to their objectives. Distributive bargaining is combative, adversarial, and can corrode management-labor relationships.

Answer option D is incorrect. Integrative bargaining describes the process of examining issues as a whole, rather than one at a time. Integrative bargaining looks for a win-win for both sides of the disagreement.

Answer option A is incorrect. Good faith bargaining is not a bargaining type, but a description of the process both sides should go into the bargaining process with.

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations Objective: Union Organization

Question: 244

As an HR Professional, you must sometimes terminate employees from your organization. When an employee is terminated, there must be a just cause or a good cause for the termination. Which one of the following is not a valid just cause for the employee's termination?

- A. Whether reasonable "proof" of the violation existed, or was obtained through investigation

-
- B. Whether the employee was warned in advance
 - C. Whether the rule has been applied consistently
 - D. Whether the employee is a member of a protected class

Answer: D

Explanation:

Answer option D is correct.

The membership of a protected class should have no bearing on a good cause for termination.

Answer options B, A, and C are incorrect. These are examples of just cause of termination.

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 245

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. Ratio analysis
- B. Delphi Technique
- C. Nominal group technique
- D. Brainstorming

Answer: C

Explanation:

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

Question: 246

Your organization will be using the point factor technique in their evaluations of job performance. You need to communicate what the point factor technique accomplishes as you're the HR Professional for your organization. Which one of the following best describes the point factor technique?

- A. Specific compensable factors are identified and then performance levels within the factors are weighted on importance to the employee.
- B. Performance factors are identified by the employee and then performance levels within the factors are weighted based on importance to the organization.
- C. Specific compensable factors are identified and then performance levels within the factors are documented. The different factors and levels are weighted based on importance to the organization.
- D. Specific compensable factors are identified and then performance levels within the factors are documented.

Answer: C

Explanation:

Answer option C is correct.

The point factor technique identifies point of performance based on importance to the organization. Within each point, levels of performance are created. Both levels and points are then weighted based on most important to least important, to determine overall performance of each employee.

Answer options B, D, and A are incorrect. These are not valid definitions of the point factor technique.

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

Question: 247

One of the requirements of the Uniformed Services Employment and Reemployment Rights Act of 1994 is that employers must grant a leave of absence for military service. Typically, how long must an employer grant leave to the individual for military service?

- A. Seven years
- B. Five years
- C. One year
- D. Two weeks

Answer: B

Explanation:

Answer option B is correct.

The employer must grant coverage for up to five years for the individual. There are certain conditions that can extend the coverage beyond five years, but this is the typical amount.

Answer option D is incorrect. Two weeks is not a valid answer for this question.

Answer option C is incorrect. One year is not valid, as the correct amount is five years.

Answer option A is incorrect. The typical leave is up to five years, though there are some conditions that may require the leave beyond five years.

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: Employee and Labor Relations
Objective: Federal Employment Legislation

Question: 248

Which of the following occurs when the union decides to stop working?

- A. Boycott
- B. Lockout
- C. Strike
- D. Involuntary exit

Answer: C

Explanation:

Answer option C is correct.

A strike occurs when the union decides to stop working.

Answer option D is incorrect. Involuntary exits is process that occurs due to mergers, outsourcing or changing business needs. It also occurs due to terminations for cause, such as performance problems, etc.

Answer option B is incorrect. A lockout occurs when management shuts down operations to keep the union from working.

Answer option A is incorrect. Boycotts occur when the union and the employees work together against an employer to express their dissatisfaction with the employer's actions, or to try to force the employer into accepting their demands.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 249

Human resources is often seen as a three-dimensional component of an organization. Which dimension of human resources focuses on long-term, future-focused approach to the methods to achieve human resource and organizational goals?

- A. Strategic
- B. Administrative
- C. Organizational
- D. Operational

Answer: A

Explanation:

Answer option A is correct.

The strategic component of human resources is a long-term, future-looking component of HR to achieve goals of the organization and the goals of human resources.

Answer option B is incorrect. Administrative describes the transactions within HR that are required to be

completed either legally, through enterprise environmental factors, or both.

Answer option C is incorrect. Organizational is not one of the three dimensions of HR. The three dimensions are strategic, administration, and operational.

Answer option D is incorrect. Operational describes the tactics and operational goals of the organization being realized with the assistance of HR.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

Question: 250

What term is used to describe the values, worth, work ethics, attitude, and collective sense of an identity in an organization?

- A. Organizational persona
- B. Organizational politics
- C. Organizational branding
- D. Organizational culture

Answer: D

Explanation:

Answer option D is correct.

The characteristics of an organization's culture are defined by its collective identity, worth, work ethics, and other characteristics.

Answer option B is incorrect. Politics describe the internal politics that are often known, but not documented within an organization.

Answer option C is incorrect. Branding describes the name, logo, colors, and feel of an identity. Answer option A is incorrect. Organization persona isn't a valid term for organizational development. 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

Question: 251

You are the HR Professional for your organization. You have just hired a new employee for your company. What form are you and the newly hired employee required to complete to show the employee's identity and eligibility to work in the United States?

- A. IRCA-00
 - B. I-9
 - C. 1099
 - D. IRCA-86
-

Answer: B

Explanation:

Answer option B is correct.

The I-9 form is a requirement of the Immigration and Control Act of 1986. It must be completed within three days of hiring the employee. Some parts are completed by the newly hired candidate and the other parts are completed by the HR Professional.

Answer options C, A, and D are incorrect. These are not valid forms for the Immigration and Control Act of 1986.

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: Workforce Planning and Employment

Objective: Organization Exit/Off-Boarding Processes

Question: 252

As an SPHR, you are to participate in enterprise risk management. Risk is an uncertain event or condition that may have a positive or negative effect on the enterprise. In HR, what is the first action you must do to participate in enterprise risk management?

- A. Determine your responsibilities as the risk owner.
- B. Identify the risk events.
- C. Identify the effects of the risk events.
- D. Mitigate the risk events.

Answer: B

Explanation:

Answer option B is correct.

The first step for the HR professional in enterprise risk management is to identify the risk events.

Answer option C is incorrect. The effects of the risk events will happen as part of quantitative risk analysis, but you must first identify the risk events.

Answer option D is incorrect. Risk mitigation aims to lower the probability and/or impact of the risk events, but you must first identify the risk events.

Answer option A is incorrect. Risk responsibilities will be determined as part of the risk response planning, but the risks must first be identified.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategic Management

Question: 253

You are a HR Professional for your organization. You and your supervisor are reviewing the EEO reporting requirements for your company to comply with the reports your firm should file. Which report is collected on odd-number of years from state and local governments?

- A. EEO-3 Report
 - B. EEO-4 Report
-

-
- C. EEO-5 report
 - D. EEO-1 Report

Answer: B

Explanation:

Answer option B is correct.

The EEO-4 Report, formally known as the state and local government report, is collected on odd years.

Answer option D is incorrect. The EEO-1 Report is collected yearly for firms with 100 or more employees. It reports the race, ethnicity, gender, and job distribution of the organization.

Answer option A is incorrect. EEO-3 Report, formally known as the Local Union Report, is collected on even years.

Answer option C is incorrect. This report, formally known as the Elementary-Secondary Staff Information Report, is collected by the EEOC, the Office for Civil Rights, and the national Center for Education Statistics of the Department of Education. It is collected on even-number of years for school districts with 100 or more employees.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 254

An organization is considering services it can successfully provide to its customers. One of the services, however, is deemed to be difficult to offer with a high degree of certainty of success. The organization has decided not to offer the service because of the risk in offering the service, and failing. What risk response is used in this scenario?

- A. Sharing
- B. Transference
- C. Mitigation
- D. Avoidance

Answer: D

Explanation:

Answer option D is correct.

This is an example of the avoidance risk response. Avoidance are preventive actions, workarounds, and decisions to avoid a negative risk event.

Answer option B is incorrect. Transference is a risk response that transfers the risk to a third party - usually for a fee.

Answer option C is incorrect. Mitigation is a risk response to reduce the probability and/or impact of a negative risk event.

Answer option A is incorrect. Sharing is a risk response that shares a positive risk event with another party.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Management

Question: 255

A code of conduct is primarily used by companies that wish to do which of the following?

- A. Work toward preventing disciplinary action through clearly communicated behavior standards
- B. Provide equal opportunity for all employees
- C. Discourage violations of company policy
- D. Establish the framework for a discipline system

Answer: A

Explanation:

Answer option A is correct.

A code of conduct is one tool used by employers to clearly communicate company expectations. With regular feedback, employees are given the opportunity to succeed in their jobs based on organizational needs. A code of conduct is not the foundation of a system (D), nor does it focus on providing EEO in employment (B) or discourage violations of company policy (C). See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 256

Management and human resource professionals must be aware of unlawful interference with union activities.

One such method to remember what employers may do is called the TIPS approach. What does TIPS mean?

- A. TIPS refers to the four actions employers cannot legally do: terminate, instigate, police, and sever
- B. TIPS refers to the four actions employers cannot legally do: threaten, interrogate, promise, and spy
- C. TIPS refers to the four actions employers cannot legally do: threaten, investigate, police, and spy
- D. TIPS refers to the four actions employers cannot legally do: terminate, investigate, promise, and segregate

Answer: B

Explanation:

Answer option B is correct.

TIPS refers to the four actions employers cannot legally do: threaten, interrogate, promise, and spy.

Answer options D, C, and A are incorrect. These are not valid definitions of TIPS. TIPS means that an employer cannot threaten, interrogate, promise, and spy.

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: Employee and Labor Relations

Objective: Labor Relations

Question: 257

Which of the following is an example of direct compensation?

- A. Employer Social Security contributions

-
- B. 401(k) matches
 - C. Vacation pay
 - D. Variable compensation

Answer: D

Explanation:

Answer option D is correct.

Direct compensation is composed of base pay (hourly wage or salary), variable compensation, and pay for performance. Vacation pay (C), 401(k) matches (B), and employer Social Security contributions (A) are examples of indirect compensation. See Chapter 6 for more information.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 258

A board of directors can have an inside director and an outside director. What is an inside director?

- A. It is an employee that serves as the director for the corporation's board, but also has operational responsibilities, such as the CEO or CFO.
- B. It is the director of the corporation's board that also started the corporation.
- C. It is an employee that also serves as the director for the corporation's board.
- D. It is an employee that has been hired by the company to be the director of the board.

Answer: A

Explanation:

Answer option A is correct.

Of all the choices, A is the best answer. An inside director of the board also serves as an operation lead in the corporation, such as the CEO or CFO. An outside director is someone who is not employed by the corporation and does not have operation responsibilities.

Answer option C is incorrect. This answer is technically correct, but it is not the best choice for the question.

Answer options B and D are incorrect. These aren't valid definitions of an inside director.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Corporate Governanc

Question: 259

For purposes of developing a security program, an HR manager must assess potential risks and costs related to loss and protection. Which factor must the manager first examine?

- A. Severity of impact of the loss to the organization
 - B. Cost of the loss, including a permanent or temporary substitute
 - C. Degree of probability that the loss will occur
 - D. Availability and cost of insurance to cover the loss
-

Answer: C

Explanation:

Answer option C is correct.

The significance of various security issues depends partly on the size of the organization. However, regardless of size, the same considerations go into assessing vulnerabilities and the method for estimating the cost of potential losses. The justification of such a program requires that the potential losses will exceed the cost of the program. See Chapter 8 for more information.

Chapter: Risk Management

Objective: Risk Management

Question: 260

Total quality management focuses all employees on producing products that meet customer needs. This is achieved by doing what?

- A. Developing a high level of expertise in all employees
- B. Eliminating processes that waste time and materials
- C. Balancing the needs of all stakeholders in the organization
- D. Sharing information with all levels in the organization

Answer: B

Explanation:

Answer option B is correct.

The TQM concept reviews processes to eliminate waste, relies on teamwork, and involves all members of the organization in meeting customer needs. Personal mastery, a high level of employee expertise (A), is one of the five disciplines of a learning organization. Information sharing is one characteristic of a high-involvement organization (D). The ability to balance stakeholder needs is a requirement of a change agent (C). See Chapter 5 for more information.

Chapter: Human Resource Development

Objective: Organization Development

Question: 261

Which of the following is required by the Economic Growth and Tax Relief Reconciliation Act of 2001?

- A. Requires pension plans to account for employee contributions separately from employer contributions
- B. Requires employer pension contributions to be funded on a quarterly basis
- C. Allows employees older than 50 to make catch-up contributions to retirement accounts
- D. Allows employers to contribute a percentage of company earnings to retirement plans each year

Answer: C

Explanation:

Answer option C is correct.

EGTRRA made changes to pension contribution limits and allows employees older than 50 to make catch-up pension contributions. See Chapter 6 for more information.

Chapter: Compensation and Benefits

Objective: Benefits

Question: 262

Robert is the HR Professional for a construction company. He's working with several site managers to communicate the requirements of OSHA reporting. Robert wants to convey the requirements of OSHA's reporting for work-related injuries. Which one of the following is the OSHA definition of a work-related injury?

- A. Any physical damage to one's body resulting from an event in the work environment.
- B. Any pain, suffering, or damage to a person as a result of working in an employee position.
- C. Any wound or damage to the body resulting from an event in the work environment.
- D. Any loss of life or limb resulting from an event in the work environment.

Answer: C

Explanation:

Answer option C is correct.

OSHA's definition of a work related injury is broad and defined as "any wound or damage to the body resulting from an event in the work environment."

Answer option D is incorrect. OSHA covers more injuries than just the loss of life or limb.

Answer option A is incorrect. While this statement is in the spirit of OSHA requirements, it is not the exact definition from OSHA.

Answer option B is incorrect. OSHA doesn't use the terminology of pain, suffering, or damage, but rather defines wounds and damage.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Assessment

Question: 263

Frank is an employee at the HBF Corporation, and he has recently been terminated because of poor company income. Frank visits the company's blog and saw a comment from his manager, which says, "We had to let Frank go today because he kept screwing up sales order. He's incompetent!" This is an example of which one of the following?

- A. Termination evidence
- B. Freedom of speech
- C. Libel
- D. Slander

Answer: C

Explanation:

Answer option C is correct.

Defamation in writing is an example of a libel.

Answer option B is incorrect. Freedom of speech does have provisions, but in this case Frank was released because of poor company income, and not for being incompetent. This is an example of a libel.

Answer option D is incorrect. Slander is defamation through the spoken words.

Answer option A is incorrect. Frank was terminated for poor company income, and not for screwing up sales orders.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 264

Sexual harassment is a form of sex discrimination and it is illegal in the US based on what law?

- A. ADA and Rehabilitation Act of 2008
- B. Title VII of the Civil Rights Act of 1964
- C. Fair Labor Standards Act of 1958
- D. ADEA of 1967

Answer: B

Explanation:

Answer option B is correct.

Title VII of the Civil Rights Act of 1964 prohibits discrimination based on race, color, religion, sex, or national origin.

Answer option C is incorrect. The Fair Labor Standards Act of 1958, also known as the Equal Pay Act, prohibits sex-based wage discrimination.

Answer option D is incorrect. ADEA of 1967 prohibits discrimination in employment on the basis of age (40 years or older).

Answer option A is incorrect. Americans with Disabilities Act (ADA) and Rehabilitation Act of 2008 make important changes to the definition of the term "disability" by rejecting the holdings in several Supreme Court decisions and portions of EEOC's ADA regulations.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 265

Lee is a worker in a facility that offers a ten percent shift premium. Lee's hourly rate for the day shift is \$12, but he's volunteered to work the next month on the swing shift. What will Lee's hourly rate be for the next month?

- A. \$13.20
 - B. \$528
-

-
- C. \$2,112
 - D. The shift premium is only for the shifts that overlap.

Answer: A

Explanation:

Answer option A is correct.

Lee's base pay is 12 dollars. The shift premium adds ten percent to the base pay for an hour rate of \$13.20.

Answer option B is incorrect. \$528 is the weekly pay, but the question asked for the hourly rate of pay.

Answer option C is incorrect. \$2,112 is the pay for 160 hours, but the question asked for just the hourly rate of pay.

Answer option D is incorrect. This isn't a true statement and doesn't answer the question.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 266

Which report do local and state governments require employers to file in odd-numbered years?

- A. EEO-1 Report
- B. EEO-3 Report
- C. EEO-4 Report
- D. EEO-5 Report

Answer: C

Explanation:

Answer option C is correct.

The EEO-4 Report, also known as the State and Local Government Report, is collected by local and state governments in all odd-numbered years.

Answer option A is incorrect. The EEO-1 Report, also known as the Employer Information Report, must be filed by September 30 of each year for employers with 100 or more employees. It's also a requirement for federal contractors with 50 or more employees and federal contracts worth \$50,000 or more.

Answer option B is incorrect. The EEO-3 Report is filed every other year in the even calendar years.

Answer option D is incorrect. The EEO-5 Report is conducted biennially in the even number years for public and secondary schools.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 267

As an HR Professional, you should be familiar with OSHA rules, standards, and regulations. Should an organization

violate an OSHA standard, there are often penalties that the employer must pay. What is the maximum fine an employer may face for a deliberate and intentional violation of an OSHA standard?

- A. \$70,000
- B. \$50,000
- C. \$10,000
- D. \$100,000

Answer: A

Explanation:

Answer option A is correct.

OSHA can fine an employer up to \$70,000 for a willful violation. In addition, incarceration is possible for the violation.

Answer options C, B, and D are incorrect. These are not the maximum amount for the violation. Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Assessment

Question: 268

During an interview test John scored highly as being an individual who possesses empathy for others. John has been awarded the job and is now performing in the organization. Evidence since John's hiring has shown that John is indeed someone who is empathetic to others. This is an example of what type of validity?

- A. Predictive validity
- B. Construct-related validity
- C. Criterion-related validity
- D. Content validity

Answer: A

Explanation:

Answer option A is correct.

Predictive-validity is a confirmation of characteristics, the candidate is tested for during the interview process, hold true in the actual performance of the candidate once they've been hired. John was tested to be someone who is empathetic to others and his job performance has validated this belief. Answer option D is incorrect.

Content validity is an evidence that the candidate can perform key aspects of the job in the interview process, such as conversing in English and then in Spanish if these were the requirements of the job.

Answer option C is incorrect. Criterion-related validity is an example where performance scores achieved by current employees are based on the criterion used for the selection. For example, current employees can perform better because they can design artwork in particular software programs so applicants must be able to use the particular software program to qualify for the position.

Answer option B is incorrect. Construct-related validity measures certain psychological tests to determine if the applicant possesses the desired characteristics to operate successfully in the position.

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: Workforce Planning and Employment

Objective: Staffing Programs

Question: 269

You are leading a brief presentation for your company about the ERISA program your company participates in. What is ERISA used for?

- A. It allows private organizations to create investments for workers in profit-sharing plans
- B. It protects the interests of those who participate in employee benefit plans
- C. It protects private organizations that have profit sharing plans for employee compensation
- D. It protects the workers of employee compensation plans

Answer: B

Explanation:

Answer option B is correct.

ERISA is the Employee Retirement Income Security Act established in 1974. It protects the interests of those who participate in employee benefit plans. The plan established minimum participation and vesting standards for retirement plans.

Answer options D, A, and C are incorrect. These are not good definitions of the Employee Retirement Income Security Act.

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: Benefits

Question: 270

What term is used to describe the values, worth, work ethics, attitude, and collective sense of an identity in an organization?

- A. Organizational persona
- B. Organizational politics
- C. Organizational branding
- D. Organizational culture

Answer: D

Explanation:

Answer option D is correct.

The characteristics of an organization's culture are defined by its collective identity, worth, work ethics, and other characteristics.

Answer option B is incorrect. Politics describe the internal politics that are often known, but not documented

within an organization.

Answer option C is incorrect. Branding describes the name, logo, colors, and feel of an identity. Answer option A is incorrect. Organization persona isn't a valid term for organizational development. 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

Question: 271

Harry is the Senior HR Professional for his organization and he's working with Bill on the total rewards package he can offer. Bill is confused about monetary rewards and nonmonetary rewards. Which of the following is an example of a nonmonetary reward for compensation?

- A. 401(k) matching
- B. On-site childcare
- C. Paid time off
- D. Cash compensation

Answer: B

Explanation:

Answer option B is correct.

On-site childcare is an example of a non-monetary reward. Monetary rewards are compensation for the work and are linked to a financial reward. Non-monetary rewards are benefits that do not have a direct financial reward or compensation.

Answer option D is incorrect. Cash compensation is a monetary reward.

Answer option A is incorrect. 401(k) is a monetary reward.

Answer option C is incorrect. Paid time off is a monetary reward.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 272

A manager must choose someone to work over the weekend shift over a national holiday. He decides that Mary should work the weekend shift because she is from India and likely doesn't celebrate the national holiday. This is an example of what type of discrimination?

- A. This is not discrimination, but selective scheduling
 - B. Adverse political capital
 - C. Disparate impact
 - D. Disparate treatment
-

Answer: D

Explanation:

Answer option D is correct.

This is an example of disparate treatment because she's been selected to work based on her national origin.

Answer option C is incorrect. This is not an example of disparate impact, as this isn't a case of a neutral policy affecting members of a protected class.

Answer option B is incorrect. This isn't political capital affecting the manager's decision.

Answer option A is incorrect. This is an example of discrimination, as the choice was made based on Mary's national origin.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 273

Nancy is an HR Professional who likes to use directive interviews when interviewing prospective employees. Which one of the following is most indicative of a directive interview?

- A. Nancy has a predefined set of interview questions that she may, or may not ask of all candidates.
- B. Nancy has a predefined set of interview questions that she will ask of all candidates.
- C. Nancy allows the candidate to guide some of the interview, but keeps the interview within boundaries of a defined set of questions.
- D. Nancy allows the candidate to guide the interview and offer as much information as possible about the candidate's experience and qualifications.

Answer: B

Explanation:

Answer option B is correct.

A directive interview follows a predefined set of questions. Nancy will maintain the interview process.

Answer option A is incorrect. A directive interview uses a predefined structured approach for all candidates.

Answer option D is incorrect. This is an example of a nondirective interview, where the candidate guides the interview process.

Answer option C is incorrect. This isn't a valid description of the directive interview process.

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: Workforce Planning and Employment Objective: Staffing Programs

Question: 274

Part of organizational development is a commitment to quality. What quality control tool is also known as a fishbone diagram?

- A. Control chart

- B. Histogram chart
- C. Ishikawa chart
- D. Pareto chart

Answer: C

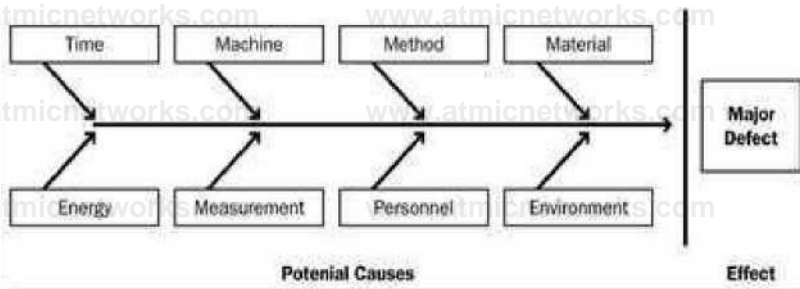
Explanation:

Answer option C is correct.

An Ishikawa chart is also known as a fishbone diagram or a cause-and-effect chart.

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 histogram is simply a bar chart and isn't ordered from largest to smallest.

Answer option D is incorrect. A Pareto chart is a special histogram in that it shows categories of failures from the largest failure to the smallest failure.

Answer option A is incorrect. A control chart shows trend analysis by tracking the results of measurements over time.

"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

Question: 275

Organizations must assess the safety of their workplaces and consider the ability of a business to continue despite risk impact. When assessing business continuity risks, the HR Professional must consider several different types of disasters, their probability, and impact on an organization. What category of disaster is best described as acts of terrorism, major thefts, sabotage, or labor disputes?

- A. Organized or deliberate disruptions
- B. Environmental disasters
- C. System failures
- D. Serious information security incidents

Answer: A

Explanation:

Answer option A is correct.

Terrorism, major thefts, sabotage, and labor disputes are all categorized and analyzed for their effect ON business continuity as an organized or deliberate disruption.

Answer option B is incorrect. Environmental disasters are things like earthquakes, tornados, fires, and even chemical spills.

Answer option D is incorrect. Serious information security incidents are things like hacker and cyber attacks on an organization's information systems.

Answer option C is incorrect. System failures are part of the loss of public utilities and services. 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: Risk Management

Objective: Risk Identification

Question: 276

Your organization is implementing the balanced scorecard approach to measuring organizational success. In this balanced scorecard method there are four perspectives you'll consider. Which one of the following are the correct four perspectives of the balanced score method?

- A. Education, Organizational, Development, and Financial
- B. Learning and growth, Management, Customer, and Security
- C. Learning and growth, Business process, Customer, and Financial
- D. Developmental, Goals, Satisfaction, and Capital

Answer: C

Explanation:

Answer option C is correct.

The balance scorecard uses four perspectives as follows: Learning and growth, Business process, Customer, and Financial.

Answer option A is incorrect. These are not the correct definitions of the balanced score method.

Answer option D is incorrect. These are not the correct definitions of the balanced score method.

Answer option B is incorrect. These are not the correct definitions of the balanced score method.

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: HR

Metrics: Measuring Results

Question: 277

Arbitrators chosen by all parties to resolve any disputes arising between them in the future are known as what?

- A. Compulsory arbitrators
 - B. Tripartite arbitrators
 - C. Permanent arbitrators
 - D. Ad hoc arbitrators
-

Answer: C

Explanation:

Answer option C is correct.

All parties agree that permanent arbitrators are fair, impartial, and able to resolve any issues that arise between them. A tripartite arbitration panel (B) consists of three arbitrators who hear the issues and reach a joint decision.

An ad hoc arbitrator (D) is selected to hear a single case. In compulsory arbitration, both parties are mandated to the arbitration process (A). See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Dispute Resolution

Question: 278

Your organization has created an affirmative action plan which includes an internal audit and reporting system. According to the Department of Labor there are four actions which should be included in the internal audit and reporting system to be effective. Which of the following is not one of the Department of Labor recommended actions for the internal audit and reporting system?

- A. Review report resources with all levels of management.
- B. Post the findings of the internal audit and reporting system for all employees to review.
- C. Monitor records of all personnel activity at all levels to ensure that nondiscriminatory policy is enforced.
- D. Require internal reporting on a schedule basis as to the degree to which equal employment opportunity and organizational objectives are attained.

Answer: B

Explanation:

Answer option B is correct.

The Department of Labor does not recommend that an organization shares the findings of the internal audit and reporting system with all employees, only management.

Answer options C, D, and A are incorrect. They are parts of the Department of Labor's recommendations for the internal audit and reporting system.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 279

What component of the strategic planning process is responsible for creating the company's vision statement?

- A. Formulate strategy stage
 - B. Pre-planning stage
 - C. Implement strategy stage
 - D. Environmental scan stage
-

Answer: A

Explanation:

Answer option A is correct.

The formulate strategy stage creates several things for the organization: vision, mission, corporate values, and corporate goals. As strategic planning can happen many times in an organization's life cycle, it may also be a refinement of the goals, vision, and mission.

Answer option D is incorrect. The environmental scan stage identifies where the organization is now.

Answer option B is incorrect. The pre-planning stage defines the process, participants, time, and planning tools for the strategic planning.

Answer option C is incorrect. The implement strategy stage defines how the organization will achieve the vision, mission, and goals of the organization.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

Question: 280

John is the Senior HR Professional for his organization. He is working with Nancy to establish an Internal Audit and Reporting System as part of their Affirmative Action Plan. Nancy wants to know why they need this Internal Audit and Reporting System. Which of the following is the best answer for Nancy?

- A. The system is used to periodically measure the effectiveness of the affirmative action program.
- B. The system is used to periodically measure the utilization of women and minorities in the organization.
- C. The system is used to periodically measure the effectiveness of the human resource leadership.
- D. The system is used to periodically measure the effectiveness of labor analysis.

Answer: A

Explanation:

Answer option A is correct.

An Audit and Reporting System is used to measure the overall effectiveness of the Affirmative Action Plan and program within the organization.

Answer option D is incorrect. Labor analysis is an input to the development of the system, not a result of using the system.

Answer option B is incorrect. Job group analysis, utilization analysis, and placement goals are used to measure the utilization of women and minorities in the organization, not the Internal Audit and Reporting System.

Answer option C is incorrect. Human resource leadership is not measured by the Internal Audit and Reporting System.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 281

As of July 24, 2009, the federal minimum wage is set at which of the following?

-
- A. \$7.25 per hour
 - B. \$5.15 per hour
 - C. \$6.55 per hour
 - D. \$5.75 per hour

Answer: A

Explanation:

Answer option A is correct.

As of July 24, 2009, the federal minimum wage was raised to \$7.25 per hour from (C) \$6.55 per hour, which became effective on July 24, 2008. The minimum wage in some states and other localities may be different.

See Chapter for more information.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 282

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

Answer: A

Explanation:

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: 978-0-47043096-5. 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

Question: 283

Which of the following plans has similarities to both a defined benefit plan and a money purchase plan?

- A. Profit sharing plan
 - B. Succession plan
-

-
- C. Target benefit plan
 - D. Scanlon Plan

Answer: C

Explanation:

Answer option C is correct.

The target benefit plan has similarities to both a defined benefit plan and a money purchase plan. It is a cross between a money purchase pension plan and a defined benefit plan.

Answer option B is incorrect. A succession plan identifies critical positions in an organization and how they will be filled if current incumbents leave.

Answer option D is incorrect. The Scanlon Plan is a cost saving productivity-incentive plan. It was created in the 1930s by Joseph Scanlon. In this plan, employees are rewarded for productivity and cost savings to promote performance of the organization.

Answer option A is incorrect. A profit sharing plan is an employee motivation plan. This plan is established and maintained by an employer. In this plan, employees receive a share of the firm's profits determined by an agreed upon formula.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 284

Data integrity, employment practices liability insurance, OSHA, and workplace violence policies are all examples of which of the following HR functions?

- A. Workforce planning and employment
- B. Employee relations
- C. EEO
- D. Risk management

Answer: D

Explanation:

Answer option D is correct.

Risk management has influence that goes beyond the traditional safety role of HR, often influencing other HR functions such as EEO compliance (C), workforce planning (A) and employee relations (B). It revolves around removing or mitigating business risks, whether they are internal or external, or data- or employee-driven. See Chapters 4, 7, and 8 for more information.

Chapter: Risk Management

Objective: Risk Management

Question: 285

You have been asked to complete an HR audit of your organization. Which of the following is NOT a tool or technique that's appropriate for an HR audit?

- A. Checklists
 - B. Questionnaires of employees and management
-

-
- C. Classroom training
 - D. Surveys

Answer: C

Explanation:

Answer option C is correct.

Classroom training is a skills-enhancing approach to learning, not to completing an HR audit.

Answer option A is incorrect. Checklists are a valid approach to completing an HR audit.

Answer option D is incorrect. Surveys are a valid approach to completing an HR audit.

Answer option B is incorrect. Questionnaires of employees and management are a valid approach to completing an HR audit.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. 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: Talent Management

Question: 286

What term is used to describe the values, worth, work ethics, attitude, and collective sense of an identity in an organization?

- A. Organizational persona
- B. Organizational culture
- C. Organizational branding
- D. Organizational politics

Answer: B

Explanation:

Answer option B is correct.

The characteristics of an organization's culture are defined by its collective identity, worth, work ethics, and other characteristics.

Answer option D is incorrect. Politics describe the internal politics that are often known, but not documented within an organization.

Answer option C is incorrect. Branding describes the name, logo, colors, and feel of an identity. Answer option A is incorrect. Organization persona isn't a valid term for organizational development. 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

Question: 287

As an HR Professional in your organization, you need to be familiar with designing interview questions that are valid. Which type of validity is demonstrated by the job requirement of the applicant being fluent in Spanish and English?

- A. Criterion-Related validity

-
- B. Construct validity
 - C. Predictive validity
 - D. Content validity

Answer: A

Explanation:

Answer option A is correct.

The requirement for an application to be fluent in both English and Spanish is an example of the Criterion-Related validity.

Answer option D is incorrect. Content validity is a selection procedure that assesses a candidate's ability to perform a representation sample of the significant parts of the job.

Answer option B is incorrect. Construct validity is a selection procedure that assesses evidence of a certain psychological trait desired in the job.

Answer option C is incorrect. Predictive validity is a selection procedure that predicts a person's ability to perform well in a given job.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 288

Jennifer wants to form a corporation that will develop software. As she studies the pros and cons of a corporation entity, she learns that there are four distinct characteristics of a corporation. Which of the following is NOT a characteristic of a corporation?

- A. Liability is limited to the assets of the corporation.
- B. Life of the corporation can extend beyond the life of the founder.
- C. There is not a central management structure.
- D. Ownership of the corporation can be transferred by selling stock.

Answer: C

Explanation:

Answer option C is correct.

A corporation does have a central management structure called the board of directors for the company. The board of directors establishes the mission, vision, and management direction for the structure.

Answer option A is incorrect. Liability is limited to the assets of the company, not its owners.

Answer option B is incorrect. Corporations can continue to exist beyond the life of its founder.

Answer option D is incorrect. Stock and shares of the company technically transfer ownership of the company to other people. These shareholders can sell and trade the stock if they'd like.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Global Considerations

Question: 289

Don reports to his manager Marsha in the NJHG Company. Marsha informs Don that her supervisor Nate will be interviewing Don for insight into Don's performance, goals, and career. What term best describes this scenario?

- A. Skip-level interview
- B. Open-door policy
- C. 360-degree review
- D. Performance review

Answer: A

Explanation:

Answer option A is correct.

This is an example of a skip-level interview. When an employee is interviewed by his manager's manager, it's called a skip-level interview.

Answer option D is incorrect. This is more than just a performance review as Marsha's manager Nate is interviewing Don.

Answer option C is incorrect. This isn't a 360-degree review as Don is only interviewed by Marsha's manager.

Answer option B is incorrect. An open-door policy is an encouragement from management for employees to access them directly with questions, issues, and feedback.

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: Employee and Labor Relations

Objective: Employee Relations

Question: 290

Which one of the following best describes Progressive discipline?

- A. Discussion of substandard performance, verbal warning, written warning, and final written warning.
- B. Discussion of substandard performance, written warning, final written warning, termination.
- C. Series of documents of employee's substandard performance prior to each step of discipline or termination.
- D. Series of documents of employee's incompetence or insubordination that precedes an employee's termination.

Answer: A

Explanation:

Answer option A is correct.

Progressive discipline usually follows a series of steps of discipline, where each step is slightly more serious than the previous step. The most common steps are: Discussion of substandard performance, **verbal warning, written warning, and final written warning.**

Answer options B, C, and D are incorrect. These are not valid descriptions of progressive discipline. 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: Human Resource Development

Objective: Talent Management

Question: 291

As a Senior HR Professional you often have to participate in strategic planning for your department and organization. Strategic planning has four phases to its completion. Which of the following is not one of the four phases of strategic planning?

- A. Close the strategic plan
- B. Establish a foundation for the strategy
- C. Develop the strategic plan
- D. Implement the strategic plan

Answer: A

Explanation:

Answer option A is correct.

The four phases of strategic planning are: Establish a foundation for the strategy, develop the strategic plan, implement the strategic plan, and evaluate the plan, process, and performance.

Answer options B, C, and D are incorrect. Establish a foundation for the strategy, develop the strategic plan, and implement the strategic plan are among the four phases of strategic planning. Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge. Chapter: Business Management and Strategy Objective: Strategy

Question: 292

What term is assigned to an employee that makes a complaint about their employer to a federal agency claiming that illegal activity has occurred?

- A. Benedict
- B. Whistle-blower
- C. Reporter
- D. Scab

Answer: B

Explanation:

Answer option B is correct.

A whistle-blower describes a person who reports that their employer has participated in illegal activity. A whistleblower is a person who raises a concern about any wrongdoing occurring in an organization or body of people. Usually this person would be from that same organization. The revealed misconduct may be classified in many ways; for example, a violation of a law, rule, regulation and/or a direct threat to public interest, such as fraud, health/safety violations, and corruption.

Answer option D is incorrect. A scab is a derogative term for a person who crosses a picket line to work.

Answer option C is incorrect. A reporter isn't a valid term for this scenario.

Answer option A is incorrect. Benedict isn't a valid term for this scenario.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.
Chapter: Business Management and Strategy
Objective: Corporate Governance

Question: 293

The Federal Labor Standards Act is something that all HR Professionals should be familiar with. This act clearly defines four areas that affect all employees. Which one of the following is not one of the four areas of employment covered by this act?

- A. Commissions, royalties, and tips
- B. Record keeping
- C. Overtime
- D. Minimum wage

Answer: A

Explanation:

Answer option A is correct.

The Federal Labor Standards Act does not address commissions, royalties, and tips. The four things the act does address are minimum wage, record keeping, overtime, and child labor.

Answer options D, B, and C are incorrect. Minimum wage, record keeping, and overtime are addressed by the Federal Labor Standards Act.

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

Question: 294

The process of identifying risks and taking steps to minimize them is referred to as what?

- A. Qualitative analysis
- B. Risk management
- C. Liability management
- D. Risk assessment

Answer: B

Explanation:

Answer option B is correct.

Risk management identifies areas of possible legal exposure for the organization and reduces those risks with preventive actions. Liability management (C) occurs after a liability is incurred, while risk management seeks to prevent liability. Qualitative analysis (A) covers several subjective tools for analysis. A risk assessment (D) is used to determine how likely it is that an identified risk will actually

occur. See Chapters 2 and 8 for more information.

Chapter: Risk Management

Objective: Risk Management

Question: 295

Virginia is the HR Professional for her organization and she is reviewing the details of the Age Discrimination in Employment Act (ADEA) of 1967. She tells John, one of her staff members, that the ADEA prohibits discrimination on the basis of age for employees and job applicants who are above a certain age. What age does the ADEA apply to employees and job applicants?

- A. 50 and above
- B. 40 and above
- C. 30 and above
- D. All people regardless of their age

Answer: B

Explanation:

Answer option B is correct.

The ADEA applies to all people of age 40 and above. There is no cap on the age limit of the ADEA. Answer options D, C, and A are incorrect. The ADEA applies only to people of age 40 and above. 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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 296

Which of the following are the key components of gainsharing?

Each correct answer represents a complete solution. Choose all that apply.

- A. Employees and management work together for reviewing organizational performance.
- B. If the goals for improvements are met, employees and managers share the success.
- C. Managers and employees provide their part of salary for charity.
- D. The organization and the employees share the financial gains.

Answer: A B D

Explanation:

Answer options A, D, and B are correct.

The following are the key components of gainsharing:

1. Employees and management work together for reviewing organizational performance.
2. The organization and the employees share the financial gains.
3. If the goals for improvements are met, employees and managers share the success. Answer option C is incorrect. This is not the key component of gainsharing.

Chapter: Compensation and Benefits Objective: Compensation

Question: 297

According to the WARN Act, an employer with 200 employees is required to provide 60 days' notice of a mass layoff when which of the following is true?

- A. A flood requires that one of the plants be shut down for repairs, and 55 employees are laid off.
- B. The employer lays off 5 employees a week for 3 months.
- C. A major client unexpectedly selects a new vendor for the company's products, and the company lays off 75 employees.
- D. The employer is seeking additional funding and will lay off 70 employees if the funding falls through.

Answer: B

Explanation:

Answer option B is correct.

The WARN Act requires employers to provide 60 days' notice when 500 employees or 33 percent of the workforce are laid off, and it requires the number to be counted over a period of 90 days. Five employees a week for 3 months is a total of 65 employees (5 employees times 13 weeks), which is 33 percent of the workforce. The three exceptions are the "faltering company exception" (D) when knowledge of a layoff will negatively impact the company's ability to obtain additional funding, the "unforeseeable business circumstance" (C) when unexpected circumstances occur, and the "natural disaster" (A) exception. See Chapter for more information.

Chapter: Workforce Planning and Employment

Objective: Organization Exit/Off-Boarding Processes

Question: 298

Which one of the following statements is true of a hostile work environment?

- A. Only a supervisor can create a hostile work environment.
- B. A grievance procedure/policy against discrimination protects employers from hostile work environment claims.
- C. When a single incident of unwanted touching occurs, a hostile work environment has been created.
- D. A hostile work environment may be created when an individual witnesses the ongoing harassment of a co-worker.

Answer: D

Explanation:

Answer option D is correct.

A co-worker who witnesses the ongoing harassment of another individual may have an actionable claim of a hostile work environment. A single incident of unwanted touching (C), unless it is

particularly offensive or intimidating, will not reach the threshold of a hostile work environment established by the courts. A hostile work environment may be created by any individual in the workplace, including customers, vendors, or visitors, in addition to supervisors or co-workers (A). In the case of Meritor Savings Bank v. Vinson, the Supreme Court held that the mere existence of a grievance procedure and antiharassment policy (B) does not necessarily protect an employer from hostile work environment claims. See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 299

Nonexempt employees are not required to be paid to attend training events when four certain conditions are met. Which one of the following is not one of the four conditions to determine if a nonexempt employee should be paid for training?

- A. The event must be outside normal work hours
- B. The event's attendance is documented in performance review
- C. The event may not be job related
- D. The event must be voluntary

Answer: B

Explanation:

Answer option B is correct.

The documentation of attendance in a performance review would cause the event to be a requirement or at least affect the person's employment. This would disqualify the event from being non-paid. The fourth requirement is that no other work is performed during the event.

Answer options A, D, and C are incorrect. The event must be outside normal work hours, the event must be voluntary, and the event may not be job related are among the four requirements to keep the event as a non-paid event.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 300

One purpose of a diversity initiative is to do what?

- A. Increase the organization's ability to attract customers
- B. All of the above
- C. Increase workplace creativity
- D. Increase the effectiveness of the workforce

Answer: D

Explanation:

Answer option D is correct.

The purpose of a diversity initiative is to increase the effectiveness of an already diverse workforce by educating the employee population about the benefits of a diverse workforce, which includes increased creativity (C) and an enhanced ability to attract customers (A). See Chapter 2 for more information.

Chapter: Human Resource Development

Objective: Unique Employee Needs

Question: 301

Which of the following focuses on preventive care and controlling health costs?

- A. Exclusive Provider Organization
- B. Health Maintenance Organization
- C. Physician Hospital Organization
- D. Preferred Provider Organization

Answer: B

Explanation:

Answer option B is correct.

Health Maintenance Organizations focus on preventive care and controlling health costs. They determine whether patients need to be seen by a specialist.

Answer option D is incorrect. Preferred Provider Organization (PPO) utilizes a network of health-care providers for patient services.

Answer option C is incorrect. Physician Hospital Organization is an entity formed by physicians and hospitals whose objective is to negotiate contracts with payer organizations.

Answer option A is incorrect. In the Exclusive Provider Organization (EPO), physicians may see only those patients who are part of this organization.

Chapter: Compensation and Benefits

Question: 302

You are the HR Professional for your organization and management has asked you about the requirements for the Americans with Disabilities Act. Specifically, management wants to know the threshold of number of employees that require an organization to participate in the act. What is the minimum number of employees that an organization must have in order to be required to participate in the ADA law?

- A. 50 employees or more
- B. 15 employees or more
- C. All companies are covered by the Americans with Disabilities Act.
- D. 100 employees or more

Answer: B

Explanation:

Answer option B is correct.

The ADA covers all companies with 15 employees or more.

Answer option C is incorrect. Only companies that have 15 employees or more are covered by the ADA.

Answer option A is incorrect. The ADA covers all companies with 15 employees or more, not 50.

Answer option D is incorrect. The ADA covers all companies with 15 employees or more, not 100. Reference:

Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 303

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

Answer: B

Explanation:

Answer option B is correct.

Factor comparison is a quantitative job evaluation technique that identifies specific compensable factors and then establishes level of performances within each of those compensable factors.

Answer option C is incorrect. Whole job ranking is a non-quantitative job evaluation technique where jobs are ranked from lowest to highest.

Answer option D is incorrect. Job classification is a non-quantitative job evaluation technique where jobs are categorized into different levels.

Answer option A is incorrect. Job classification is a non-quantitative job evaluation technique that sorts new jobs into an existing job hierarchy.

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

Question: 304

Which of the following alternative staffing methods would be most appropriate for a company with ongoing yet sporadic needs for a specific job to be done?

- A. Temp worker
- B. Intern program
- C. On-call worker
- D. Seasonal worker

Answer: C

Explanation:

Answer option C is correct.

An on-call worker is the best solution for situation in which the employer needs the same job to be done on a sporadic basis. This allows the employer to rely on the same person to do the job, reducing training requirements.

An intern program (B) would not be appropriate because it is a short-term training solution. Seasonal workers (D) are generally required only at specific times of the year. Temp workers (A) provided by agencies may not be available when needed because they may be on other assignments. See Chapter 4 for more information.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 305

You are the Senior HR Professional for your organization and you're leading a workshop on HR practices for your department. Your first topic is the Davis Bacon Act. What did the Davis Bacon Act accomplish?

- A. It established the minimum retirement age of 65.
- B. It established the minimum working age to be 15.
- C. It was the first legislation to regulate minimum wages.
- D. It abolished the requirements for workers to be forced to retire.

Answer: C

Explanation:

Answer option C is correct.

The Davis Bacon Act in 1931 was the first piece of legislation to establish the minimum wage.

Answer options A and D are incorrect. The Davis Bacon Act did not address the retirement age.

Answer option B is incorrect. The Davis Bacon Act did not establish the minimum age to allow people to begin employment.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 306

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. 125 percent
- C. 80 percent
- D. \$10,000

Answer: C

Explanation:

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

Question: 307

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

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

Answer: D

Explanation:

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

Question: 308

Human resource professionals are likely to use third-party contracts when doing which of the following?

- A. Conducting a job evaluation
- B. Hiring a full-time executive
- C. Writing the employee handbook
- D. Hiring a temporary employee

Answer: D

Explanation:

Answer option D is correct.

In a third-party contract, some or all of the work is performed by an individual who is not a party to the contract. There are many examples of third-party contracts in business; perhaps the best known for HR professionals is an agreement with a temp agency in which the company agrees to pay the temp agency for services provided by an employee of the agency. See Chapters 2 and 4 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Third-Party Contract Management

Question: 309

Which of the following provides incentives to sales employees by paying them a percentage of the sale price for products and services sold to a customer?

- A. Geographic pay

-
- B. Base pay
 - C. Commissions
 - D. Hazard pay

Answer: C

Explanation:

Answer option C is correct.

Commissions provide incentives to sales employees by paying them a percentage of the sale price for products and services sold to a customer.

Commission is a type of incentive to sales employees. The company pays them a percentage of the sale price for products and services sold to a customer. Commission may serve as the entire cash compensation package, or it may be provided in combination with a base salary.

Answer option B is incorrect. Base pay is the amount of compensation that the employer and the employee agree will be paid for the performance of particular duties.

Answer option D is incorrect. Hazard pay is additional pay for dangerous or risky working conditions.

Answer option A is incorrect. Geographic pay ensures that employees working in different locations are paid at rates competitive in the labor market for specific jobs and locations.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 310

what nonmathematical forecasting technique uses rounds of anonymous surveys among participants to determine consensus on the direction of employment trends, candidate selection, or other forecasting topics?

- A. Trend analysis
- B. Qualitative forecast
- C. Management forecast
- D. Delphi Technique

Answer: D

Explanation:

Answer option D is correct.

The Delphi Technique is a nonmathematical forecasting technique to find consensus. The approach uses rounds of anonymous surveys to remove influence of parties and repercussion of opinions.

Answer option C is incorrect. A management forecast is a nonmathematical forecasting technique that relies on organization's managers as a source of expert judgment.

Answer option B is incorrect. Qualitative forecast is a generic term for a qualified forecast based on given information, experience, or preferences.

Answer option A is incorrect. Trend analysis is a forecasting method but it is a mathematical model to predict likely outcomes.

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

Question: 311

Which of the following is a communication that damages an community, individual's reputation in the preventing them from obtaining employment?

- A. Duty of loyalty
- B. Constructive discharge
- C. Defamation
- D. Gainsharing

Answer: C

Explanation:

Answer option C is correct.

Defamation can be described as a communication, which is responsible for damaging an individual's reputation in the community, preventing him from obtaining employment or other benefits.

Answer option B is incorrect. A constructive discharge occurs when an employer makes the workplace so hostile and inhospitable that an employee resigns.

Answer option A is incorrect. The duty of loyalty requires that all employees act in the best interest of the employer and not solicit work away from the employer to benefit themselves.

Answer option D is incorrect. Gainsharing is a system of management used by a business to get higher levels of performance through the involvement and participation of its people. As performance improves, employees share financially in the gain (improvement). Gainsharing is about people working smarter together and not just working harder.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 312

What is a target-benefit plan?

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

Answer: D

Explanation:

Answer option D is correct.

A target benefit plan is a hybrid plan that has similarities to defined-benefit pension plans and money-purchase plans. These plans use actuarial formulas to calculate individual pension contribution amounts. Deferral percentage tests (A) are required each year for 401(k) plans. An ESOP provides a means for employees to become owners of the company (B). A money purchase plan (C) defers a fixed percentage of employee earnings. See Chapter 6 for more information.

Chapter: Compensation and Benefits

Objective: Benefits

Question: 313

You are an HR Professional for your organization. You and your supervisor are reviewing the EEO reporting requirements for your company to comply with the reports your firm should file. Which EEO Report is a survey, collected every other year on even calendar years?

- A. EEO-4 Report
- B. EEO-5 Report
- C. EEO-1 Report
- D. EEO-3 Report

Answer: D

Explanation:

Answer option D is correct.

The EEO-3 Report, formally known as the Local Union Report, is collected on even years.

Answer option C is incorrect. The EEO-1 Report is collected yearly for firms with 100 or more employees. It reports the race, ethnicity, and gender and job distribution of the organization.

Answer option A is incorrect. The EEO-4 Report, formally known as the state and local government report, is collected on odd years.

Answer option B is incorrect. This report, formally known as the Elementary-Secondary Staff Information Report, is collected by the EEOC, the Office for Civil Rights, and the national Center for Education Statistics of the Department of Education. It is collected in even numbers for school districts with 100 or more employees.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 314

A standard employment practice that seems to be fair yet results in discrimination against a protected class is a description of what?

- A. Unfair treatment
- B. Disparate treatment
- C. Disparate impact
- D. Adverse impact

Answer: C

Explanation:

Answer option C is correct.

Disparate impact occurs when an employment practice that seems to be fair unintentionally discriminates against members of a protected class. Disparate treatment (B) occurs when a protected group is treated differently than other applicants or employees. The EEOC defines adverse impact (D) as a substantially different rate of selection in hiring, promotion, or another employment decision that works to the disadvantage of members of a race, a sex, or an ethnic group. Unfair treatment (A) can refer to any perceived difference in how employees are treated.

See Chapter 4 for more information.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 315

You are the Senior HR Professional in your organization and you're working with Janet, a project manager, to discuss the scope of a new project. Janet and her project team have taken your project scope and segmented it into a visual decomposition of the project work. What has Janet created?

- A. Activity list
- B. Project network diagram
- C. Project Work Breakdown Structure
- D. Scope breakdown structure

Answer: C

Explanation:

Answer option C is correct.

Janet has taken your project scope and decomposed it to a Work Breakdown Structure (WBS). The WBS captures all components the project will deliver.

Work Breakdown Structure (WBS)

A Work Breakdown Structure (WBS) is a visual decomposition of the project scope. The project scope is taken and broken down into smaller, more manageable units. Each of these units can be broken down again and again until you define the smallest item in the WBS called the work package.

Project groups and the project's discrete work elements are defined in a way that helps organize and define the total work scope of the project. A WBS element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control.

Answer option B is incorrect. A project network diagram is a flowchart of activities in the project.

Answer option D is incorrect. A scope breakdown structure is not a valid project management term.

Answer option A is incorrect. An activity list is created after the creation of the WBS.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. 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: Project Management Concepts

Question: 316

John is a nonexempt employee in your company and he works Monday through Friday, 8AM to 5 PM. He will be flying from Chicago to Nashville on Sunday afternoon to represent your company in a trade show on Monday. The flight from Chicago leaves at 4PM and will arrive in Nashville at 6PM. How many hours of compensation is John eligible for because of the Sunday flight according to the Fair Labor Standards Act?

- A. Zero
 - B. 1
 - C. 2
 - D. 3
-

Answer: B

Explanation:

Answer option B is correct.

The Department of Labor and the FLSA does not consider travel time outside of normal working hours to be compensable. Because John works between the hours of 8AM and 5PM his flight is eligible for just one hour of compensation. This is true even though the flight happens to be on the weekend.

Answer option A is incorrect. John will receive one hour of payment, not zero.

Answer option C is incorrect. John will only receive one hour of payment as one hour is between his regular working hours and the other is not.

Answer option D is incorrect. John won't receive time and a half for his travel.

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

Question: 317

Before selecting an HRIS system, which of the following questions should be answered?

- A. All of the above.
- B. What information will be converted to the HRIS?
- C. Who will have access to the information stored in the HRIS?
- D. How will the HRIS be accessed?

Answer: A

Explanation:

Answer option A is correct.

A needs analysis will provide answers to these questions, as well as whether the HRIS will be integrated with payroll or other systems and what kinds of reports will be produced. See Chapters 2 and 3 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Human Resource Technology

Question: 318

Jan is the HR Professional for her organization and she's meeting with the management to discuss the results of a balanced scorecard review. In particular, the management is asking Jan for her opinion how the organization can enhance organizational performance through education of the organization's employees. Which specific component of the balanced score is the management likely to be concerned with, in this scenario?

- A. Performance and retention
 - B. Rewards and recognition
 - C. Education and learning
 - D. Learning and growth
-

Answer: D

Explanation:

Answer option D is correct.

Learning and growth focus on employee training and attitudes towards the individual and corporate growth.

Chapter: Business Management and Strategy

Objective: HR Metrics: Measuring Results

Question: 319

As an SPHR you know that it's important for the management to show recognition for employees that have gone above and beyond what's expected of them. For rewards and recognition to be useful, the employees must be interested in the recognition. What other factor must be true?

- A. The recognition must be genuine.
- B. The recognition must be swift.
- C. The recognition must be monetary.
- D. The recognition must be public.

Answer: A

Explanation:

Answer option A is correct.

Rewards and recognitions systems underscore and promote performance for employees. However, for recognition to be effective it must be genuine when it is expressed.

Answer option D is incorrect. Recognition for work does not need to be public, though public recognition is sometimes effective.

Answer option C is incorrect. Not all recognitions must be monetary. While monetary recognition is nice, it may not always be feasible or appropriate.

Answer option B is incorrect. Recognition for good work should swiftly follow the work, but this answer is not as important as the recognition being genuine.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 320

As an HR Professional in your organization, you need to be familiar with designing interview questions that are valid. Which type of validity is demonstrated by the job requirement of the applicant being able to design a web page in a particular software program your company uses?

- A. Predictive validity
 - B. Construct validity
 - C. Criterion-Related validity
 - D. Content validity
-

Answer: D

Explanation:

Answer option D is correct.

Content validity is used in an interview for an applicant to show their skills in a particular job-related function. Answer option C is incorrect. Criterion-Related validity is a selection procedure where skills are measured and compared (or selected) to an incumbent's success in the job based on the skills being measured.

Answer option B is incorrect. Construct validity is a selection procedure that assesses evidence of a certain psychological trait desired in the job.

Answer option A is incorrect. Predictive validity is a selection procedure that predicts a person's ability to perform well in a given job.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 321

Which of the following is additional pay for working in dangerous conditions?

- A. Reporting pay
- B. Base pay
- C. Hazard pay
- D. Gross pay

Answer: C

Explanation:

Answer option C is correct.

Hazard pay is additional pay for working in dangerous conditions.

Answer option A is incorrect. If an employee is called by the employer for work and there is no work available, the employer may be required by state law or employment agreements to pay for a minimum number of hours of work. This is known as reporting pay.

Answer option B is incorrect. Base pay is the foundation of an employer's compensation program because it reflects the value placed on individual jobs by the organization.

Answer option D is incorrect. Gross pay is the amount earned by an employee before taxes are not paid.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 322

Robert is the HR Professional for his organization and he's preparing for several interviews with candidates for an open position in his company. Several interviewers will participate in the interview process and Robert is meeting with all interviewers to discuss the process. Robert wants to define and document the interview process for all interviewers to abide by the Uniform Guidelines on Employee Selection Procedures. What is the purpose of the meeting and the documentation of the interview process?

-
- A. Roberts wants to approve all questions the interviewers may ask the job candidates.
 - B. Robert wants all of the interviewers to ask the same questions.
 - C. Robert wants all of the interviewers to be consistent through the interviews.
 - D. Roberts wants all of the interviewers to grade each candidate.

Answer: C

Explanation:

Answer option C is correct.

One of the key elements of the Uniform Guidelines on Employee Selection Procedures is consistency in each interviewer's approach to the interview process.

Answer option B is incorrect. Interviewers don't need to ask all of the same questions to abide by the Uniform Guidelines on Employee Selection Procedures.

Answer option D is incorrect. The Uniform Guidelines on Employee Selection Procedures isn't about grading the interviewees, but approach the interviews in a consistent manner.

Answer option A is incorrect. Robert doesn't need to approve all of the questions in order to abide by the Uniform Guidelines on Employee Selection Procedures.

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: Workforce Planning and Employment

Objective: Staffing Programs

Question: 323

A training class is being held on how to install a new light fixture for a project. There are 2,433 light fixtures to install in the project, so all project team members will need to learn how to install the light fixture. The project manager wants to ensure that all fixtures are installed identically. In the training, participants learn how to install the fixture by following a step-by-step direction. All of the participants can now install the light fixture relatively easily and quickly. There's not much more to learn in the installation, so their learning tapers off in regard to the light fixture installation. This is an example of what type of learning curve?

- A. Positively accelerating learning curve
- B. Negatively accelerating learning curve
- C. S-shaped learning curve
- D. Plateau learning curve

Answer: D

Explanation:

Answer option D is correct.

This is an example of a plateau learning curve. Learners quickly accelerate in the learning and their capacity slows, or in this example, stops.

Answer option C is incorrect. An s-shaped learning curve demonstrates learning that ebbs and flows based on content, experience, and greater levels of competence.

Answer option B is incorrect. Negatively accelerating learning curves are similar to the Plateau learning curve, but learning doesn't necessarily stop; it just slows dramatically.

Answer option A is incorrect. Positively accelerating learning curves are demonstrated when learners gain

information slowly, and then learning accelerates.

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: Talent Management

Question: 324

A lockout occurs when which of the following occurs?

- A. The employer shuts down operations to keep employees from working.
- B. The employer refuses to allow the union to unionize the workplace.
- C. The employees shut down operations by refusing to work.
- D. The employees patrol the entrance to the business.

Answer: A

Explanation:

Answer option A is correct.

A lockout is an action taken by the employer to stop employees from working. A strike occurs when employees refuse to work (C). An employer that refuses to allow the union to conduct an organizing campaign (B) is committing an unfair labor practice. Picketing occurs when employees patrol the entrance to the business (D). See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 325

An effective progressive disciplinary process begins with which of the following?

- A. A written warning
- B. A verbal warning
- C. A suspension
- D. Coaching or counseling

Answer: D

Explanation:

Answer option D is correct.

An effective progressive disciplinary process begins with coaching or counseling, acknowledging good performance, and providing guidance on performance that needs to be changed. Providing ongoing feedback, both positive and negative, reduces the stress level for both employees and supervisors when serious performance issues arise and must be addressed. A written warning (A) is the second step of a formal disciplinary process. A verbal warning (B) is the first step. Suspensions (C) are usually the last step prior to termination. See Chapter 7 for more information.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 326

Which of the following would be considered an extrinsic reward?

- A. A feeling of accomplishment after completing a tough assignment
- B. A 10 percent salary increase
- C. Challenging work on a new project
- D. Recognition by the CEO at a company meeting

Answer: D

Explanation:

Answer option D is correct.

Extrinsic rewards are nonmonetary rewards where self-esteem comes from others, such as formal recognition for a job well done. Challenging work on a new project (C) is an intrinsic reward. Salary increases (B) are monetary rewards. A feeling of accomplishment after completing a tough assignment (A) is another type of intrinsic reward.

See Chapter 6 for more information.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 327

Which of the following is the best definition of the Scanlon Plan?

- A. Employees' pay fluctuates based on what type of work they are performing.
- B. Employees are rewarded in non-compensatory methods, such as training or time off.
- C. Employees are rewarded based on the number of units they sell.
- D. Employees share in the cost savings achieved through productivity gains.

Answer: D

Explanation:

Answer option D is correct.

The Scanlon Plan is a cost saving productivity-incentive plan. It was created in the 1930s by Joseph Scanlon. In this plan, employees are rewarded for productivity and cost savings to promote performance of the organization.

Answer option C is incorrect. This is an example of a commission-based pay or a per-unit productivity pay.

Answer option A is incorrect. This is a generic definition of variable pay and isn't the best choice for the question.

Answer option B is incorrect. This isn't a definition of the Scanlon Plan.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 328

Insurance	Benefits
Place Holder	It provides varying levels of coverage for preventive or restoration work such as fillings, major restoration work such as bridges, and orthodontia.
Place Holder	It provides employees with reduced costs for eye examinations and contact lenses or glasses.
Place Holder	It provides medical or dental insurance for a very low rate and offer supplemental insurance for employees who are willing to pay an additional premium for the coverage.
Place Holder	It provides insurance for employees and their dependents in the event of an accident that results in the death of the covered person or the loss of a bodily function.

DRAG DROP

Drag and drop the types of insurance beside their corresponding descriptions.

Answer:

AD&D Insurance	Life Insurance	Vision Insurance	Dental Insurance
Insurance	Benefits		
Dental Insurance	It provides varying levels of coverage for preventive or restoration work such as fillings, major restoration work such as bridges, and orthodontia.		
Vision Insurance	It provides employees with reduced costs for eye examinations and contact lenses or glasses.		
Life Insurance	It provides medical or dental insurance for a very low rate and offer supplemental insurance for employees who are willing to pay an additional premium for the coverage.		
AD&D Insurance	It provides insurance for employees and their dependents in the event of an accident that results in the death of the covered person or the loss of a bodily function.		

AD&D Insurance

Life Insurance

Vision Insurance

Dental Insurance

Explanation:

The types of insurance are as follows:

- Dental Insurance: Employers may choose dental insurance plans to provide varying levels of coverage for preventive or restoration work such as fillings, major restoration work such as bridges, and orthodontia.
- Vision Insurance: One of the lowest cost benefits available, vision insurance provides employees with reduced costs for eye examinations and contact lenses or glasses.
- Life Insurance: Many insurance companies bundle basic life insurance with medical or dental insurance for a very low rate and offer supplemental insurance for employees who are willing to pay an additional premium for the coverage.
- Accidental Death and Dismemberment Insurance (AD&D) Insurance: AD&D insurance can provide insurance for employees and their dependents in the event of an accident that results in the death of the covered person or the loss of a bodily function. AD&D does not pay benefits in the event of death due to an illness.

Chapter: Compensation and Benefits

Objective: Benefits

Question: 329

Beth is an HR Professional for her organization and she has been alerted by management that the company will be outsourcing a large portion of operations. This outsourcing will likely cause several employees to lose employment with the organization. Which of the following is the best course of action that Beth can take in regard to communicating with the employees about the outsourcing change?

- Document all questions and create exact, formal answers in writing with management's approval.
- Refer all questions about the outsourcing decision to management.
- Do not share the details of the outsourcing decision.
- Be honest and truthful and do not hide the facts.

Answer: D

Explanation:

Answer option D is correct.

Beth should be honest and truthful and not hide the facts of the outsourcing decision.

Answer option C is incorrect. Beth should not hide the details, but keep employees in the loop on the decision.

Answer option B is incorrect. Beth need not pass the decision onto management as her being the HR Professional is the point of contact for employee communications.

Answer option A is incorrect. Documenting the questions with exact management-approved answers is **not the best choice presented**.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategic Management

Question: 330

An organization is launching a strategic planning session. One of the primary goals of this session is to define the goals of the organization. Which of the following statements best defines a goal that is created as part of the strategic planning session?

- A. Describes the SMART process to identify objectives
- B. Describes the strengths of the business to its competitive advantage in the marketplace
- C. Describes the direction the business will take and what it will achieve
- D. Describes the practical steps that will be taken to achievement

Answer: C

Explanation:

Answer option C is correct.

Goals fit into strategic planning by describing the direction of the business and what the business will achieve.

Answer option D is incorrect. This is a description of the business objectives of the company actions.

Answer option B is incorrect. This is a description of the business strategy.

Answer option A is incorrect. This describes a goal setting approach, not what a goal is.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

Question: 331

Which of the following defines a list of jobs not suitable for children between the ages of 16 and 18?

- A. OSHA
- B. FECA
- C. IRCA
- D. FLSA

Answer: D

Explanation:

Answer option D is correct.

The Fair Labor Standards Act (FLSA) defines a list of jobs not suitable for children between the ages of 16 and 18.

Answer option A is incorrect. OSHA stands for Occupational Safety and Health Administration. OSHA is an agency of the United States Department of Labor. It was created by Congress of the United States under the Occupational Safety and Health Act, signed by President Richard M. Nixon, on December 29, 1970. Its mission is to prevent work-related injuries, illnesses, and occupational fatality by issuing and enforcing standards for workplace safety and health. The agency is headed by a Deputy Assistant Secretary of Labor. OSHA issues guidelines and regulations for the safe use of a computer.

Answer option C is incorrect. The IRCA, or Immigration Reform and Control Act of 1986, prohibits employers from hiring undocumented workers (sometimes called illegal aliens). It is an Act of Congress which reformed United States immigration law.

Answer option B is incorrect. Federal Employees Compensation Act (FECA) is a law that provides rules for

compensation benefits to federal employees for work-related injuries or illnesses. FECA contains legal provision for giving compensation to their surviving dependents if a work-related injury or illness results in the employee's death.

Chapter: Risk Management

Objective: Risk Assessment

Question: 332

According to the Copyright Act of 1976, which of the following is most likely to be considered a fair use of copyrighted material?

- A. Copying a book for 10 staff members of a nonprofit organization
- B. Distributing 30 copies of a paragraph in a book to a study group
- C. None of the above
- D. Distributing 30 copies of a chapter in a book to a study group

Answer: B

Explanation:

Answer option B is correct.

Four factors are considered in determining whether the use of published material is a fair use: the purpose of the use, the nature of the work being copied, how much of the work is copied, and what economic effect copying the material will have on the market value of the work. See Chapter 5 for more information.

Chapter: Human Resource Development

Objective: Federal Employment Legislation

Question: 333

Which of the following scenarios best represents respondeat superior?

- A. An employee gives a hefty discount to a friend.
- B. A terminated employee creates web posts about your company that aren't true.
- C. A manager promises an employee a job for life if she continues her good performance.
- D. An employee hits another vehicle with a company's car and your company is sued.

Answer: D

Explanation:

Answer option D is correct.

Respondeat superior is a Latin phrase that means "let the master answer", which basically means a company can be found liable for the actions of their employees. When an employee hits another vehicle with the company's car the company could be found liable for the damages caused.

Answer option A is incorrect. The hefty discount could be a form of "sweethearting" or it may be allowed. There's not enough information to know for certain, but this isn't an example of respondeat superior.

Answer option C is incorrect. A promise of continued employment for good performance could be an example of an express contract.

Answer option B is incorrect. When a terminated employee writes negative things about the company it's likely a case of defamation.

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: Employee and Labor Relations
Objective: Federal Employment Legislation

Question: 334

What is an employer's responsibility when workplace conditions pose a threat to an unborn child?

- A. Do nothing. It is up to employees to protect their unborn children.
- B. Allow only sterile employees to work in jobs that pose a threat to unborn children.
- C. Advise the employee of the potential threat, and allow the employee to make the decision.
- D. Move the employee into a different job that does not pose a threat to the unborn child.

Answer: C

Explanation:

Answer option C is correct.

The Supreme Court determined in *Automobile Workers v. Johnson Controls, Inc.* that it is the responsibility of prospective parents to protect their unborn children. Although employers must provide information about potential hazards, the employer may not decide for the employee whether to work in a job that poses a risk to an unborn child. See Chapter 8 for more information. Chapter: Risk Management Objective: Risk Identification

Question: 335

Deal and Kennedy defined the four dimensions of organizational culture that you should be familiar with, as an HR Professional. What dimension of organizational culture is best defined by the hidden hierarchy of power?

- A. Heroes
- B. Culture network
- C. Values
- D. Joy

Answer: B

Explanation:

Answer option B is correct.

The culture network is the information system of communication - also called the hidden hierarchy of power - within an organization.

Answer option D is incorrect. Joy is not one of the four dimensions, as defined by Deal and Kennedy.

Answer option C is incorrect. Values describe the beliefs that lie at the heart of the corporate culture.

Answer option A is incorrect. Heroes describes individuals who embody the organizational values.

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 336

There are several union actions that are considered unfair labor practices. One such practice is that unions may require employers to pay for services that are not rendered. For example, a union cannot require an organization to continue to pay employees to do jobs that have been rendered obsolete by changes in the technology. Which of the following terms defines this unfair labor practice?

- A. Collusion
- B. Coercion
- C. Hot cargo agreement
- D. Featherbedding

Answer: D

Explanation:

Answer option D is correct.

This is an example of featherbedding. Featherbedding happens when unions require employers to pay for services that are not rendered.

Answer option B is incorrect. Coercion is not the correct term for this scenario.

Answer option A is incorrect. Collusion is not the correct term for this scenario.

Answer option C is incorrect. A hot cargo agreement happens when a union demands that an employer stops doing business with another employer.

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: Employee and Labor Relations

Objective: Labor Relations

Question: 337

As an HR Professional you should be familiar with OSHA forms for maintaining employee records. Which OSHA form is used to cover the what, how, when, where, and who or work-related injuries?

- A. Form 3165
- B. Form 300
- C. Form 301
- D. Form 300A

Answer: B

Explanation:

Answer option B is correct.

Form 300 is OSHA's form that employers can use as a log book to document the how, what, when, where, and who of work-related injuries. The employer is obligated to complete this form within seven days of learning of a work-related injury.

Answer option C is incorrect. OSHA form 301 is a form for work-related injuries or illnesses incidents. This form is

to be kept by the employer for a minimum of five years following the year in which the incident occurred.

Answer option D is incorrect. OSHA form 300A is used to record a numeric summary of all work-related injuries that have occurred in a work environment over the past year. The worksheet defines the incident, the number of employees affected, and the type of injuries and illness.

Answer option A is incorrect. There's isn't a Form 3165, but there is 3165 Poster that defines employees' rights under OSHA.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Assessment

Question: 338

As an HR Professional you should be familiar with the terminology, practices, and rules governing union-based strikes. What is the ally doctrine?

- A. A union may expand upon its primary picketing activity to include employers who are allies of the primary employer.
- B. A union may serve as an ally to another striking union by allowing their members to join the picket against the primary employer.
- C. A secondary boycott occurs when a union tries to compel an employer.
- D. Employers cannot force friends, colleagues, and family members into joining a union picket. Allies of the picketing union can allow allies into the picket line.

Answer: A

Explanation:

Answer option A is correct.

The ally doctrine states that a union may expand its primary picketing activities to employers who are allies of the primary employer, in an attempt to put more pressure on the primary employer.

Answer options B, C, and D are incorrect. These are not valid definitions of the ally doctrine.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 339

What common law term best describes an employee's obligation to act with reasonable care and skill for the employer?

- A. Duty of diligence
- B. Duty of obedience
- C. Duty of honor
- D. Duty of loyalty

Answer: A

Explanation:

Answer option A is correct.

The common law term duty of diligence describes an employee's responsibility to act with reasonable care and skill for the employer. This is part of the employee-employer payment contract. Answer option D is incorrect.

The duty of loyalty describes an employee's obligation to act in the best interest of the employer and not solicit work away from the employer to benefit themselves.

Answer option B is incorrect. The duty of obedience describes an employee's obligation to follow the employer's authority and reasonable and legal policies, procedures, and rules.

Answer option C is incorrect. There's not an applicable human resource common law term called duty of honor.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 340

You are reviewing an Affirmative Action Plan for your organization and you realize that you need to identify someone within your company who has the necessary authority and resources to implement the Affirmative Action Plan. What is the Affirmative Action Plan title of this individual?

- A. Chief Acting Office
- B. Designation of Responsibility
- C. Senior HR Professional
- D. Senior Management Official

Answer: B

Explanation:

Answer option B is correct.

The Designation of Responsibility is the person within an organization who has the needed authority and resources to implement an Affirmative Action Plan.

Answer option A is incorrect. This isn't a valid term for the Designation of Responsibility.

Answer option C is incorrect. While the Designation of Responsibility may be the Senior HR Professional, the official title is Designation of Responsibility.

Answer option D is incorrect. The Designation of Responsibility can be a Senior Management Official, but that's not the Affirmative Action Plan title.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 341

Your organization offers employees an employee contract as part of the employment proposition. In the contract,

there's a requirement that disputes must be settled using arbitration. When an employment contract includes the requirement for disputes to be settled through arbitration, what term is assigned to this relationship?

- A. Compulsory arbitration
- B. Binding arbitration
- C. Ad hoc arbitration
- D. Contractual arbitration

Answer: A

Explanation:

Answer option A is correct.

Compulsory arbitration is a contract requirement, or sometimes mandated by the courts, that requires a solution to a problem to come from an arbitrator.

Answer option D is incorrect. Contractual arbitration may seem like a legitimate term, but the best answer is compulsory arbitration.

Answer option B is incorrect. Binding arbitration means that both parties agree to accept the arbitrator's findings.

Answer option C is incorrect. Ad hoc arbitration isn't a valid term; an ad hoc arbitrator is someone who's selected to hear just a single case.

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: Employee and Labor Relations

Objective: Dispute Resolution

Question: 342

There are four factors that contribute to an engaged workforce. Which of the following is NOT one of the four factors that will contribute to an engaged workforce?

- A. Look for key performance metrics when hiring new talent.
- B. Identify the best fit for the employee.
- C. Concentrate on individual employee strengths.
- D. Clearly establish desired results.

Answer: A

Explanation:

Answer option A is correct.

The four factors that will contribute to an engaged workforce does not include looking for key performance metrics when hiring new talent. The correct fourth aspect of an engaged workforce is to look for talent as well as knowledge, skills, and abilities, when selecting employees.

Answer options B, C, and D are incorrect. Each of these is one of the four factors that contribute to an engaged workforce.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 343

You are an HR Professional for your organization and you're preparing your team for a series of interviews. You want the team to be familiar with the validity types you'll use and encourage in the series of interviews. During the interview process, the candidate will need to complete a psychological test to determine his ability to perform in the job role based on collected and desired traits. This is an example of what type of validity?

- A. Construct-related validity
- B. Predictive validity
- C. Content validity
- D. Criterion-related validity

Answer: A

Explanation:

Answer option A is correct.

Construct-related validity determines whether a test measures the connection between candidate characteristics and successful performance on the job. According to the DOL, construct validity is a method of testing that measures an applicant's abstract future behaviors. In order for a test to be legally defensible, it must show that it measured the proper characteristic, and that it accurately predicted future success on the job.

Answer option C is incorrect. Content validity is evidence that the candidate can perform key aspects of the job in the interview process, such as conversing in English and then in Spanish if these were the requirements of the job.

Answer option D is incorrect. Criterion-related validity is an example where performance scores achieved by current employees are based on the criterion used for the selection. For example, current employees can perform better because they can design artwork in particular software programs, so applicants must be able to use the particular software program to qualify for the position.

Answer option B is incorrect. Predictive validity is a confirmation that the characteristics the candidate tested for during the interview process hold true in the actual performance of the candidate once they've been hired.

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: Workforce Planning and Employment

Objective: Staffing Programs

Question: 344

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

Answer: C

Explanation:

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

Question: 345

An organization requires that all new managers must complete the first six months of their assignment traveling to different geographical locales. Female employees feel that this requirement restricts them from management positions because they have family obligations that would prevent them from traveling. The requirement to travel for six months is likely an example of what type of discrimination in this instance?

- A. Disparate impact
- B. Political requirement
- C. Sexual harassment
- D. Disparate treatment

Answer: A

Explanation:

Answer option A is correct.

The requirement to travel could be an example of disparate impact, as the requirements could screen out or prevent females with family obligations from traveling.

Answer option D is incorrect. Disparate treatment occurs when a member of a protected class is intentionally treated differently than other employees.

Answer option C is incorrect. This isn't an example of sexual harassment, as there is not a sexual advance being discussed in the question.

Answer option B is incorrect. This is a distracter for the question, and it is not a valid answer or term for the SHRP.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 346

Your organization has decided to close one of the manufacturing plants, where it employs 250 employees. The closing is not a reflection of the employee's performance, but due to poor sales of the equipment the plant produces. What is the employer required to do for the employees in light of the plant closing?

-
- A. Offer the employees a transfer to other plants that will remain open.
 - B. Offer a written notice of the plant closing at least 60 days prior to the closing date.
 - C. Offer the employees a final performance assessment.
 - D. Offer the employees an opportunity to resign from their position with two week severance pay.

Answer: B

Explanation:

Answer option B is correct.

The only requirement the organization must fulfill is to offer, in writing, a notice of the plant closing at least 60 days prior to the closing event.

Answer option A is incorrect. The organization is not required to offer job transfers.

Answer option D is incorrect. The organization is not required to offer severance packages, though many organizations may.

Answer option C is incorrect. The organization is not required to offer a final performance assessment for the employees.

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: Workforce Planning and Employment

Objective: Organization Exit/Off-Boarding Processes

Question: 347

You are the Senior HR Professional for your organization and you're leading a workshop on HR practices for your department. Your first topic is the Davis Bacon Act. What did the Davis Bacon Act accomplish?

- A. It established the minimum retirement age of 65.
- B. It established the minimum working age to be 15.
- C. It was the first legislation to regulate minimum wages.
- D. It abolished the requirements for workers to be forced to retire.

Answer: C

Explanation:

Answer option C is correct.

The Davis Bacon Act in 1931 was the first piece of legislation to establish the minimum wage.

Answer options A and D are incorrect. The Davis Bacon Act did not address the retirement age.

Answer option B is incorrect. The Davis Bacon Act did not establish the minimum age to allow people to begin employment.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 348

As an HR Professional, you must be familiar with collective bargaining agreements and the process that rights are

given, contracts, and union and management cooperation. With this in mind, what is a rights arbitration?

- A. It is not a lawsuit, but a resolution of laws and their impact on existing contracts.
- B. It is a lawsuit between the collective management and the collective union.
- C. It is a formal hearing between the management and the union, to resolve grievances during the construction of a contract.
- D. It is a formal hearing between management and union members to resolve grievances during the administration of a contract.

Answer: D

Explanation:

Answer option D is correct.

Rights arbitration is like a hearing, but it doesn't take place in the court of law. Rights arbitration aims to resolve grievances between union members and management, that have happened during the **administration of a contract**.

Answer option C is incorrect. Note that this answer is close, but it defines rights arbitration as something that occurs during the construction of the contract, not during the actual administration of the contract.

Answer option B is incorrect. Rights arbitration is not a lawsuit.

Answer option A is incorrect. Rights arbitration is not an interpretation of laws and their affect on existing contracts.

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Dispute Resolution

Question: 349

Stephanie is an HR Professional and she's writing a review of new HR software for her HR blog. Unfortunately the review is not positive and the owner of the software is threatening to sue Stephanie because she broke copyright laws when she shared the review and included screen captures. What protects Stephanie from the lawsuit?

- A. Stephanie is actually protected from infringement of the copyright laws because of digital use rights.
- B. Stephanie is actually guilty of the copyright infringement when she shared the screen captures.
- C. Stephanie cannot share screen captures on the web as this is an infringement on digital rights.
- D. Stephanie is actually protected from infringement of the copyright laws because of fair use rights.

Answer: D

Explanation:

Answer option D is correct.

Fair use protects people from copyright infringement because it is an example of reviews, criticism, news reporting, and research.

Answer option B is incorrect. Stephanie is not guilty of infringement because of fair use rights.

Answer option C is incorrect. Stephanie did not distribute the work digitally, but did provide a criticism of the software, which is covered by fair use.

Answer option A is incorrect. There is no digital use rights; it's fair use rights for criticism, reviews, news reporting, research, and even teaching.

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: Federal Employment Legislation

Question: 350

Ned is an HR professional for his organization and he's analyzing how employees complete certain tasks on the assembly line. There have been some complaints and claims over the past few months of repetitive stress injuries and cumulative trauma injuries to employees on the assembly line. Ned is examining how the work is completed and looking for unnatural body movements by the workers. What is Ned actually studying?

- A. Job shadowing
- B. Ergonomics
- C. OSHA compliance
- D. Mitigation

Answer: B

Explanation:

Answer option B is correct.

Ned is studying the ergonomics of the assembly line to gain insight into the injuries, work, and possible mitigation of the unnatural movements.

Answer option C is incorrect. While Ned does want to comply with OSHA, the best answer is ergonomics.

Answer option A is incorrect. This may seem like job shadowing, but Ned isn't looking to learn the process of how to do the work, as is the case in job shadowing, but he's learning about the process of the work as it may relate to repetitive stress injuries and cumulative trauma injuries.

Answer option D is incorrect. Mitigation is the risk response to reduce or lower the probability of the risk event. Ned haven't made any recommendations yet for the risk events.

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: Risk Management
Objective: Risk Assessment

Question: 351

An organization would like to bid on a project, but they don't have enough employees available to complete the work. The organization approaches a competitor with the opportunity to partner on the project to win the work. What type of risk response is used in this instance?

- A. Enhancing
 - B. Mitigation
 - C. Transference
 - D. Sharing
-

Answer: D

Explanation:

Answer option D is correct.

This is an example of sharing as the organization is sharing the opportunity with another firm. Without the other firm's cooperation the company wouldn't be able to win the contract. Both parties share the risk and the reward for the work.

Answer option A is incorrect. Enhancing is a positive risk event that aims to enhance the conditions that would make a positive risk event likely to occur. For example, a company could add more workers to a project to beat a deadline and win a bonus from the customer.

Answer option C is incorrect. Transference is a negative risk response that transfers the risk to a third party, usually for a fee.

Answer option B is incorrect. Mitigation is a risk response to reduce the probability and/or impact of a **negative risk event**.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-58644149-4, Section III, The US HR

Body of Knowledge.

Chapter: Risk Management

Objective: Risk Management

Question: 352

One of your employees has requested a leave from employment because of a call to military service. You are obligated to allow the leave, but it turns out that the military service was cancelled. Are you obligated to reemploy the individual under the Uniformed Services Employment and Reemployment Rights Act of 1994?

- A. Yes, if the company has a policy of re-hiring military personnel post-duty even if it is for less than one year.
- B. No, as this is one caveat to the law that allows employers to hire replacement employments for military personnel for up to one year when they are called away for military duty. Even if the duty is cancelled the employer must be able to retain business.
- C. No, because the individual requested leave, you do not have to accept the individual back for up to one year.
- D. Yes, the Uniformed Services Employment and Reemployment Rights Act of 1994 requires it.

Answer: D

Explanation:

Answer option D is correct.

Employers are obligated to rehire military personnel employees who leave for duty even if the duty is cancelled.

Answer options C, B, and A are incorrect. These aren't valid statements about the Uniformed Services Employment and Reemployment Rights Act of 1994.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 353

Which of the following activities is not a responsibility of the operations function of a business?

- A. Scheduling production runs to coincide with customer demand
- B. Ensuring that products or services meet quality standards
- C. Determining what new products will be produced
- D. Designing the product

Answer: C

Explanation:

Answer option C is correct.

Marketing is responsible for determining what new products will be produced based on market research designed to find out what products customers are willing to purchase. See Chapter 3 for more information.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 354

One aspect of organizational development is leadership development. According to Pano's model, there are five components needed to bridge the gap between management and leadership. Which component in Pano's Model of Leadership Development states that for you to lead, you must have the permission of the people whom you lead?

- A. Establish credibility
- B. It's not about you
- C. Commit to achieve
- D. Align people

Answer: A

Explanation:

Answer option A is correct.

The component that requires you to have permission of the people you want to lead is the establish **credibility component**.

Answer option C is incorrect. The commit to achieve component is embracing the need and requirements to achieve.

Answer option B is incorrect. It's not about you is a component that focuses on employees.

Answer option D is incorrect. Align people is a component of the model that aligns people with the **vision, mission, and values of the organization**.

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: Core Knowledge Requirements for HR Professionals

Objective: Leadership Concepts

Question: 355

Holly is the HR Professional for her organization and she's examining the type of exemptions for computer

employees. What is the minimum rate that the computer employee must earn to be considered exempt?

- A. \$31.23 per hour
- B. \$45.33 per hour
- C. \$27.63 per hour
- D. \$17.03 per hour

Answer: C

Explanation:

Answer option C is correct.

To qualify for the computer exemption status, the computer employee must earn, if paid on an hourly salary, no less than \$27.63 per hour.

Answer options B, D, and A are incorrect. These are not valid answers for this question as the computer employee must earn no less than \$27.63 per hour.

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: Core Knowledge Requirements for HR Professionals

Objective: Employee Records Management

Question: 356

Which of the following activities does not contribute to ergonomic injuries?

- A. Awkward postures
- B. Contact stress
- C. Falling down stairs
- D. Extended vibrations

Answer: C

Explanation:

Answer option C is correct.

Ergonomic injuries are caused by repeated stress to a part of the body. A fall down the stairs is a single occurrence and therefore not an ergonomic injury. See Chapter 8 for more information.

Chapter: Risk Management

Objective: Risk Assessment

Question: 357

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 one-on-one interview with an employee and a neutral moderator.
 - B. It's a series of interviews with neutral moderators to uncover core issues and concerns about management, issues, or risks.
 - C. It's a series of anonymous surveys to build consensus about issues, risks, or concerns.
-

D. It's a survey that allows participants to provide essay answers on problems within the organization

Answer: C

Explanation:

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 Analysis

Question: 358

Your organization is likely to be purchased by a competitor. The Management has asked you, in confidence, to complete environmental scanning to determine the effects of the purchase on your organization's culture, customers, and employees. What is environmental scanning?

- A. Environmental scanning is a review of the cultural achievability of a new project, organizational change, or market influence on at least three factors in an organization.
- B. Environmental scanning is a review of the opportunities and threats that a condition may have on an organization.
- C. Environmental scanning is an internal review of an external catalyst.
- D. Environmental scanning is the process of assessing the effects of an organization change on both macro and micro elements in an organization.

Answer: B

Explanation:

Answer option B is correct.

Environmental scanning requires the HR Professional to review the opportunities and threats that a condition can have on an organization. In this instance the environmental scan is to consider the effects of the organization's sale on employee's, culture, and customers.

Answer option A is incorrect. This is not a good definition of environmental scanning because the number of factors to be considered or the cultural achievability of a change are not required.

Answer option C is incorrect. The change need not come from an external source - it could be an internal policy, shift in leadership, or other internal catalyst.

Answer option D is incorrect. This isn't a valid definition of environmental scanning as this answer doesn't consider opportunities or threats that can affect the macro and micro elements in the organization.

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: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategy

Question: 359

You are the SPHR for your organization. There has been some issues in your company about how much authority functional managers are allowed to have over personnel decisions. Your structure currently has all decision-making authority in higher levels of the organization. Which of the following terms best describes your organizational structure?

- A. Centralized organization
- B. Projectized
- C. Strong matrix structure
- D. Functional structure

Answer: A

Explanation:

Answer option A is correct.

An organization that retains all decision-making power at higher levels only is a centralized organization.

Answer option B is incorrect. A projectized structure describes a company that uses management by projects.

This structure gives authority to project managers and all actions, jobs, and opportunities are treated as projects.

Answer option C is incorrect. A strong matrix structure describes a structure where resources are used from across the company and functional managers have decision making authority over the resources.

Answer option D is incorrect. A functional structure describes an entity where each manager is in charge of decisions, resources, and projects in their department. Each department is isolated from other entities within the company.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategic Management

Question: 360

Which of the following points is important to effective lobbying: that is, attempting to influence or persuade an elected official to pass, defeat, or modify a piece of legislation?

- A. Learning how the legislative and political process works
- B. Beginning by using persuasion to convince the elected official to accept your position
- C. Making big financial contributions
- D. Letting the elected official choose a solution rather than present a proposal solution

Answer: A

Explanation:

Answer option A is correct.

To be effective, most experts agree that it is best to first do your homework: that is, learn how the legislative and political process works. In this way, you can participate effectively in the process. Persuasive skills (B) are useful in presenting your point of view. (C) Big financial contributions are often used by lobbyists to ensure that elected representatives will listen to their points of view. Lobbyists prefer to present a proposed solution to elected

officials (D). See Chapter 3 for more information.

Chapter: Business Management and Strategy

Objective: Legislative and Regulatory Processes

Question: 361

A corporation is a legal entity that has rights and obligations. The corporation has a responsibility to act in the best interests of its owners. What term describes the obligation of the corporation to act in the best interest of its shareholders?

- A. Fiduciary responsibility
- B. Ethical responsibility
- C. Mission statement
- D. Corporate charter

Answer: A

Explanation:

Answer option A is correct.

A fiduciary responsibility describes the obligation of the corporation to act in the best interest of the shareholders of the organization. Shareholders are the owners of the company.

Answer option B is incorrect. Ethical responsibilities are linked to the fiduciary responsibility of the company, but this isn't the best answer for the question.

Answer option C is incorrect. The mission statement establishes the purpose and vision of the company.

Answer option D is incorrect. The corporate charter establishes the entity as a legal being, but doesn't describe the fiduciary responsibilities.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Corporate Governance

Question: 362

Which of the following scenarios is an example of discrimination in a disparate treatment?

- A. An employee requests off from work because of a religious holiday. The manager agrees but asks the employee to make up the work the employee will miss.
- B. An organization requires all newly hired employees to have college degrees even though a degree is not needed to perform all jobs within the organization.
- C. An employee requests off from work because of a religious holiday. The manager agrees but scrutinizes the work the employee does after the holiday. The manager does not inspect the work of other employees who did not ask off for the holiday.
- D. An organization requires all newly hired employees to have college degrees for certain positions within the company.

Answer: C

Explanation:

Answer option C is correct.

When the manager inspects a persons work who asked for the time off for the religious holiday, but doesn't inspect the work of other persons who didn't ask for the time off, it's likely a case of disparate treatment.

Answer option A is incorrect. The manager isn't treating the worker differently, just asking for the worker to complete their assignments as required by the work.

Answer option B is incorrect. This is an example of disparate impact, not disparate treatment.

Answer option D is incorrect. This is not an example of discrimination as the company is requiring college degrees for certain positions, not all positions.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 363

Jennifer is an HR Professional and she's telling Hal about sexual harassment issues at their workplace. Jennifer wants to distinguish between the types of sexual harassment in this conversation. What are the two categories of sexual harassment Jennifer should address?

- A. Overt and Covert
- B. Open and close
- C. Quid Pro Quo and Hostile Work Environment
- D. Hostile Work Environment and Covert

Answer: C

Explanation:

Answer option C is correct.

The two categories of sexual harassment are quid pro quo and hostile work environment. Quid pro quo describes a scenario where employment can be based on the acceptance or refusal of sexual advances. A hostile work environment describes unwelcome sexual conduct that interferes with a person's ability to complete their work, intimidation, or an offensive work environment.

Answer option A is incorrect. Overt and covert are not valid sexual harassment terms.

Answer option B is incorrect. Open and close are not valid sexual harassment terms.

Answer option D is incorrect. A hostile work environment describes unwelcome sexual conduct that interferes with a person's ability to complete their work, intimidation, or an offensive work environment. Covert, however, is not a valid sexual harassment term.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 364

What is the minimum amount of employees an organization must have to be covered by the Americans with Disabilities Act of 1990?

- A. All organizations are covered by this act and must abide by its requirements
- B. 15
- C. 45
- D. 100

Answer: B

Explanation:

Answer option B is correct.

The Americans with Disabilities Act of 1990 requires organizations that have 15 or more employees to abide by this law.

Answer option A is incorrect. This law does not affect organizations with less than 15 employees.

Answer option C is incorrect. The Americans with Disabilities Act of 1990 applies to all employers with 15 or more employees, not 45.

Answer option D is incorrect. The Americans with Disabilities Act of 1990 applies to all employers with 15 or more employees, not 100.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 365

Fran is a HR Professional for her organization and she is interviewing applicants for a warehouse position. One of the candidates has written on his application that he speaks Spanish. Fran interviews this candidate in Spanish and interviews all other candidates in English. This is an example of what?

- A. Perpetuating past discrimination
- B. Disparate impact
- C. Disparate treatment
- D. Accommodation

Answer: C

Explanation:

Answer option C is correct.

Technically this is an example of disparate treatment. Fran has treated this applicant differently than the other applicants because the person says he speaks Spanish.

Answer option A is incorrect. There is no evidence of past discrimination in this example to make this choice correct.

Answer option B is incorrect. The disparate impact happens when a seemingly neutral policy has a disproportionately negative effect on the protected class.

Answer option D is incorrect. Accommodation is not a valid term for this scenario.

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: Workforce Planning and Employment
Objective: Federal Employment Legislation

Question: 366

Samantha applied as an outside sales rep for a new sales territory. Part of the selection process included an assessment test that measures successful sales characteristics. Samantha scored particularly high on the test. During the interview, Christopher, the hiring manager, had some concerns about how well Samantha would fit into the company culture, but when he learned how high she scored on the test, he immediately decided to hire her. What bias could be at work in this situation?

- A. Halo effect
- B. Knowledge-of-predictor effect
- C. Cultural-noise effect
- D. Stereotyping effect

Answer: B

Explanation:

Answer option B is correct.

The knowledge-of-predictor effect occurs when an interviewer is aware that a candidate has scored particularly high or low on an assessment test and allows this to affect the hiring decision. The halo effect (A) occurs when the interviewer allows a single positive characteristic of the candidate to overshadow other considerations. Cultural noise (C) occurs when a candidate gives answers they think the interviewer wants to hear. Stereotyping (D) occurs when the interviewer makes assumptions about a candidate based on generalizations about the group the candidate belongs to (for example, women). See Chapter 4 for more information.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 367

Jane is preparing for an interview process for an open position within her company. Jane has prepared several questions for the interview. In her questions, Jane is careful not to ask all of the following questions, except for which one?

- A. How many children do you have?
- B. Where are you from?
- C. What's your date of birth?
- D. Our hours are from 8 AM to 5 PM. Can you meet this requirement of the position?

Answer: D

Explanation:

Answer option D is correct.

Of all the questions, only choice D is a valid question that Jane should ask. Jane must be careful, not to offer questions that could be or interpreted as discriminatory.

Answer option A is incorrect. By asking how many children the candidate has, is an example of sex

discrimination.

Answer option B is incorrect. Jane may get national origin information in the question.

Answer option C is incorrect. Asking for one's date of birth could lead to age discrimination.

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: Workforce Planning and Employment

Objective: Staffing Programs

Question: 368

As an HR Professional, you must be familiar with certain theories and insights about organizational culture, organizational development, and management. Who addressed organizational culture as "that's the way we do things around here"?

- A. Edgard Schein
- B. Frederick Herzberg
- C. W. Edwards Deming
- D. Allen A. Kennedy

Answer: A

Explanation:

Answer option A is correct.

Edgard Schein of MIT's Sloan School of Management is the individual who defined organizational culture as "that's the way we do things around here."

Answer option B is incorrect. Herzberg's Theory of Motivation describes the elements that motivate performance in an individual.

Answer option C is incorrect. Deming is a leader in quality management but didn't address organizational culture, directly.

Answer option D is incorrect. Kennedy is a part of the team Deal and Kennedy who described the four dimensions of organizational culture.

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Human Resource Development

Objective: Organization Development

Question: 369

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

Answer: C

Explanation:

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

Question: 370

You are developing a new seminar for your organization and you're meeting with John, the Manufacturing Manager, about the seminar. You are asking questions to John such as why the course is needed, what problem the course should solve, and what the current level of competence the participants have about the course topic. What component of ADDIE are you performing?

- A. Development
- B. Analysis
- C. Aptitude
- D. Investigate

Answer: B

Explanation:

Answer option B is correct.

You are performing the first component of ADDIE which is the analysis. Note that this first component is sometimes written as Analysis/Assessment.

The ADDIE model is the generic process traditionally used by instructional designers and training developers.

The five phases - Analysis, Design, Development, Implementation, and Evaluation - represent a dynamic, flexible guideline for building effective training and performance support tools. This model attempts to save time and money by catching problems while they are still easy to fix. Answer option A is incorrect. Development happens later in the ADDIE model.

Answer option C is incorrect. Aptitude is not one of the components of the ADDIE model so this choice is incorrect.

Answer option D is incorrect. Investigate is not one of the components of the ADDIE model so this choice is incorrect.

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: Talent Management

Question: 371

As part of your implementation of a new course, you will deliver pilot programs to a small group of learners in your organization. Which of the following are the two types of pilot programs that an organization can use within ADDIE?

- A. Mock program and management-driven format
- B. Instructor-to-instructor format and instructor-to-peer format
- C. Identical program format and abbreviated program format
- D. Job-sampling program and abbreviated program format

Answer: C

Explanation:

Answer option C is correct.

There are two generally accepted approaches to hosting pilot training: Identical program format and abbreviated program format.

Answer option A is incorrect. These are not valid types of program formats. The two that are used with ADDIE implementation are identical program format and abbreviated program format.

Answer option B is incorrect. These are not valid types of program formats. The two that are used with ADDIE implementation are identical program format and abbreviated program format.

Answer option D is incorrect. These are not valid types of program formats. The two that are used with ADDIE implementation are identical program format and abbreviated program format. 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: Talent Management

Question: 372

What is the most effective method of performance evaluation?

- A. A field-review process
- B. A continuous-feedback process
- C. A forced-ranking process
- D. A behaviorally anchored rating-scale process

Answer: B

Explanation:

Answer option B is correct.

A continuous-feedback review process is most effective because it provides immediate feedback to employees, enabling them to correct performance issues before they become major problems. In a field review (A), reviews

are conducted by someone other than the direct supervisor. Forced ranking (C) is an evaluation method in which all employees are listed in order of their value to the work group. The BARS process (D) identifies the most important job requirements and creates statements that describe varying levels of performance. See Chapter 5 for more information.

Chapter: Human Resource Development
Objective: Performance Appraisal

Question: 373

Which of the following is best defined as a benefit plan that makes contributions based on a percentage of company earnings each year?

- A. Money purchase plan
- B. Target benefit plan
- C. 401(k) plan
- D. Profit sharing plan

Answer: D

Explanation:

Answer option D is correct.

The profit sharing plan makes contributions based on a percentage of employer earnings each year.

A profit sharing plan is an employee motivation plan. This plan is established and maintained by an employer. In this plan, employees receive a share of the firm's profits determined by an agreed upon formula.

Answer option A is incorrect. A money purchase plan uses a fixed percentage of employee earnings to defer compensation.

Answer option B is incorrect. The target benefit plan uses a predetermined amount, or target amount, to calculate contributions needed to reach the amount by a given date of anticipated retirement.

Answer option C is incorrect. A 401(k) plan allows contribution from employees and employers.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 374

Which of the following is paid to employees who are called to work before or after their scheduled hours?

- A. Base pay
- B. Call-back pay
- C. Gross pay
- D. Hazard pay

Answer: B

Explanation:

Answer option B is correct.

Call-back pay is paid to employees who are called to work before or after their scheduled hours.

Answer option A is incorrect. Base pay is the foundation of an employer's compensation program because it reflects the value placed on individual jobs by the organization.

Answer option C is incorrect. Gross pay is the amount earned by an employee before taxes are not paid.

Answer option D is incorrect. Hazard pay is additional pay for working in dangerous conditions.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 375

DRAG DROP

Match the ways of managing risks with their examples.

Ways for managing risks

1. Transfer
2. Mitigation
3. Avoidance
4. Acceptance

Examples

A. The company minimizes the risk.

S. The company manages the risk if it occurs

C. The company uses insurance to cover the risk

Answer:

Ways for managing risks

1. Transfer
2. Mitigation
3. Avoidance
4. Acceptance

Examples

A. The company minimizes the risk.

B. The company manages the risk if it occurs.

C. The company uses insurance to cover the risk.

D. The company eliminates the risk.

Explanation:

Risks can be managed in one of the following ways:

- Mitigation: The company minimizes the risk.
- Acceptance: The company manages the risk if it occurs.
- Avoidance: The company eliminates the risk.
- Transfer: The company uses insurance to cover the risk.

Chapter: Risk Management

Objective: Risk Management

Question: 376

Which of the following occurs in violation of a contract clause prohibiting strikes during the term of the contract?

- A. Wildcat strike
- B. Lockout

- C. Strike
- D. Involuntary exit

Answer: A

Explanation:

Answer option A is correct.

A wildcat strike occurs in violation of a contract clause prohibiting strikes during the term of the contract.

Answer option C is incorrect. A strike occurs when the union decides to stop working.

Answer option B is incorrect. A lockout occurs when management shuts down operations to keep the union from working.

Answer option D is incorrect. Involuntary exits is process that occurs due to mergers, outsourcing or changing business needs. It also occurs due to terminations for cause, such as performance problems, etc.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 377

Which of the following union security clauses specifies that all employees must either join the union or pay union dues if they choose not to join the union?

- A. Maintenance of membership clause
- B. Closed shop
- C. Agency shop clause
- D. Union shop clause

Answer: C

Explanation:

Answer option C is correct.

The agency shop clause specifies that all employees must either join the union or pay union dues if they choose not to join the union.

Answer option B is incorrect. The closed shop clause requires that all new hires be members of the union before they are hired.

Answer option A is incorrect. The maintenance of membership clause allows employees to choose whether to join the union, but once they join, they must remain members until the expiration of the contract.

Answer option D is incorrect. The union shop clause requires that all employees join the union within a grace period specified by the contract.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 378

What is the time limit for filing a charge of discrimination with the EEOC?

- A. 180 days
- B. 30 days
- C. 60 days
- D. 90 days

Answer: A

Explanation:

Answer option A is correct.

The individual filing the claim has 180 days from the date of the alleged violation. In some instances the 180-day limitation may be extended to 300 days if the charge is covered by a state or local antidiscrimination law.

Answer option B is incorrect. The limit is 180 days, not 30 days.

Answer option C is incorrect. The limit is 180 days, not 60 days.

Answer option D is incorrect. The limit is 180 days, not 90 days.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 379

As an HR Professional you must be familiar with particular labor-based acts of congress. One such act is the Taft-Hartley Act which addressed right-to-work states and unions. What does right-to-work states mean for unions and employees?

- A. Employees are not required to join a union to work.
- B. Employees must join the union in order to work.
- C. Union conducts the hiring process for an organization.
- D. An organization can fire employees if they're members of a union.

Answer: A

Explanation:

Answer option A is correct.

Right-to-work states, as addressed in the Taft-Hartley Act, state that employees aren't required to join a union in order to work.

Answer option B is incorrect. This isn't a valid statement as employees aren't required to join a union in order to work.

Answer option D is incorrect. The Taft-Hartley does allow employers to fire supervisors who are engaged in union activities or do not support the employer's position.

Answer option C is incorrect. The union does not conduct the hiring process for the organization.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Labor Relations

Question: 380

The lawsuit *Oncale v. Sundowner Offshore Service, Inc.* is a unique sexual harassment case. What was the relevance of this case which makes it unique to human resource professional?

-
- A. It is a sexual harassment case that was brought about by a man being harassed by women.
 - B. It is a sexual harassment case that was actually a fictitious account of harassment.
 - C. It is the first sexual harassment case that awarded a woman over \$1,000,000.
 - D. It is a sexual harassment case that was brought about by a man being harassed by men.

Answer: D

Explanation:

Answer option D is correct.

The *Oncale v. Sundowner Offshore Service, Inc.* is the Supreme Court case that found that sexual harassment under Title VII was written to protect women, should be applicable to both sexes.

Answer options B, A, and C are incorrect. These aren't valid answers for the case. It was a lawsuit that centered on a man being sexually harassed by other men in the workforce.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 381

As an HR Professional you should be familiar with the terminology, practices, and rules governing unions and management in the bargaining process. What is the zipper clause in regard to negotiations?

- A. Items in a management-union contract can be "zipped" open and closed as often as necessary.
- B. Items in a management-union contract are "zipped" closed, once the agreement is signed by both parties.
- C. Management and union representations are locked out of union employee meetings.
- D. Management is locked out of union meetings.

Answer: B

Explanation:

Answer option B is correct.

Once management and union are in agreement with the terms of the contract and they sign the agreement, new demands or negotiations are not allowed. The contract is zipped closed for its duration.

Answer option C, D, and A are incorrect. These aren't valid definitions of the zipper clause.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 382

Fred is a union employee who has been summoned by the management to an investigatory hearing regarding his conduct. Fred would like to have a union representative with him at the meeting. What is the name of the right that allows Fred to have a union representative with him at the meeting?

-
- A. Management Rights
 - B. Weingarten Right
 - C. Bumping Right
 - D. Right of Way

Answer: B

Explanation:

Answer option B is correct.

The Weingarten Right is a right based on the US Supreme Court case NLRB v. Weingarten in 1975. This case establishes the right of a union member employee to have a union representative present at investigatory meetings with management.

Answer option C is incorrect. The bumping right is the right of a senior employee whose position may be eliminated, and who opts to take the position of a less senior employee instead of losing the employment altogether.

The less senior employee is "bump" out of employment by the senior employee.

Answer option D is incorrect. Right of way is not a valid term for this scenario.

Answer option A is incorrect. Management rights describe the ability of management to manage their organization the way they see fit unless the management approach contradicts a union labor contract.

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 383

Your organization has a retirement benefits plan that is covered by ERIS

- A. Under ERISA, which of the following is your organization required to do for the plan participants?
 - A. Provide each participant with monthly plan information, specifically about the features and funding of the plan through a summary plan description at no more than \$7 per participant, per month.
 - B. Provide each participant with plan information, specifically about the features and funding of the plan through a summary plan description at a cost of no more than \$7 per participant, per year.
 - C. Provide each participant with plan information, specifically about the features and funding of the plan through a summary plan description at no cost.
 - D. Provide each participant with monthly plan information, specifically about the features and funding of the plan through a summary plan description at no cost.

Answer: C

Explanation:

Answer option C is correct.

The plan administrator is required to provide participants, at no cost, with plan information about the features and funding of the plan.

Answer option B is incorrect. The information must be provided to the participants from the plan administrator at no cost.

Answer option D is incorrect. Monthly information is not mandated so this choice isn't the best answer.
Answer option A is incorrect. Monthly information is not mandated, and the information must be provided at no cost to the plan participants.

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: Benefits

Question: 384

As an HR Professional you must recognize, and be aware of several pieces of legislation that affects your performance as an HR Professional. Which one of the following acts used the terminology "work now, grieve later" to describe the urgency of performing work?

- A. Railway Labor Act
- B. National Industrial Recovery Act
- C. National Labor Relations Act
- D. Clayton Act

Answer: A

Explanation:

Answer option A is correct.

The Railway Labor Act was a critical win for the management, in that it helped keep trains, and later airlines, from striking - to disrupt travel of citizens. The act was created to keep the trains moving - with a few exceptions, such as safety.

Answer option D is incorrect. The Clayton Act clarified language in the Sherman Antitrust Act, and deemed labor unions and agricultural unions exempt from the Sherman Antitrust Act.

Answer option B is incorrect. The National Industrial Recovery Act guaranteed laborers the right to organize and bargain collectively.

Answer option C is incorrect. The National Labor Relations Act, also known as the Wagner Act, guaranteed the right to self-organization, to form, join, or assist labor organization, to bargain collectively through representatives of their own choice.

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- 1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Labor Relations

Question: 385

As a Senior HR Professional you should be familiar with the rights of employees and how it relates to the performance and relationship with management and the organization. In this light, what are Weingarten Rights?

- A. It is the right of the employee to refuse to work overtime hours that may have been requested by management.
 - B. It is the right of an employee to have a union representative present at any investigatory interview that the employee believes may lead to a disciplinary action.
-

-
- C. It is the right of an exempt employee to refuse to work more than 40 hours per week in seven-day time period.
- D. It is the right of the employee to leave the organization's employment at anytime without retribution by withholding or delaying payments due for work.

Answer: B

Explanation:

Answer option B is correct.

Weingarten rights describe the rights of a union-employee to request and be granted the presence of a union representative at any meeting that the employee believes may lead to disciplinary action.

Answer options D, A, C are incorrect. This isn't a valid definition of the Weingarten rights.

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: Employee and Labor Relations

Objective: Employee Relations

Question: 386

According to the WARN Act, an employer with 200 employees is required to provide 60 days' notice of a mass layoff when which of the following is true?

- A. The employer is seeking additional funding and will lay off 70 employees if the funding falls through.
- B. A major client unexpectedly selects a new vendor for the company's products, and the company lays off 75 employees.
- C. The employer lays off 5 employees a week for 3 months.
- D. A flood requires that one of the plants be shut down for repairs, and 55 employees are laid off.

Answer: C

Explanation:

Answer option C is correct.

The WARN Act requires employers to provide 60 days' notice when 500 employees or 33 percent of the workforce are laid off, and it requires the number to be counted over a period of 90 days. Five employees a week for 3 months is a total of 65 employees (5 employees times 13 weeks), which is 33 percent of the workforce. The three exceptions are the "faltering company exception" (A) when knowledge of a layoff will negatively impact the company's ability to obtain additional funding, the "unforeseeable business circumstance" (B) when unexpected circumstances occur, and the "natural disaster" (D) exception. See Chapter for more information.

Chapter: Workforce Planning and Employment

Objective: Organization Exit/Off-Boarding Processes

Question: 387

If an employer ignores stress in employees what symptom are employees likely to develop?

- A. Tumors
- B. Turnover

-
- C. Burnout
 - D. De-motivation

Answer: C

Explanation:

Answer option C is correct.

Burnout is a symptom that can further erode performance because of stress in employees. Employers must recognize stress and address the issues caused by stress. Although burnout is work-related, most responsibility for burnout currently rests on the individual worker in the United States, as well as the individual company, as it is in a company's best interest to ensure burnout doesn't occur. The NIOSH outlines an approach in their booklet "Stress at Work."

Answer option D is incorrect. De-motivation may occur, but burnout is the preferred terminology.

Answer option B is incorrect. Approximately 40 percent of turnover is due to stress, but turnover is not necessarily a symptom of an employee.

Answer option A is incorrect. Stress may cause tumors, though there are more complicated health matters that contribute to this symptom. The best answer is burnout.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-58644149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Assessment

Question: 388

Which of the following statements about substance-abuse policies is not true?

- A. An effective policy describes what happens to employees who test positive.
- B. An effective policy describes when tests will occur and what drugs will be tested.
- C. Federal law requires all employers to implement substance-abuse policies.
- D. Substance-abuse policies identify who will be tested.

Answer: C

Explanation:

Answer option C is correct.

The Drug-Free Workplace Act of 1988 requires only federal contractors and subcontractors to establish substance abuse policies. A fair and effective policy will describe which employees will be tested (D), whether it is all or specific job groups. The policy should describe (B) when tests will be done (pre-employment, randomly, on reasonable suspicion, or according to a predetermined schedule), what drugs are included in the process, and the consequences for employees who test positive (A). See Chapter 8 for more information.

Chapter: Risk Management

Objective: Risk Assessment

Question: 389

Why is a job analysis important?

- A. It allows for proper training and development of key personnel.
 - B. It provides the supervisory responsibilities necessary to accomplish organizational goals.
-

-
- C. It ensures compliance with EEO laws.
 - D. It provides the foundation from which all other HR activities are designed.

Answer: D

Explanation:

Answer option D is correct.

Job analysis and the subsequent job descriptions provide the building blocks for all other HR activities. Clearly identifying the output and skills necessary to accomplish each job allows for proper EEO compliance (C), job pricing, recruiting, and other HR functions (B and A).

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 390

Which of the following keeps data current by dropping the oldest data when new data is added?

- A. Moving average
- B. Median
- C. Mean
- D. Mode

Answer: A

Explanation:

Answer option A is correct.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

Question: 391

Based on an analysis of the industry and labor market trends, a VP of Human Resources has determined that the best course of action for her company is to change from a narrow to a broadband salary structure. The current structure has been in place for more than 15 years, and the VP is anticipating strong resistance to making the change. Which of the following tools should the VP use to convince the executive team to make the change?

- A. Build a business case.
- B. Calculate the return on investment.
- C. Conduct a SWOT analysis.
- D. Calculate the cost-benefit analysis.

Answer: A

Explanation:

Answer option A is correct.

A business case lays out the desired result of an action or program, presents alternative solutions, describes possible risks from both implementing and not implementing the action, and defines the criteria used to measure

success. ROI (B) and CBA (D) may be included as part of the business case, and a SWOT analysis (C) may have identified the need for a program or action.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 392

Gathering information about employee attitudes and opinions through surveys and focus groups provides employee levels of engagement.

- A. Insight into
- B. Intuition about
- C. Instruction for
- D. Individual measurement of

Answer: A

Explanation:

Answer option A is correct.

The use of a variety of tools to gather employee feedback enables employers to measure employee levels of engagement. The use of anonymous surveys, topical focus groups, and employee interviews all provide insight into both individual and organizational needs. Intuition is rarely a legally defensible methodology for use in HR, and focus groups are not the best choice for measuring individual needs.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 393

For several months, the management team has been struggling to come to grips with the need for a formal succession plan. About 30 percent of the workforce will reach retirement age within 10 years, and little has been done to prepare for the loss of knowledge in key roles that will occur as employees begin to retire. The team has come to a consensus that what is needed is a comprehensive plan, one that includes a mentor program for each of the key positions, identification of key skills that will need to be replaced, a recruiting strategy that attracts qualified candidates who are looking for longevity, and creating a more open culture. Which of the following can be used to accomplish these goals?

- A. Create a talent-management program.
- B. All of the above.
- C. Create a succession plan.
- D. Create a knowledge-management program.

Answer: A

Explanation:

Answer option A is correct.

A talent-management program is a comprehensive strategy to workforce management. This approach includes planning for future needs, recruiting qualified candidates, creating compensation and retention strategies, developing employees, managing performance, and cultivating a positive culture. A succession plan (C) is part of

the workforce-planning element of a talent-management program. Knowledge management (D) focuses on building systems that retain corporate knowledge accessible as needed by the organization.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 394

Which of the following is not an appropriate use of an HRIS?

- A. Tracking time and attendance
- B. Tracking employee expense reports
- C. Maintaining employee records
- D. Tracking applicant data for the EEO-1

Answer: B

Explanation:

Answer option B is correct.

Data for employee expense reports is maintained by the accounting department. An HRIS system can be used to collect and track employee data for various uses, including EEO-1 reporting, time and attendance, and other employee records.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 395

Computer-based training, web-based training, and virtual learning are all examples of what?

- A. Self-directed learning
- B. Mobile learning
- C. Asynchronous training
- D. Electronic learning

Answer: D

Explanation:

Answer option D is correct.

Electronic or e-learning encompasses many forms of synchronous and asynchronous training (C).

Mobile and self-directed learning (B and A) are two examples of e-learning principles. E-learning is discussed in more detail in Chapter 5.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 396

Which of the following is the middle value when values are arranged from high to low?

- A. Mode
- B. Average

-
- C. Median
 - D. Mean

Answer: C

Explanation:

Answer option C is correct.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

Question: 397

A department manager advises you that the productivity of his data-entry operators is unsatisfactory and asks you to develop a training program to improve their data-entry skills. What is your first step?

- A. Develop a lesson plan.
- B. Conduct a needs assessment.
- C. Select a training method.
- D. Talk to other managers to validate the situation.

Answer: B

Explanation:

Answer option B is correct.

A needs assessment is conducted to determine what is required to solve a problem, including whether training is the appropriate intervention. If, for example, network crashes are the cause of the low productivity, training will not solve the problem. Lesson plans (A) are created during the design stage of training discussed in Chapter 5. Talking to other managers to validate the situation (D) may be included in the needs assessment along with other factors. The training method is selected (C) during the development phase discussed in Chapter 5.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 398

After conducting a risk assessment, what can you do to protect the company against any identified risks?

- A. Identify policies that are applied inconsistently throughout the organization.
- B. Present management with a plan for reducing the risks.
- C. Develop a plan to reduce the risks.
- D. Obtain employment practices liability insurance.

Answer: D

Explanation:

Answer option D is correct.

As part of the risk assessment, inconsistent policies have been identified (A), a plan for reducing risk has been developed (C), and management has reviewed the plan for reducing risks (B). After the assessment is complete, the company may decide to purchase insurance, self-insure, or mitigate the risk by making operational changes.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 399

Which of the following describes the financial condition of the business at a specific point in time?

- A. Profit and loss statement
- B. Statement of cash flows
- C. Balance sheet
- D. Accounts receivable ledger

Answer: C

Explanation:

Answer option C is correct.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Basic Budgeting and Accounting

Question: 400

The best way for HR to contribute to the development of an organization's strategic plan using internal business operational factors is to do which of the following?

- A. Interpret and apply internal operational information such as the relationships between departments
- B. Scan the legal and regulatory environment
- C. Analyze industry changes
- D. Stay informed of technological developments

Answer: A

Explanation:

Answer option A is correct.

The ability to interpret and apply information related to internal sources allows HR to respond to specific elements of an organization's strategic plan. For example, understanding how an HRIS system can integrate with an accounting database is one example of cross-functional strategic decisions. Scanning the legal and regulatory environment (B), analyzing industry changes (C), and staying abreast of technological advances (D) are all examples of external forces that impact a strategic plan. Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 401

Which of the following organizational structures would be most effective for a company with three distinct commodities for sale?

- A. Functional structure
 - B. Flat-line structure
 - C. Divisional structure
 - D. Product-based structure
-

Answer: D

Explanation:

Answer option D is correct.

A product-based structure is useful for an organization with multiple well-defined product lines. The structure and subsequent job responsibilities are divided by product line, rather than shared company-wide. The functional structure (A) is the more traditional format where the organization is divided by departments such as production and sales. A divisional structure (C) groups the company based on market or industry, useful for decentralized divisions. A flat line structure (B) is a different term for a seamless organization, one in which hierarchies do not exist.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 402

According to the Toxic Substance Control Act, documentation of hazardous material exposures must be kept on file for how many years?

- A. 25
- B. 15
- C. 5
- D. 30

Answer: D

Explanation:

Answer option D is correct.

Manufacturers, importers, processors, and distributors of toxic chemicals must keep records related to hazardous material exposures, including claims of occupational diseases, for 30 years from the report date.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 403

Which of the following is another term for a profit and loss statement?

- A. Income statement
- B. Fiscal year summary
- C. Balance sheet
- D. Statement of cash flow

Answer: A

Explanation:

Answer option A is correct.

An income statement, also referred to as a profit and loss statement, provides financial information about revenue and expenses in a set reporting period. The statement of cash flow (D) communicates the ways in which

monies came in and out of the organization, and the balance sheet (C) is a thumbnail sketch of assets, liabilities, and equity at a certain time.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 404

Which of the following Acts was the first federal legislation to regulate minimum wages?

- A. Fair Labor Standards Act
- B. Walsh Healy Public Contracts Act
- C. Davis Bacon Act
- D. Service Contract Act

Answer: C

Explanation:

Answer option C is correct.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Employee Records Management

Question: 405

Which of the following methods of quantitative analysis would be most effective for an organization with data that is out of date?

- A. Trend analysis
- B. Weighted average
- C. Simple linear regression
- D. Mode

Answer: B

Explanation:

Answer option B is correct.

Measures of central tendency such as mean average, moving average, and weighted average are useful when an organization must include outdated information in its analysis. Typically, more weight is assigned to the more current data; or, as new data is added, older criteria are dropped. This allows for a more accurate reflection of the current condition. A trend analysis (A) compares the movement of a single variable over time, for example, the hiring rate from a single recruiting source. Simple linear regression (C) measures the relationship between two variables, such as how many units employees can produce. All techniques can be used for planning and forecasting purposes.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 406

Offering training in cross-cultural conflict management is one example of what?

-
- A. Generational diversity effort
 - B. Cultural competence
 - C. Qualitative analysis
 - D. An industry best practice

Answer: B

Explanation:

Answer option B is correct.

Cultural competence considers the diversity efforts necessary to achieve corporate aims such as reflecting the population and increasing the applicant candidate pool. It measures the ability of a company to function effectively in the context of these diverse beliefs. Conflict management training is one example of an HR behavior that addresses an organization's cultural competency.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 407

Which of the following Acts was the first federal legislation to regulate minimum wages?

- A. Service Contract Act
- B. Fair Labor Standards Act
- C. Davis Bacon Act
- D. Walsh Healy Public Contracts Act

Answer: C

Explanation:

Answer option C is correct.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Employee Records Management

Question: 408

Which of the following is not a benefit of hiring a multigenerational workforce?

- A. Recruiting for a multigenerational workforce increase the applicant pool from which to choose employees.
- B. A multigenerational workforce is a reflection of the population, considering the large number of baby boomers who are reaching retirement age.
- C. A multigenerational workforce increases an organization's productivity.
- D. A multigenerational workforce increases the availability of different perspectives for use in management decision-making.

Answer: C

Explanation:

Answer option C is correct.

A multigenerational workforce is one example of the diversity represented in the workplace today. Bringing in new points of view for strategic decision making and needs identification (D), the ability to access the

knowledge of a broad range of workers (A), and reflecting the ever-changing face of the customers (B) are three of the benefits of having an older workforce. A multi-generational workforce **does not directly impact** organizational productivity.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 409

A _____ measures one variable against another.

- A. Simulation model
- B. Simple linear regression
- C. Ratio
- D. Multiple linear regression

Answer: B

Explanation:

Answer option B is correct.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

Question: 410

Which of the following is a basic principle behind job analysis?

- A. The analysis focuses on the job, not the person.
- B. The required qualifications should include everything the manager would like the employee to have.
- C. The analysis is limited to task inventories and questionnaires.
- D. The analysis focuses on the person doing the job, not the job.

Answer: A

Explanation:

Answer option A is correct.

The correct focus of a job analysis is the job itself, not the incumbent in the job. Performance management focuses on the person in the job (D). An analysis may use a number of sources in addition to task inventories and questionnaires (C), including interviews, observation, and supervisory input. The required qualifications should be related to the essential functions of the job to avoid complaints of discrimination (B).

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 411

A _____ measures more than one variable against others.

- A. Multiple linear regression
- B. Ratio
- C. Simulation model

D. Simple linear regression

Answer: A

Explanation:

Answer option A is correct.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

Question: 412

The middle value when values are arranged in order from high to low is which of the following?

- A. Mode
- B. Moving average
- C. Mean
- D. Median

Answer: D

Explanation:

Answer option D is correct.

The median is the middle value when values are arranged from high to low. Half the numbers are higher than the median; half are lower. The mean (C) is calculated by adding up the values and dividing by the number of values. The mode (A) is the value that occurs most frequently in a set of numbers. The moving average (B) keeps data current by dropping the oldest data when new data is added.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 413

Maslow's hierarchy of needs does not include the following need:

- A. Safety
- B. Growth
- C. Self-actualization
- D. Social

Answer: B

Explanation:

Answer option B is correct.

Maslow's hierarchy of needs is a theory developed to explain what motivates workers. The levels are physiological, safety, social, esteem, and self-actualization. Growth is a need level identified by Alderfer in the ERG theory, which is based on Maslow's work. Social, safety, and self-actualization are all from Maslow; growth is Alderfer.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 414

Rachel has worked in accounting for six years. She has always been a steady performer, but recently she has made several costly errors in her work. The accounting manager, Rachel's boss, has talked to her several times, but no improvement has taken place. What is the most appropriate action the manager should take?

- A. Verbal warning
- B. First written warning
- C. Coaching
- D. Decision-making day

Answer: A

Explanation:

Answer option A is correct.

Assuming that the nature of the previous conversations with Rachel has been informal, the first step is a verbal warning, where Rachel is advised that this is the first step in the disciplinary process and failure to improve will lead to further disciplinary action, up to and including termination. The first written warning (B) takes place after a verbal warning. A decision-making day (D) is usually the final step prior to termination. Coaching (C) is an informal means of talking to employees about performance problems and generally occurs prior to a verbal warning.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

Question: 415

What is the purpose of a diversity initiative?

- A. To educate all employees about other groups in the workforce
- B. To increase the diversity of the workforce
- C. To increase organizational creativity
- D. To increase the comfort level of employees

Answer: B

Explanation:

Answer option B is correct.

A diversity initiative is designed to increase diversity in an organization. Diversity training educates employees about the cultural and social differences in other cultures and is designed to increase the comfort level of employees (A and D). A benefit of diversity is increased organizational creativity (C). Chapter: Core Knowledge

Requirements for HR Professionals Objective: Review Questions

Question: 416

Pauline is a HR Professional for her organization and she's meeting with the sales manager Jim. Jim wants to know if Randy, one of his sales people, is considered exempt or not because he's doing outside sales. Pauline tells Jim that there are just two qualifiers for Randy to be considered exempt in his role as an outside salesperson. The first is that Randy's primary duty must be making sales. What is the other consideration?

-
- A. Randy must earn more than \$48,234 per year.
 - B. Randy must not have a contract to complete sales.
 - C. Randy must be customarily engaged away from the employer's place of business.
 - D. Randy must earn all income from commission.

Answer: C

Explanation:

Answer option C is correct.

Randy must primarily do sales outside of the employer's place of business to be considered an exempt employee.

Answer option A is incorrect. The amount Randy earns doesn't directly affect his role as an exempt sales person.

Answer option D is incorrect. Randy doesn't have to earn all of his income from commission.

Answer option B is incorrect. Randy doesn't need a contract to do sales.

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.

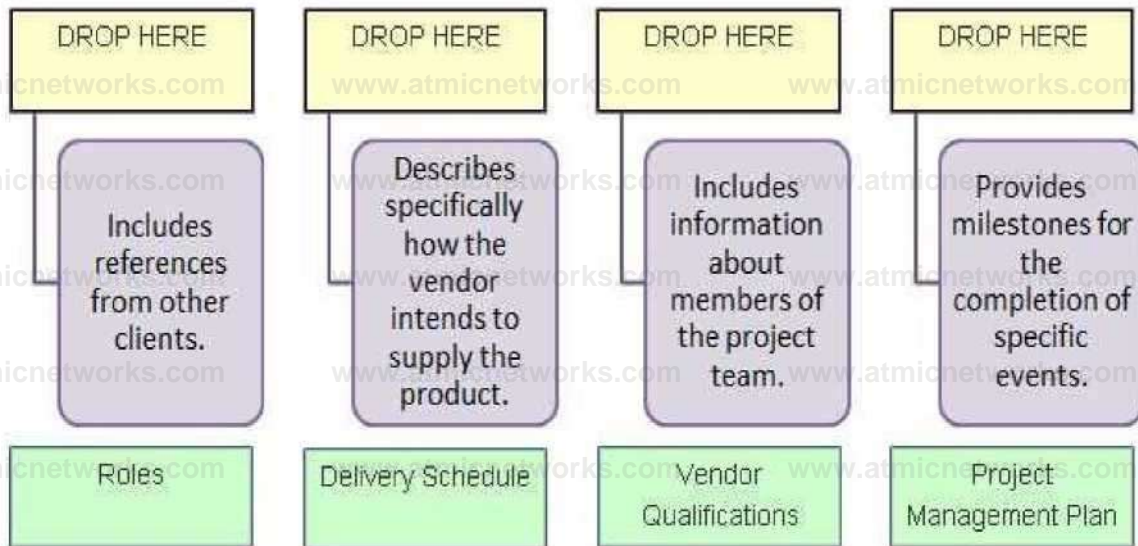
Chapter: Core Knowledge Requirements for HR Professionals

Objective: Employee Records Management

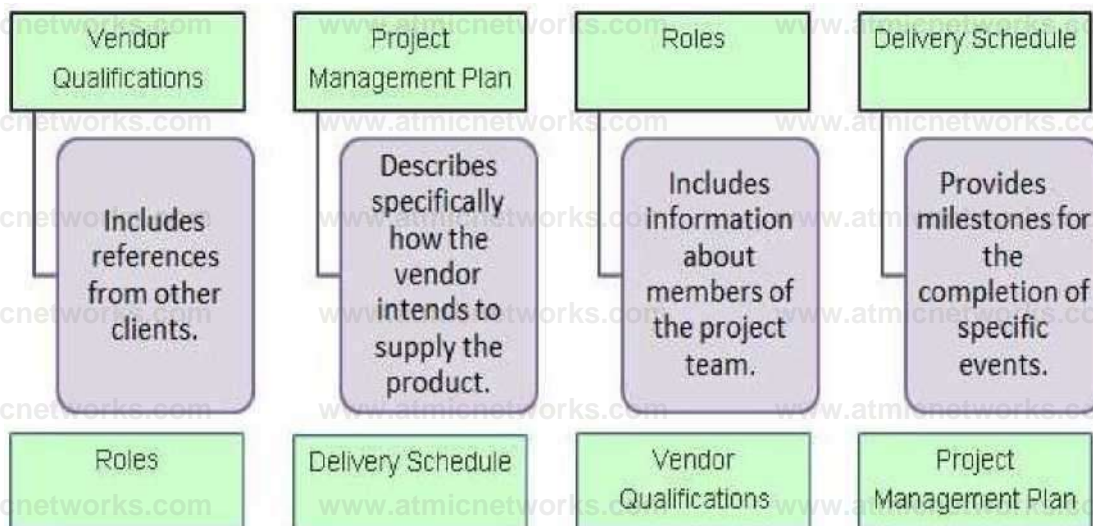
Question: 417

DRAG DROP

Drag and drop the elements of proposal formats according to their descriptions.



Answer:



Explanation:

The following are some of the elements of proposal formats:

- Vendor Qualifications: Includes references from other clients.
- Project Management Plan: Describes specifically how the vendor intends to supply the product.
- Roles: Includes information about members of the project team.
- Delivery Schedule: Provides a milestones for the completion of specific events.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Third-Party Contract Management

Question: 418

The motivation theory that suggests people are motivated by the reward they will receive when they succeed and that they weigh the value of the expected reward against the effort required to achieve

it is known as what?

-
- A. Vroom's expectancy theory
 - B. McGregor's Theory X and Theory Y
 - C. McClelland's acquired needs theory
 - D. Adams' equity theory

Answer: A

Explanation:

Answer option A is correct.

Vroom explains his theory with three terms: expectancy (the individual's assessment of their ability to achieve the goal), instrumentality (whether the individual believes they are capable of achieving the goal), and valence (whether the anticipated goal is worth the effort required to achieve it). Adams' equity theory (D) states that people are constantly comparing what they put into work to what they get from it. McClelland's acquired needs theory (C) states that people are motivated by one of three factors: achievement, affiliation, or power. McGregor's Theory X and Theory Y (B) explain how managers relate to employees. Theory X managers are autocratic, believing that employees do not want to take responsibility. Theory Y managers encourage employees to participate in the decision-making process, believing that they respond to challenges. See Chapters 2 and 5 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Motivation Concepts

Question: 419

As a Senior HR Professional, you have been asked to also serve as the project manager for a new HR project in human resources. As a project manager, you must always plan for three constraints in every project. Which of the following is NOT one of the triple constraints of project management?

- A. Time
- B. Cost
- C. Scope
- D. Human resources

Answer: D

Explanation:

Answer option D is correct.

Human resources is one of the nine knowledge areas of project management, but it is not a constraint in every project.

Answer option A is incorrect. Time, or schedule, is one of the three constraints of project management.

Question: 420

FILL IN THE BLANK

Fill in the blank with the appropriate qualitative analysis technique.

The _____ group technique is a structured meeting format designed to elicit participation from all members of the group in order to arrive at the best possible solution to the problem at hand.

Answer: nominal

Explanation:

The nominal group technique is a structured meeting format designed to elicit participation from all members of the group in order to arrive at the best possible solution to the problem at hand. The process requires a facilitator and begins with a period of time for individuals to think about and write down all their ideas about the issue. After that, each participant presents one idea, which is recorded by the facilitator for later discussion. When all the ideas have been presented, the process of prioritizing and consensus building takes place until a resolution has been agreed on.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

Question: 421

Holly is the HR Professional for her organization and she's examining the type of exemptions for computer employees. What is the minimum rate that the computer employee must earn to be considered exempt?

- A. \$31.23 per hour
- B. \$45.33 per hour
- C. \$27.63 per hour
- D. \$17.03 per hour

Answer: C

Explanation:

Answer option C is correct.

To qualify for the computer exemption status, the computer employee must earn, if paid on an hourly salary, no less than \$27.63 per hour.

Answer options B, D, and A are incorrect. These are not valid answers for this question as the computer employee must earn no less than \$27.63 per hour.

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: Core Knowledge Requirements for HR Professionals

Objective: Employee Records Management

Question: 422

DRAG DROP

Match each measure of central tendency with its respective description.

Measures

1.	Weighted Average
2.	Mode
3.	Mean Average
4.	Moving Average

Descriptions

A. It is used to compensate for data that may be out of date.

B. It is the sum of the values in a set of numbers, divided by the number of values in the set.

C. It is the number that occurs most frequently in a set of numbers.

D. It is used to calculate an average for a specific period.

Answer:

Explanation:

The measures of central tendency with its respective descriptions are as follows:

Measures

1.	Weighted Average
2.	Mode
3.	Mean Average
4.	Moving Average

Descriptions

A. It is used to compensate for data that may be out of date.

B. It is the sum of the values in a set of numbers, divided by the number of values in the set.

C. It is the number that occurs most frequently in a set of numbers.

D. It is used to calculate an average for a specific period.

- Mean Average: It is the sum of the values in a set of numbers, divided by the number of values in the set.
- Mode: It is the number that occurs most frequently in a set of numbers.
- Moving Average: It is used to calculate an average for a specific period.
- Weighted Average: It is used to compensate for data that may be out of date.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Qualitative and Quantitative Analysis

Question: 423

A PEST analysis is used during the strategic planning process. What is PEST an acronym for?

-
- A. Political, environmental, strengths, threats
 - B. Product, environment, social, technology
 - C. Political, economic, social, technology
 - D. Political, economic, specific, timely

Answer: C

Explanation:

Answer option C is correct.

A PEST analysis is used to scan the political, economic, social, and technological conditions in the external environment to determine what impact those conditions will have on the success of the organization. See Chapter 3 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Environmental Scanning Concepts

Question: 424

For employers with 15 or more employees, records of all job announcements, applications, and resumes must be kept for one year under which of the following acts?

- A. Executive Order 11246
- B. Americans with Disabilities Act
- C. Title VII of the Civil Rights Act
- D. Temporary Employee Records

Answer: B

Explanation:

Answer option B is correct.

The Americans with Disabilities Act applies to employers with 15 or more employees, and regulates employment practices—including record-keeping and -retention—related to qualified individuals with a disability. EO 11246 (A) and Title VII of the Civil Rights Act (C) established standards for non-discriminatory employment practices. See Chapter 2 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Employee Records Management

Question: 425

HOT SPOT

Check the possible communication delivery methods in the top-down communication and bottom-up communication.

Top-Down Communication

Intranet

Posters

Flyers

Open door policy

Staff meetings

Bottom-Up Communication

Brown-bag launches

□ Email

Webcasts

Bulletin board postings

Newsletters

Answer:

Top-Down

Bottom-Up

✓ Brown-bag launches

✓ Intranet

* Posters

< Flyers

Open door policy

' Email

✓ Webcasts

Bulletin board postings

Newsletters

Explanation:

An effective employee communication strategy provides opportunities for top down communication by management and bottom up communication from employees. The given table shows the possible communication delivery methods in the top-down communication and bottom-up communication:

Top-Down Communication

Bottom-Up Communication

Intranet

Open-door policy

Public address system announcements

All-hands meetings

Posters

Staff meetings

Newsletters

Brown-bag lunches

Individual letters to employees

One-on-one meetings

Flyers

Email

Bulletin board postings

Webcasts

Chapter: Core Knowledge Requirements for HR Professionals Objective: Communication Skills and Strategies

Question: 426

DRAG DROP

You work as a Project Manager for ProTech Inc. Your new project involves designing a new software program for constructing a building. To complete the assigned project you need to follow the process of project management. Drag and drop the process of project management concepts according to the given description.

Project Management Concepts

Place Holder	During this phase, the project plan is implemented.
Place Holder	During this phase, project requests are evaluated and selected for implementation.
Place Holder	During this phase, the sponsor/customer acknowledges achievement of the project goals.
Place Holder	During this phase, the PM keeps the project on course and on budget.
Place Holder	This phase is led by the project manager and lays out how the project will be accomplished.

Closing	Planning	Initiation	Controlling	Executing
---------	----------	------------	-------------	-----------

Answer:

Project Management Concepts

Executing	During this phase, the project plan is implemented.
Initiation	During this phase, project requests are evaluated and selected for implementation.
Closing	During this phase, the sponsor/customer acknowledges achievement of the project goals.
Controlling	During this phase, the PM keeps the project on course and on budget.
Planning	This phase is led by the project manager and lays out how the project will be accomplished.

Closing	Planning	Initiation	Controlling	Executing
---------	----------	------------	-------------	-----------

Explanation:

The Project Management Concepts describes the following five phases of a project life cycle:

- Initiation: During the initiation phase, project requests are evaluated and selected for implementation.
- Planning: The planning phase is led by the project manager (PM) and lays out how the project will be accomplished.

-
- Executing: During this phase, the project plan is implemented. A project team is created, and other resources are acquired.
 - Controlling: During this phase, the PM keeps the project on course and on budget by comparing accomplishments to the original plan and making course corrections as needed.
 - Closing: The closing phase is the point at which the sponsor/customer acknowledges achievement of the project goals.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Project Management Concepts

Question: 427

Before selecting an HRIS system, which of the following questions should be answered?

- A. Who will have access to the information stored in the HRIS?
- B. How will the HRIS be accessed?
- C. All of the above.
- D. What information will be converted to the HRIS?

Answer: C

Explanation:

Answer option C is correct.

A needs analysis will provide answers to these questions, as well as whether the HRIS will be integrated with payroll or other systems and what kinds of reports will be produced. See Chapters 2 and 3 for more information.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Human Resource Technology

Question: 428

One aspect of organizational development is leadership development. According to Pano's model, there are five components needed to bridge the gap between management and leadership. Which of the following is not one of the five components of Pano's model of Leadership Development?

- A. Establish credibility
- B. Determine the leader
- C. Align people
- D. It's not about you

Answer: B

Explanation:

Answer option B is correct.

There is not a component of Pano's model called determine the leader. The five components of Pano's model are commit to achieve, it's not about you, establish credibility, align people, and impact people significantly.

Answer option A is incorrect. Establish credibility is one of the five components of Pano's Model of Leadership Development.

Answer option D is incorrect. It's not about you is one of the five components of Pano's Model of Leadership Development.

Answer option C is incorrect. Align people is one of the five components of Pano's Model of Leadership Development.

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: Core Knowledge Requirements for HR Professionals
Objective: Leadership Concepts

Question: 429

You are the senior HR Professional for your company. Management has asked you to identify how you'll measure results for human resources performance through one of four tactical accountability measures. Which of the following tactical accountability measures is not a valid measurement approach for HR performance?

- A. HR expenses as a percentage of operating expenses
- B. Ratio of management to HR staff
- C. HR expenses as a percent of total revenue
- D. Ratio of total employees to HR Staff

Answer: B

Explanation:

Answer option B is correct.

Tactical accountability does not include a ratio of management to HR staff. The four approaches to tactical accountability for HR are: HR expenses as a percentage of operating expenses, HR expenses as a percent of total revenue, ratio of total employees to HR Staff, and HR department expenses per employee.

Answer options A, C, and D are incorrect. These are valid tactical accountability measurements. Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. 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: Human Resource Technology

Question: 430

DRAG DROP

Drag and drop the traditional theories of motivation concepts according to the given information.



DROP HERE

- Physiological Needs
- Safety Needs
- Social Needs

DROP HERE

- Positive Reinforcement
- Negative Reinforcement
- Extinction

DROP HERE

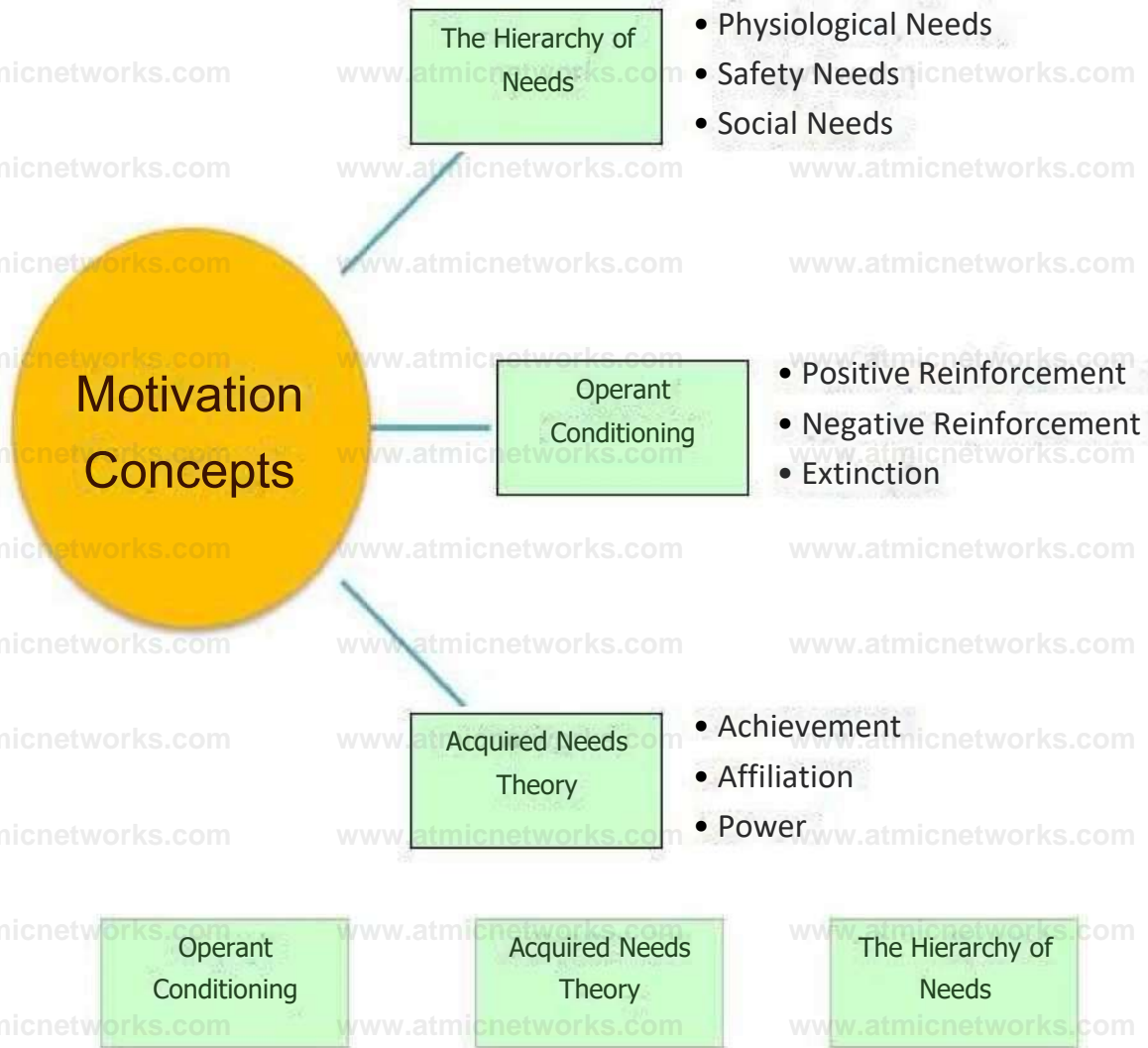
- Achievement
- Affiliation
- Power

Operant Conditioning

Acquired Needs Theory

The Hierarchy of Needs

Answer:



Explanation:

The traditional theories of motivation are as follows:

- **The Hierarchy of Needs:** Maslow, a behavioral scientist, developed his hierarchy of needs to explain how people meet their needs through work. Maslow identified five levels of needs that motivate people:

- o Physiological Needs
- o Safety Needs
- o Social Needs
- o Esteem Needs
- o Self-actualization Needs

- **Operant Conditioning:** Skinner's, basic theory is that behavior can be changed through the use of four intervention strategies:

- o Positive Reinforcement
- o Negative Reinforcement
- o Punishment
- o Extinction

- **Acquired Needs Theory:** McClelland's acquired needs theory is that experiences acquired throughout their lives motivate people to achieve in one of three areas: o Achievement

- o Affiliation
- o Power

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Motivation Concepts

Question: 431

A decision about outsourcing specialized labor would most likely be made at which stage of the organizational life cycle?

- A. Startup
- B. Decline
- C. Maturity
- D. Growth

Answer: A

Explanation:

Answer option A is correct.

When funding is low due to startup conditions, a decision must be made regarding obtaining the talent necessary to do the work. Because organizations at this stage do not typically have the funds to develop employees from within such as in the growth and maturity stage (D, C), they often must choose which positions are critical to day-to-day operation and outsource the rest.

Chapter: Business Management and Strategy

Objective: Review Questions

Question: 432

Which of the following is NOT a types of partnership arrangements?

- A. Joint venture
- B. Limited profit partner
- C. General partnership
- D. Limited partnership

Answer: B

Explanation:

Answer option B is correct.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 433

To which of the following does the balanced scorecard concept not apply?

- A. Tie objectives to specific performance measures.
 - B. Set targets for meeting objectives.
 - C. Measure how objectives contribute to organization goals.
 - D. Eliminate unnecessary processes to increase customer satisfaction.
-

Answer: D

Explanation:

Answer option D is correct.

The balanced scorecard ties objectives to performance measurements (A), sets targets (B), and measures how the objectives contribute to organization goals (C). The elimination of unnecessary processes to increase customer satisfaction (D) is the purpose of reengineering.

Chapter: Business Management and Strategy

Objective: Review Questions

Question: 434

Which of the following structural changes is used to decrease expenses by reducing the size of the workforce?

- A. Workforce reduction
- B. Corporate restructuring
- C. Workforce expansion
- D. Reengineering

Answer: A

Explanation:

Answer option A is correct.

Chapter: Business Management and Strategy

Objective: Strategic Management

Question: 435

HR participates in the strategic planning process by doing which of the following?

- A. Providing expertise
- B. Identifying strategic goals
- C. Formulating the strategy
- D. Scanning the environment

Answer: A

Explanation:

Answer option A is correct.

HR participates in the strategic planning process by providing expertise on attracting, retaining, and managing a qualified workforce. Organization strategies (C) are formulated by the executive team. Each business function participates in the environmental-scanning process (D), gathering information

about its area of responsibility. Strategic goals (B) are identified by the executive team during the strategy-formulation phase.

Chapter: Business Management and Strategy

Objective: Review Questions

Question: 436

Which of the following is used during the strategic planning process?

- A. PEST analysis
- B. SWOT analysis
- C. Qualitative analysis
- D. Quantitative analysis

Answer: A

Explanation:

Answer option A is correct.

Chapter: Business Management and Strategy

Objective: Strategy

Question: 437

Which of the following occurs when two or more organizations are combined into a single entity?

- A. Workforce reduction
- B. Lockout
- C. Merger
- D. Reengineering

Answer: C

Explanation:

Answer option C is correct.

Chapter: Business Management and Strategy

Objective: Strategic Management

Question: 438

Ethics, offshoring, data security, and philanthropy are all examples of HR's role in which of the following functions?

- A. Workforce planning
- B. Technology development
- C. Corporate responsibility
- D. Strategic planning

Answer: C

Explanation:

Answer option C is correct.

Corporate responsibility has influence across all HR functions. Examples of CR concepts explored throughout the strategic planning process include worker rights, legal compliance, company culture development, and corporate governance (D, A, B).

Chapter: Business Management and Strategy

Objective: Review Questions

Question: 439

Which of the following is NOT a technique commonly used to market products and services?

- A. Rebate
- B. Contest
- C. Discount
- D. Placement

Answer: D

Explanation:

Answer option D is correct.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 440

Which of the following departments of an organization develops new products and redesigns old ones to meet changing market demands?

- A. Information Technology
- B. Finance
- C. Accounting
- D. Research and Development

Answer: D

Explanation:

Answer option D is correct.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 441

Which of the following communicates the executive team's expectations for the way the organization conducts business?

- A. Reengineering
- B. Corporate values statement
- C. Mission statement
- D. SWOT analysis

Answer: B

Explanation:

Answer option B is correct.

Chapter: Business Management and Strategy

Objective: Strategy

Question: 442

Which of the following risk management tool or activity is not required by law?

- A. EEO-1 reporting
- B. The reporting of securities law violations
- C. Employer practice(s) prohibiting harassment
- D. Employee handbooks

Answer: D

Explanation:

Answer option D is correct.

Employee handbooks are one tool used to compile written policies that aid in compliance with various state and federal laws but are not specifically required by any one law or standard.

Chapter: Business Management and Strategy

Objective: Review Questions

Question: 443

Which of the following is the way in which the goods or service will be produced?

- A. Cost control
- B. Production layout
- C. Inventory management
- D. Quality management

Answer: B

Explanation:

Answer option B is correct.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 444

The concept _____ reviews processes to eliminate waste, relies on teamwork, and involves all members of the organization in meeting customer needs.

- A. Time management
- B. Balancing stakeholder
- C. Information sharing
- D. Total Quality Management

Answer: D

Explanation:

Answer option D is correct.
Chapter: Business Management and Strategy
Objective: Strategic Management

Question: 445

Which of the following activities makes sure that the products or services are available at times of peak customer demand?

- A. Operations
- B. Capacity
- C. Production
- D. Scheduling

Answer: D

Explanation:

Answer option D is correct.
Chapter: Business Management and Strategy
Objective: Organizations

Question: 446

Which of the following business structure is owned by two or more people who share final authority for all business decisions?

- A. Partnership
- B. Sole proprietorship
- C. Limited liability company (LLC)
- D. Corporation

Answer: A

Explanation:

Answer option A is correct.
Chapter: Business Management and Strategy
Objective: Organizations

Question: 447

Which of the following is NOT a basic business structure in the United States?

- A. Partnership
 - B. Sole proprietorship
 - C. Limited liability company (LLC)
 - D. Incorporated
 - E. Corporation
-

Answer: D

Explanation:

Answer option D is correct.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 448

Which of the following is a practice of forecasting possible risks to the organization and taking steps to mitigate their impact on operations?

- A. Applicant tracking systems
- B. HR audit
- C. Timekeeping
- D. Enterprise risk management

Answer: D

Explanation:

Answer option D is correct.

Chapter: Business Management and Strategy

Objective: Strategic Management

Question: 449

Which of the following ensures that the product or service meets acceptable standards?

- A. Scheduling
- B. Facility location
- C. Inventory management
- D. Quality management

Answer: D

Explanation:

Answer option D is correct.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 450

Which of the following is one of the elements of a SMART goal?

- A. Action-oriented
 - B. Strength
 - C. Technology
 - D. Threat
-

Answer: A

Explanation:

Answer option A is correct.

A SMART goal is specific, measurable, action-oriented, realistic, and time-based.

Chapter: Business Management and Strategy

Objective: Review Questions

Question: 451

What is the purpose of an HR budget?

- A. To evaluate the effectiveness of HR strategy
- B. To determine how much cash is required to achieve a goal
- C. To hold departments accountable for outcomes
- D. To ensure that the outcomes match the strategic plan

Answer: B

Explanation:

Answer option B is correct.

An HR budget reflects how many and what types of resources are necessary to accomplish a goal. The addition of employees, costs to train, and the purchase of new equipment are all examples of items that require cash to achieve strategic goals.

Chapter: Business Management and Strategy

Objective: Review Questions

Question: 452

Which of the following is similar to a general partnership but is formed for a limited time frame?

- A. General Partnership
- B. Joint Venture
- C. Limited Partnership
- D. Corporation

Answer: B

Explanation:

Answer option B is correct.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 453

As an SPHR you should be able to recognize the phases of an organization as it moves through its organizational life cycle. This helps you recognize the challenges of each phase so you may act accordingly based on where the organization may be in the life cycle. Which of the following is not one of the four phases of an organization's life cycle?

-
- A. Decline
 - B. Abandonment
 - C. Startup
 - D. Growth

Answer: B

Explanation:

Answer option B is correct.

The four stages of an organization's life cycle are startup, growth, maturity, and decline. There is no such stage as abandonment.

Answer option C is incorrect. Startup is a valid phase that describes the launch and early actions of an organization.

Answer option D is incorrect. Growth is a valid phase that describes the additional personnel that are brought into the organization to help the founder accomplish the activities and responsibilities.

Answer option A is incorrect. The decline phase describes an organization that is not performing well and may suffer from bureaucracy.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Organizations

DRAG DROP

Match each business operation activity with its corresponding description.

Business Operation Activity

- 1. Capacity
- 2. Quality Management
- 3. Scheduling
- 4. Production Layout

Description

- A. This is the way in which the goods or service will be produced.
- B. This includes determining how much of a product is able to be produced.
- C. This ensures that the product or service meets acceptable standards.
- D. This makes sure the products or services are available at times of peak customer demand.

Answer:

Business Operation Activity

- 1. Capacity
- 2. Quality Management
- 3. Scheduling
- 4. Production Layout

Description

- A. This is the way in which the goods or service will be produced.
- B. This includes determining how much of a product is able to be produced.
- C. This ensures that the product or service meets acceptable standards.
- D. This makes sure the products or services are available at times of peak customer demand.

Explanation:

The following are the various business operation activities:

- Capacity: This includes determining how much of a product or service is able to be produced

with the available materials, labor, and equipment.

- Production Layout: This is the way in which the goods or service will be produced.
- Scheduling: Scheduling activities make sure the products or services are available at times of peak customer demand.
- Quality Management: Quality assurance (QA) ensures that the product or service meets acceptable standards.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 455

Mark made a federal complaint against what he believes was illegal activity in the workplace to a federal agency. Now Mark's employer has reduced his work hours dramatically and Mark believes it is revenge for the federal complaint he made. What term describes the type of evidence Mark must have to file another complaint against the company that has affected his employment?

- A. Ad hoc
- B. Written and compiled
- C. Pure
- D. Prima facie

Answer: D

Explanation:

Answer option D is correct.

Prima facie evidence describes the proof that Mark's employment has been adversely affected by the whistleblowing. Prima facie evidence describes the protected activity Mark was engaged in, evidence that the employer knew or suspected Mark was the whistle-blower, the employee's unfavorable employment action, and evidence that the unfavorable action was linked to the whistleblower's complaint.

Answer options C, B, and A are incorrect. These are not valid answers for the prima facie evidence. Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge. Chapter: Business Management and Strategy Objective: Corporate Governance

Question: 456

The market your company operates within is changing and management is looking for you an SPHR for advice. They want you to identify risk that may affect the organization and take action to mitigate the identified risk events. What activity is management asking you to do?

- A. Identification of risk tolerance
- B. Risk response planning
- C. Organizational planning
- D. Enterprise risk management

Answer: D

Explanation:

Answer option D is correct.

Management is asking you to do enterprise risk management. This process identifies risk events, creates risk responses, and tracks the risk responses for their effectiveness.

Answer option C is incorrect. Organizational planning describes the structuring of an organization, not the identification and response to risk events.

Answer option A is incorrect. Risk tolerance is an organization's willingness to accept risk events. It's the organization's attitude towards risk.

Answer option B is incorrect. Risk response planning is the examination of possible risk responses and the selection of the best response for the situation.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Strategic Management

Question: 457

Your organization uses the balanced scorecard to assess overall performance within the company. Which of the following is the correct definition of components in the balanced scorecard method?

- A. Financial results, competition results, key internal processes, and how people are hired and trained to achieve organizational goals
- B. Financial results, customer results, key internal processes, and how people are hired and trained to achieve organizational goals
- C. Value of stock results, customer results, key internal communications, and how people are hired and trained to achieve organizational goals
- D. Financial results, competitor results, key internal communication, and how people are hired and trained to achieve organizational goals

Answer: B

Explanation:

Answer option B is correct.

The balanced scorecard was developed by Dr. Robert Kaplan and Dr. David Norton to assess performance in four areas of an organization: Financial results, customer results, key internal processes, and how people are hired and trained to achieve organizational goals.

Answer options D, C, and A are incorrect. The balanced scorecard does not assess competition or communications.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: HR Metrics: Measuring Results

Question: 458

As an SPHR you know that it's important for the management to show recognition for employees that have gone above and beyond what's expected of them. For rewards and recognition to be useful, the employees must be interested in the recognition. What other factor must be true?

-
- A. The recognition must be monetary.
 - B. The recognition must be swift.
 - C. The recognition must be genuine.
 - D. The recognition must be public.

Answer: C

Explanation:

Answer option C is correct.

Rewards and recognitions systems underscore and promote performance for employees. However, for recognition to be effective it must be genuine when it is expressed.

Answer option D is incorrect. Recognition for work does not need to be public, though public recognition is sometimes effective.

Answer option A is incorrect. Not all recognitions must be monetary. While monetary recognition is nice, it may not always be feasible or appropriate.

Answer option B is incorrect. Recognition for good work should swiftly follow the work, but this answer is not as important as the recognition being genuine.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning and Employment. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Business Management and Strategy

Objective: Organizations

Question: 459

In a self-audit of your employee's I-9 forms, several errors were found. These errors included incomplete sections, questionable documents accepted for verification, and over-documentation. Of the following corrective and prevention strategies, which should you recommend to your employer?

- A. Enrollment in E-Verify
- B. Requesting updated documents from affected employees
- C. Training for employees
- D. Recertification of all I-9 forms

Answer: A

Explanation:

Answer option A is correct.

E-Verify is a system-wide approach to helping employers comply with post-hire documentation regulations. Recertifying (D) and requesting updated documents (B) may be appropriate on a case-by-case basis but neither is a long-term solution to the problem.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 460

Which of the following is not required by IRCA?

- A. That an I-9 form be completed for all new hires within 3 days of hire

-
- B. That employer comply with IRCA in good faith
 - C. That I-9 forms be maintained for all employees
 - D. That copies of documents presented for employment eligibility be maintained

Answer: D

Explanation:

Answer option D is correct.

IRCA allows, but does not require, employers to make copies of documents presented for employment eligibility. The employee section of the I-9 must be completed by the end of the first day of employment (A). The employer section must be completed and documents checked by the end of the third day of employment. Employers who make a good faith effort to comply with IRCA (B) have an affirmative defense to inadvertently hiring an unauthorized alien. IRCA requires that I-9 forms be maintained and available for audit (C) by the USCIS for 3 years from date of hire or 1 year after the date of termination.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 461

Which of the following are self-employed individuals who work on a project or fee basis with multiple customers or clients?

- A. Apprentice workers
- B. On-call workers
- C. Independent contractors
- D. Trainees

Answer: C

Explanation:

Answer option C is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 462

Which of the following identifies individuals within the organization who have the talent and ability to move into management and executive positions?

- A. Reengineering
- B. Restructuring strategy
- C. Succession plan
- D. Performance plan

Answer: C

Explanation:

Answer option C is correct.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 463

Which of the following are hired only at times of the year when the workload increases?

- A. Seasonal workers
- B. On-call workers
- C. Independent contractors
- D. Intern

Answer: A

Explanation:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 464

Professionals, craft workers, and laborers/helpers have what in common?

- A. They are all job categories on the EEO-1 report.
- B. They are all examples of protected-class individuals.
- C. They are all examples of types of labor unions.
- D. They are all classifications for defining exempt workers.

Answer: A

Explanation:

Answer option A is correct.

The EEO-1 report requires employers to group jobs into job categories based on average skill level, knowledge, and responsibility. Exempt workers are defined by professional, executive, and administrative exemption criteria (D), and these are not examples of the protected class groups under federal law (B).

Chapter: Workforce Planning and Employment Objective: Review Questions

Question: 465

The court case that identified adverse impact as an unlawful employment practice was which of the following?

- A. Washington v. Davis
- B. Taxman v. School Board of Piscataway
- C. Griggs v. Duke Power Co.
- D. Albemarle Paper v. Moody

Answer: C

Explanation:

Answer option C is correct.

Griggs identified adverse impact to mean that discrimination need not be intentional to exist; Albemarle Paper (D) extended the concept to require that tests must be validated in accordance with the EEOC Uniform Guidelines for Employee Selection Procedures. Washington (A) determined that employment tests resulting in adverse impact are acceptable if they predict future success on the job. Taxman (B) found that employment decisions made on the basis of race are discriminatory.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 466

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

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

Answer: D

Explanation:

Answer option D is correct.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 467

Which of the following addresses illegal immigration into the United States?

- A. Immigration Reform and Control Act (IRCA)
- B. Black Lung Benefits Act (BLBA)
- C. Omnibus Budget Reconciliation Act (OBRA)
- D. Immigration and Nationality Act (INA)

Answer: A

Explanation:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 468

Which of the following is the process used to identify and determine duties associated with a particular job?

-
- A. Job analysis
 - B. Job description
 - C. Needs assessment
 - D. Risk acceptance

Answer: A

Explanation:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 469

Which of the following collects data from employers throughout the United States in order to put this information on its website?

- A. Bureau of Labor Statistics (BLS)
- B. National Labor Relations Act (NLRA)
- C. Office of Federal Contract Compliance Programs (OFCCP)
- D. Equal Employment Opportunity Commission (EEOC)

Answer: A

Explanation:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 470

Which of the following prohibits health insurance providers from discriminating on the basis of health status and limited restrictions for preexisting conditions?

- A. Health Insurance Portability and Accountability Act (HIPAA)
- B. Occupational Safety and Health Administration (OSHA)
- C. National Labor Relations Board (NLRB)
- D. Family and Medical Leave Act (FMLA)

Answer: A

Explanation:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Organization Exit/Off-Boarding Processes

Question: 471

Which of the following tests is used to determine whether candidates are physically capable of performing specific job duties?

-
- A. Physical assessment test
 - B. Aptitude test
 - C. Cognitive Ability Test
 - D. Integrity test

Answer: A

Explanation:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 472

Which of the following is not a BFOQ?

- A. A lingerie catalog hires only female models.
- B. A synagogue hiring a new rabbi requires that the rabbi be Jewish.
- C. A swimming club requires that the men's changing-room attendant be male.
- D. A retail store in a predominantly Asian neighborhood advertises for Asian clerks.

Answer: D

Explanation:

Answer option D is correct.

According to the EEOC, there are no circumstances where race or color is a BFOQ. (B) is incorrect because Title VII specifically allows religious organizations to give preference to members of the religion. (A) and (C) are incorrect because Title VII specifically allows sex as a BFOQ if it is "reasonably necessary" for business operations.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 473

Within the first 90 days of his employment, a security guard physically assaulted an alleged shoplifter. Upon investigation, it was found that he had been previously convicted of a violent crime, but the employer failed to conduct a background check. This is an example of which of the following?

- A. A violation of the Privacy Act of 1974
- B. A criminal act
- C. Failure to report
- D. Negligent hiring

Answer: D

Explanation:

Answer option D is correct.

Negligent hiring occurs when an employer knows or should have known about an applicant's prior history that endangered customers, employees, vendors, or others with whom the employee comes into contact. While this behavior may be classified as a criminal act (B), it is not a violation of the employee privacy (A) but rather a

function of workplace violence that may have been prevented through proper screening at the time of hire.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 474

Which of the following types of interview is based on the premise that past behavior predicts future behavior?

- A. Activity interview
- B. Stress interview
- C. Behavioral interview
- D. Structured interview

Answer: C

Explanation:

Answer option C is correct.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 475

Which of the following employment visas is used for temporary agricultural worker?

- A. H-2B
- B. H-2A
- C. H-3
- D. J-1

Answer: B

Explanation:

Answer option B is correct.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 476

Please refer to the following table for this question. A company advertised for 100 sales representative positions. They received 650 applications and hired the 100 employees as follows:

Group	Applicants	Hired	Selection Rate	4/5 Of Highest Rate
Black	140	23	16%	
Asian	120	21	18%	14%
Hispanic	145	19	13%	
Caucasian	230	35	15%	
Native American	15	2	13%	

Total	650	100		
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In which groups has adverse impact occurred?

- A. Caucasian and Black
- B. Hispanic and Caucasian
- C. Native American and Black
- D. Hispanic and Native American

Answer: D

Explanation:

Answer option D is correct.

To determine whether adverse impact has occurred, multiply the highest selection rate, which is

Asian, at 18%, by 4/5 or 80%. ($18\% \times .80 = 14\%$)

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 477

Which of the following are employed by the organization, available on short notice, and called to work only when they are needed?

- A. On-call workers
- B. Independent contractors
- C. Intern
- D. Seasonal workers

Answer: A

Explanation:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 478

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

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

Answer: D

Explanation:

Answer option D is correct.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 479

Which of the following types of interview is structured to cover specific areas related to the job requirements?

- A. Stress interview
- B. Patterned interview
- C. Panel interview
- D. Structured interview

Answer: B

Explanation:

Answer option B is correct.

Chapter: Workforce Planning and Employment Objective: Staffing Programs

Question: 480

Which of the following is the correct definition of “a major life activity” under the Americans with Disabilities Act?

- A. Any activity that cannot be mitigated
- B. A physical or mental impairment
- C. A physical or mental impairment that require the use of supplemental medication or prosthetics
- D. General activities and major bodily functions

Answer: D

Explanation:

Answer option D is correct.

A major life activity under the ADA defines major life activities under two categories: general activities such as caring for oneself and major bodily functions such as breathing. A physical or mental impairment in and of itself does not constitute a disability (B, D) qualified for protection under the ADA. Mitigating factors (A) are considered if they allow an otherwise qualified individual to perform the essential functions of the job.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 481

Which of the following types of interview has a list of questions prepared in advance and is used for all candidates?

- A. Panel interview
- B. Structured interview
- C. Stress interview
- D. Patterned interview

Answer: B

Explanation:

Answer option B is correct.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 482

Which of the following decisions result in a workforce reduction or transfer of employees to other jobs?

- A. Offshoring
- B. Workforce expansion
- C. Corporate restructuring
- D. Workforce reduction

Answer: A

Explanation:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 483

Which of the following employment visas is used for DOD workers and fashion models?

- A. H-1B
- B. H-2A
- C. H-2B
- D. H-3

Answer: A

Explanation:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 484

Which of the following identifies the knowledge, skills, and abilities needed to meet the future needs?

- A. Workforce goals
 - B. Job analysis and description
 - C. Reengineering
 - D. Corporate restructuring
-

Answer: B

Explanation:

Answer option B is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 485

When a reduction in force occurs, the ADEA allows that protected employees may waive their rights under some circumstances. For the waiver to be valid, the protected employee must be allowed how long to review and consider the agreement?

- A. 21 days
- B. 45 days
- C. 180 days
- D. 7 days

Answer: B

Explanation:

Answer option B is correct.

ADEA waivers are valid during a reduction in force only if the employee has 45 days to consider the agreement.

Once employees sign a RIF-related waiver, the ADEA requires that they have 7 days (D) to revoke it.

Terminations that are not part of a RIF require only 21 days (A) for consideration. An employee has 180 days (C) to file a charge with the EEOC in states that do not have their own EEO enforcement agency.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 486

Which of the following tests is also known as honesty test?

- A. Personality test
- B. Integrity test
- C. Aptitude test
- D. Cognitive Ability Test

Answer: B

Explanation:

Answer option B is correct.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 487

Which of the following decisions results in a workforce reduction or transfer of employees to other jobs?

-
- A. Outsourcing
 - B. Acquisitions
 - C. Merger
 - D. Workforce expansion

Answer: A

Explanation:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 488

Which of the following moves an entire work process out of the organization to be handled by a company specializing in the work process?

- A. Acquisition
- B. Merger
- C. Outsourcing
- D. Job sharing

Answer: C

Explanation:

Answer option C is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 489

Which of the following is a requirement of the Uniform Guidelines on employee selection procedures?

- A. All selection tools must be job related and valid predictors of future success.
- B. Any selection tool that results in discrimination based on a protected class characteristic is unlawful.
- C. Internet recruiting efforts are excluded from applicant-tracking requirements.
- D. Application forms must be the same for all employment classifications within the organization.

Answer: A

Explanation:

Answer option A is correct.

Any tool used to select employees must be job related and a valid predictor of success on the job. If a selection tool results in discrimination against an individual who is a member of a protected class (B), the criteria used must be shown to be job related and valid. For example, a bona fide occupational qualification occurs when religion, sex, or national origin is “reasonably necessary to the normal operation” of the business.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 490

Your New Orleans plant has an opening for a controller, and four candidates have been selected for interviews. Jack, the son of a plant employee, worked as an accountant for two years to put himself through the Wharton Business School and recently earned his MB

A. Richard is a CPA with eight years of experience in a public accounting firm. Susan also has a CPA and has worked as an accounting manager in the corporate office of a large corporation in the same industry. Jane does not have a CPA or MBA but has worked as controller of a smaller local competitor for eight years. After interviewing all four candidates, the general manager told you that he wants to hire Jack because he shows promise. You know from previous conversation with the GM that he also worked his way through college. Which of the following biases could be influencing the GM's decision?

- A. Knowledge-of-predictor
- B. Halo effect
- C. Similar-to-me
- D. Gut feeling

Answer: C

Explanation:

: Answer option C is correct.

The GM could be influenced by his similar experience working his way through college. Knowledge-of-predictor bias (A) is a factor when the interviewer knows that a candidate scored particularly high or low on an assessment test. The halo effect (B) occurs when interviewers allow one positive characteristic to overshadow other, less positive attributes. The gut feeling bias (D) occurs when interviewers rely on intuition to make hiring decisions.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 491

Which of the following tests is designed to measure an individual's knowledge and ability to apply skills in various areas, such as mathematics, typing, etc?

- A. Integrity test
- B. Personality test
- C. Aptitude test
- D. Cognitive Ability Test

Answer: C

Explanation:

Answer option C is correct.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 492

Which of the following definitions is correct for the term job bidding?

-
- A. An internal job announcement
 - B. Allowing contractors to submit requests for proposals
 - C. The means by which internal employees can express interest in a job prior to it becoming available
 - D. Ranking job applicants based on their comparative qualifications

Answer: C

Explanation:

Answer option C is correct.

Job bidding allows internal candidates to express interest in a job prior to it becoming available. It gives employees the opportunity to develop the skills necessary to successfully compete for the position once it becomes available. A job posting is an internal job announcement (A); RFP's (B) are typically used to allow outside vendors to bid on project work and the ranking of job applicants is a function of the selection process used to identify the most qualified individual for the job.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 493

Which of the following allows employees to work at home and connect to the office electronically?

- A. Telecommuting
- B. Internship
- C. Job sharing
- D. Part time work

Answer: A

Explanation:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 494

Electronic storage of records must include specific controls to ensure which of the following?

- A. Online retrievability on demand
- B. No unauthorized access
- C. Ease of use
- D. Collaboration with an HRIS system

Answer: B

Explanation:

Answer option B is correct.

Although the decision to store employment records online is influenced by all of these factors, the ability to limit access is a strong element of labor law and privacy compliance.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 495

In which of the following types of interview does the interviewer ask broad questions and allow the candidate to guide the conversation?

- A. Structured interview
- B. Nondirective interview
- C. Stress interview
- D. Panel interview

Answer: B

Explanation:

Answer option B is correct.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 496

Which of the following is designed to give students opportunities to gain experience in their chosen fields prior to graduation?

- A. Job sharing
- B. Outsourcing
- C. Merger
- D. Internship program

Answer: D

Explanation:

Answer option D is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 497

To determine the numbers and types of jobs necessary to realize business goals, HR must assess the KSAs available within the organization during a staffing needs analysis. What other factor is necessary to complete the assessment?

- A. The tasks, duties, and responsibilities for the work
- B. The KSAs needed to achieve future goals
- C. The organization's core competencies
- D. The KSAs available in the local labor market

Answer: B

Explanation:

Answer option B is correct.

A staffing needs analysis begins with an assessment of the KSAs needed to achieve future goals along with those that are currently available within the organization. Although the tasks, duties, and responsibilities (A) are used to determine what the KSAs are, it is possible for individuals with the same or similar KSAs to perform different jobs, so (A) is not used in a needs analysis. KSAs available in the local labor market (D) will be used to develop the recruiting strategy and plan but are not relevant to the staffing needs analysis. The organization's core competencies (C) are factors that make the organization unique but are not generally part of the staffing needs analysis.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 498

Strategic recruitment activities include all of the following except which one?

- A. Labor market analysis
- B. The design of total rewards packages
- C. Employee referral programs
- D. Defining the employer brand

Answer: C

Explanation:

Answer option C is correct.

Strategic staffing and recruitment involves taking a picture of the company at a 30,000-foot level, rather than from an operational perspective. Identifying recruitment sources such as employee referrals may prove to be valuable once the strategies have been defined. Conducting a labor market analysis allows HR to identify the availability of a qualified workforce for use in the achievement of strategic objectives. Total rewards packages include conducting wage surveys and utilization reviews to understand compensation and benefits trends, designed to compete with internal and external market conditions. Defining the employer brand not only creates an employer identity, but helps to differentiate a company from their competition.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 499

Which of the following Acts requires employers to provide 60 days' notice when 500 employees or 33 percent of the workforce are laid off?

- A. WARN act
 - B. OSHA
 - C. FLSA act
 - D. VEVRA act
-

Answer: A

Explanation:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Organization Exit/Off-Boarding Processes

Question: 500

The marketing director needs to hire a replacement for the marketing coordinator, who is being promoted. The position has changed quite a bit since the last time the job was advertised, and the director is looking to HR to assist in redefining the job requirements so the recruiting process can begin. Which of the following would not be used in determining the job requirements?

- A. Candidate profile
- B. Job specifications
- C. Job description
- D. Job competencies

Answer: A

Explanation:

Answer option A is correct.

The candidate profile is developed after the job requirements have been determined, beginning with the job description and developing the competencies (broad requirements of the position) and the specifications necessary for successful performance. Job competencies (D) identify skills and qualities beyond tasks and responsibilities specific to the position that help determine how well a candidate will fit into the work group, such as team orientation vs. individual contribution or ability to learn new skills quickly. The job description (C) provides the tasks and responsibilities that must be accomplished. Job specifications (B) define the job-specific KSAs that will be needed for success in the position.

Chapter: Workforce Planning and Employment

Objective: Review Question

Question: 501

Professionals, craft workers, and laborers/helpers have what in common?

- A. They are all examples of protected-class individuals.
- B. They are all job categories on the EEO-1 report.
- C. They are all classifications for defining exempt workers.
- D. They are all examples of types of labor unions.

Answer: B

Explanation:

Answer option B is correct.

The EEO-1 report requires employers to group jobs into job categories based on average skill level, knowledge, and responsibility. Exempt workers are defined by professional, executive, and administrative exemption criteria (C), and these are not examples of the protected class groups under federal law (A).

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 502

Which of the following allows two people with complementary skills to share the duties and responsibilities of a full-time position?

- A. Job sharing
- B. Internship program
- C. Workforce expansion
- D. Merger

Answer: A

Explanation:

Answer option A is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 503

Which of the following acts requires federal contractors or subcontractors with contracts of \$25,000 or more to list all nonsenior management job openings with state employment agencies?

- A. Executive Order 11246
- B. The Vietnam Era Veterans' Readjustment Assistance Act of 1974
- C. The Rehabilitation Act of 1973
- D. Executive Order 11375

Answer: B

Explanation:

Answer option B is correct.

State employment agencies are required under VEVRAA to give priority to Vietnam-era veterans when providing referrals to job openings. The act further requires that contractors and subcontractors meeting certain criteria list all job openings with these same state agencies. The Rehabilitation Act of 1973 prohibits discrimination against veterans of the US armed services, and the executive orders prohibit discrimination in employment by federal contractors, sub-contractors and the government.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 504

An Affirmative Action Plan must be completed by employers that meet which criteria?

- A. Government contractors with contracts of \$2,500 or more in a 12-month period
 - B. Government contractors with 50 or more employees and contracts of \$50,000 or more each year
 - C. Private employers with 25 or more employees
 - D. Government contractors and subcontractors with contracts of \$10,000 or more in a 12-month period
-

Answer: B

Explanation:

Answer option B is correct.

Government contractors with 50 or more employees and contracts of \$50,000 or more each year must complete Affirmative Action Plans. (C) was the original compliance requirement for Title VII and was changed to 15 employees by the EEOA of 1972. The criteria in (D) apply to employers that must comply with the Rehabilitation Act and federal contractors that must take affirmative action for all terms and conditions of employment based on executive orders. (A) is not a compliance requirement.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 505

Which of the following collects data from employers throughout the United States in order to put this information on its website?

- A. Equal Employment Opportunity Commission (EEOC)
- B. Bureau of Labor Statistics (BLS)
- C. National Labor Relations Act (NLRA)
- D. Office of Federal Contract Compliance Programs (OFCCP)

Answer: B

Explanation:

Answer option B is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 506

Which of the following interview questions is unlawful?

- A. Tell me about a time you disagreed with your boss about a course of action.
- B. Are you a U.S. citizen?
- C. If you were an animal, what kind of animal would you be?
- D. Any job offer made will be contingent on a medical exam. Are you willing to undergo one if we offer you the job?

Answer: B

Explanation:

Answer option B is correct.

Any inquiries into an applicant's citizen status must be specific to the requirements of the job. In this example, it is not necessary for the employer to know specifically whether the applicant is a U.S. citizen, but rather, whether the applicant is authorized to work in the United States.

Chapter: Workforce Planning and Employment

Objective: Review Questions

Question: 507

Which of the following moves an entire function out of the organization to be handled by a company specializing in the function?

- A. Corporate restructuring
- B. Outsourcing
- C. Payrolling
- D. Professional employer organization (PEO)

Answer: B

Explanation:

Answer option B is correct.

Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 508

Federal legislation does not specifically prohibit disparate treatment of caregivers, but claims of disparate treatment for employees caring for elders, children, or disabled family members increased 450 percent between 1990 and 2005. On what basis are these claims filed?

Each correct answer represents a complete solution. Choose all that apply.

- A. Americans with Disabilities Act
- B. Family Medical Leave Act
- C. Dvis-Bacon Act
- D. Title VII

Answer: A B D

Explanation:

Answer options D, A, and B are correct.

According to guidance published by the EEOC, caregivers are not a protected class, but there are circumstances in which disparate treatment becomes unlawful based on stereotyping prohibited by Title VII, association with disabled individuals prohibited by the ADA, or violations of FMLA caregiving requirements. See Chapter 4 for more information.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 509

You are completing a Form I-9 with a newly hired employee. Which one of the following documents is not allowed as a proof of identity and employment eligibility for the newly hired employee?

- A. Driver's license
 - B. Expired US passport
-

-
- C. Unexpired reentry permit
 - D. Certificate of naturalization

Answer: A

Explanation:

Answer option A is correct.

A driver's license is a document that is acceptable to establish identity, but it is not acceptable as a document that confirms eligibility of employment.

Answer options B, D, and C are incorrect. An expired US passport, certificate of naturalization, and unexpired reentry permit are legitimate documents for the proof of employment eligibility and for identity.

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: Workforce Planning and Employment

Objective: Staffing Programs

Question: 510

You are a HR Professional for your organization and you're educating your staff on the Pregnancy Discrimination Act. Which one of the following statements about the Pregnancy Discrimination Act is **not true**?

- A. If an employer provides any benefits to workers on leave, the employer must provide the same benefits for those on leave for pregnancy-related conditions.
- B. An employer is allowed to refuse to hire a pregnant woman because of the imminent time frame of the needed leave to deliver and care for the child.
- C. Employers must provide the same level of health benefits for spouses of male employees as they do for spouses of female employees.
- D. Pregnancy related benefits cannot be limited to married employees.

Answer: B

Explanation:

Answer option B is correct.

An employer cannot refuse to hire a woman based on her pregnancy.

Answer options C, D, and A are incorrect. These are true statements and are part of the Pregnancy Discrimination Act.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 511

On November 13, 2000 CFR Part 60-2 was revised to address affirmative action to make the rules more accessible and easier to implement. Which of the following statements is not part of this significant update to the Affirmative Action program in CFR Part 60-2?

-
- A. Reaffirmed that affirmative action isn't to establish quotes, but to create goals
 - B. Workforce analysis was replaced with a one-page organizational profile
 - C. Granted employers with fewer than 100 employees, permission to prepare a job group analysis that uses EEO-1 categories as job groups
 - D. Reduced the number of additional required elements of the written Affirmative Action Plan from 10 to 4

Answer: C

Explanation:

Answer option C is correct.

The update to CFR Part 60-2 was revised and allowed employers with fewer than 150 employees, not 100, permission to prepare a job group analysis that uses EEO-1 categories as job groups.

Answer options B, A, and D are incorrect. These statements are part of the CFR Part 60-2 revision. 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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 512

What law prohibits employers from hiring undocumented workers?

- A. IRCA
- B. Rehabilitation Act
- C. VEVRAA
- D. Uniform Guidelines on Employee Selection Act

Answer: A

Explanation:

Answer option A is correct.

The IRCA, or Immigration Reform and Control Act of 1986, prohibits employers from hiring undocumented workers (sometimes called illegal aliens). It is an Act of Congress which reformed United States immigration law.

Answer option D is incorrect. The Uniform Guidelines on Employee Selection Procedures was established in 1978 to address a uniform set of principles relative to all elements of the selection process.

Answer option C is incorrect. VEVRAA is the Vietnam Era Readjustment Assistance Act.

Answer option B is incorrect. The Rehabilitation Act prohibits discrimination on the basis of physical and mental disabilities.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 513

John's organization has collected several applications for an employment position within his organization. The data collected from these applications must be kept secure and private, especially in light of the Privacy Act of what year?

-
- A. 2007
 - B. 1964
 - C. 1968
 - D. 1974

Answer: D

Explanation:

Answer option D is correct.

The Privacy Act of 1974 requires organizations to keep EEO-related matters private. This law is designed to protect the information the candidate has given to the organization as part of the application for the employment position.

Answer options C, B, and A are incorrect. These are not valid years from the Privacy Act of 1974. Chapter: Workforce Planning and Employment

Objective: Strategic Workforce Planning

Question: 514

An organization has an employment position available in their fitness center. The position is to be the female locker attendant. As part of the employment posting, the HR has made it a requirement that the person eligible for the job must be a female. Management believes that this requirement may be in violation to the Civil Rights Act, Title VII. Is this a violation of the Civil Rights Act, Title VII?

- A. No, this is common sense for a female locker room attendant.
- B. No, this is an example of a Title VII exception.
- C. Yes, no posting for employment can include a preference for males or females.
- D. Yes, no hiring or firing can be made solely on the sex of the applicant or employment.

Answer: B

Explanation:

Answer option B is correct.

There are some exceptions to Title VII, such as a female locker room attendant. This is an example of the bona fide occupational qualification.

Answer option D is incorrect. This is an example of an occupational qualification and is an exception to Title VII.

Answer option C is incorrect. In this instance, the female locker attendant is an exception to Title VII and is acceptable.

Answer option A is incorrect. While this may be common sense, the best choice is that this is an exception of Title VII.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 515

As an HR Professional you need to be familiar with the Age Discrimination in Employment Act 1967. What is the maximum age this act applies to people?

- A. 65
- B. There is no age limit in the act
- C. 75
- D. 70

Answer: B

Explanation:

Answer option B is correct.

The Age Discrimination in Employment Act 1967 has no age limit on the employees or job applicants.

Answer options A, D, and C are incorrect. The Age Discrimination in Employment Act 1967 has no age limit on the employees or job applicants.

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: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 516

Which of the following Acts provides protection to workers in the event of mass layoffs or plant closings?

- A. WARN
- B. BLBA
- C. FECA
- D. OSHA

Answer: A

Explanation:

Answer option A is correct.

The WARN Act was passed by Congress to provide protection to workers in the event of mass layoffs or plant closings. According to the act, 60 days advance notice is given to either the individual worker or their union representatives. The purpose of providing time to workers is to obtain new employment or training before the loss of their jobs. This act is administered by the department of labor, and enforced through the federal court.

Answer option B is incorrect. The Black Lung Benefits Act (BLBA) is a law that provides benefits to coal miners who have been disabled by pneumoconiosis as a result of their work in the mines. Benefits are also paid to surviving dependents if the miner dies from the disease.

Answer option D is incorrect. OSHA stands for Occupational Safety and Health Administration. OSHA is an agency of the United States Department of Labor. It was created by Congress of the United States under the Occupational Safety and Health Act, signed by President Richard M. Nixon, on December 29, 1970. Its mission is to prevent work-related injuries, illnesses, and occupational fatality by issuing and enforcing standards for workplace safety and health. The agency is headed by a Deputy Assistant Secretary of Labor. OSHA issues guidelines and

regulations for the safe use of a computer.

Answer option C is incorrect. Federal Employees Compensation Act (FECA) is a law that provides rules for compensation benefits to federal employees for work-related injuries or illnesses. FECA contains legal provision for giving compensation to their surviving dependents if a work-related injury or illness results in the employee's death.

Chapter: Workforce Planning and Employment

Objective: Organization Exit/Off-Boarding Processes

Question: 517

The Americans with Disabilities Act of 1990 identifies an individual with a disability, as a person who

has one or more of the following characteristics except for which one?

- A. Is regarded as having such impairment that substantially limits one or more major life activities
- B. Has a physical or mental impairment that substantially limits one or more major life activities
- C. Has a record of such impairment that substantially limits one or more major life activities
- D. Is believed by employers that an individual having a physical or mental impairment substantially limits one or more major employment activities

Answer: D

Explanation:

Answer option D is correct.

The basis of an individual with a disability is not left to the interpretation of the employer so this choice is incorrect.

Answer options B, C, and A are incorrect. These are valid statements based on the definitions provided in the Americans with Disabilities Act of 1990.

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.

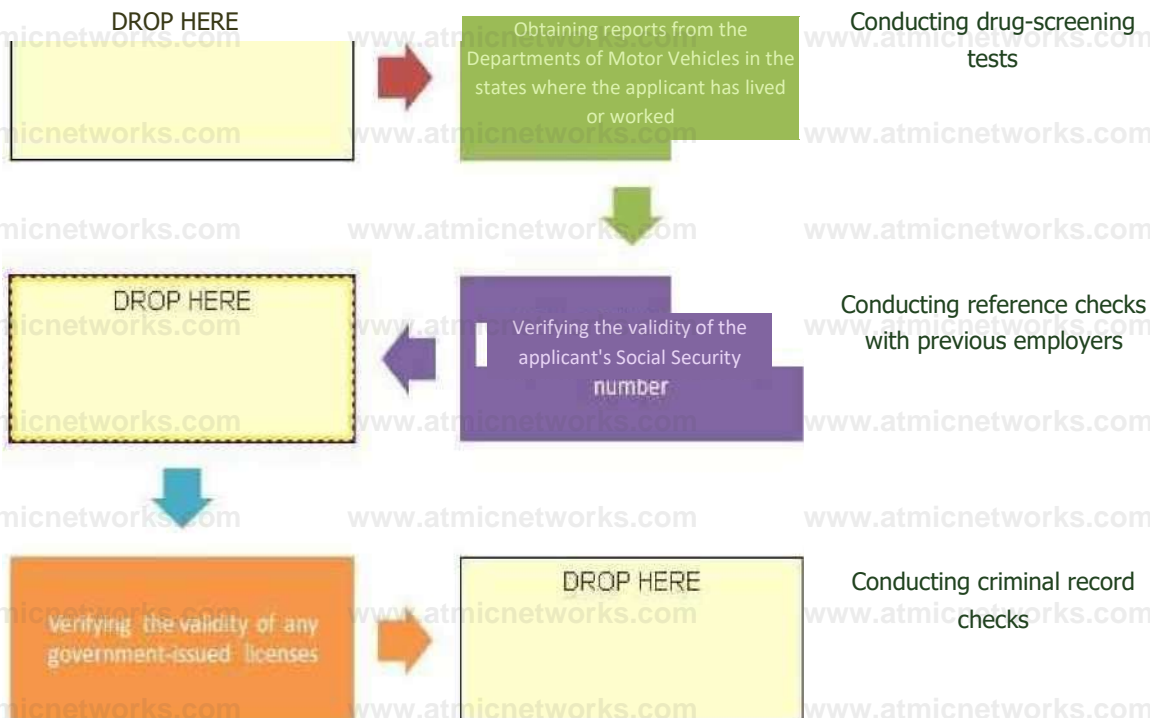
Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

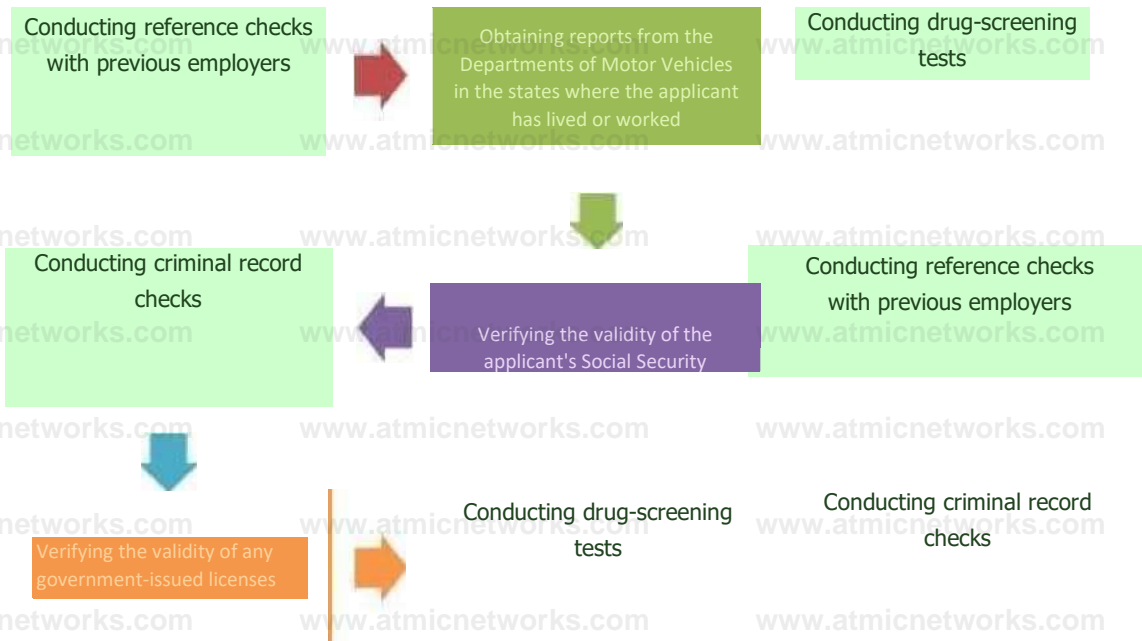
Question: 518

DRAG DROP

Drag and drop the steps of negligent hiring in the proper sequence.



Answer:



Explanation:

The steps for negligent hiring are as follows:

- Conducting reference checks with previous employers
- Obtaining reports from the Departments of Motor Vehicles in the states where the applicant has lived or worked
- Verifying the validity of the applicant's Social Security number
- Conducting criminal record checks
- Verifying the validity of any government-issued licenses, such as a medical or engineering license issued by a state
- Conducting drug-screening tests

Chapter: Workforce Planning and Employment

Objective: Staffing Programs

Question: 519

As an HR Professional you must be familiar with several different lawsuits and their affect on human resource practices today. What did the legal case, the United Steelworkers of America versus Weber regard?

- A. The United States Supreme Court held that the Civil Rights Act of 1964 did bar employers from favoring women and minorities.
- B. The United States Supreme Court held that the Civil Rights Act of 1964 did not bar employers from favoring women and minorities.
- C. The United States Supreme Court held that the Civil Rights Act of 1964 did bar employers from using racial criteria as a method to determine workplace advancement.
- D. The United States Supreme Court held that the Civil Rights Act of 1964 did bar employers from favoring minorities, but could do gender based favor.

Answer: B

Explanation:

Answer option B is correct.

This case centers on Brian Weber being excluded from a job training program that, if completed, would have increased his pay. His employer, Kaiser Aluminum & Chemical Corp., allowed blacks and whites into the program on one-to-one basis. Weber sued on the grounds of "reverse discrimination." He initially won, but then the US Supreme Court overturned the decision.

Answer options A, D, and C are incorrect. These are not correct definitions of the United Steelworkers of America versus Weber.

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: Workforce Planning and Employment

Objective: Staffing Programs

Question: 520

Which of the following is a process that occurs due to mergers, outsourcing or changing business needs?

- A. Outplacement
- B. Involuntary exit
- C. Voluntary exit
- D. Plant closing

Answer: B

Explanation:

Answer option B is correct.

An involuntary exit is a process that occurs due to mergers, outsourcing or changing business needs. It also occurs due to terminations for cause, such as performance problems, etc.

Answer option D is incorrect. Plant closing is an act of shutting down the operation of a plant.

Answer option C is incorrect. In the voluntary exit, employees leave the organization by either resigning or retiring.

Answer option A is incorrect. Outplacement is a term used to describe efforts made by a downsizing company to help former employees through the transition to new jobs and helps them re-orientate to the job market.

Chapter: Workforce Planning and Employment

Objective: Organization Exit/Off-Boarding Processes

Question: 521

Roberta's company routinely tests all employees for illegal drug usage. Juan is refusing to participate in the drug test because he is an employee with a physical impairment that substantially limits his major life activities. Juan insists that the drug testing is a violation of the ADA's restrictions on medical examinations. Does the ADA prohibit illegal drug testing?

- A. Yes. All medical examinations are prohibited from employees covered by the ADA.
 - B. No. The ADA does restrict medical examinations related to the disability, but not for tests for illegal drugs.
 - C. No. The ADA does not restrict medical examinations as part of the law.
 - D. Yes. All medical examinations are prohibited from employees that an employer has deemed a participant of the ADA program.
-

Answer: B

Explanation:

Answer option B is correct.

Drug and alcohol abuse tests are not subject to the ADA's restrictions on medical examinations. Employers may hold tests for illegal drugs and alcohol usage for all employees.

Answer option A is incorrect. Employers may hold tests for illegal drugs and alcohol usage for all employees.

Answer option D is incorrect. Employers may hold tests for illegal drugs and alcohol usage for all employees.

Answer option C is incorrect. This answer is tempting, but all employees may be subject to testing for illegal drug and alcohol abuse.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. Chapter Four: Workforce Planning. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Workforce Planning and Employment

Objective: Federal Employment Legislation

Question: 522

Wine Cellar Barrels recently became aware of several negative reviews online related to the company's customer service. Management has tasked HR with designing a strategic training initiative to address the interpersonal skills of the call center staff. HR's first step should be which of the following?

- A. Design the training.
- B. Conduct a needs assessment.
- C. Identify training participants.
- D. Schedule the training.

Answer: B

Explanation:

Answer option B is correct.

The ADDIE model is a process that begins with an analysis of the specific training needs. In this example, management may believe that the negative reviews are the result of lack of training, but until a thorough needs analysis is conducted—including the gathering of relevant data—it is not possible to create specific training objectives that will result in the desired outcomes. While training design (A), participant identification and scheduling (C, D) are components of training, they do not

launch the ADDIE model.

Chapter: Human Resource Development

Objective: Review Questions

Question: 523

Which of the following types of evaluations are designed to identify what the participants want, know, and need?

- A. Reaction summaries
 - B. Trainer evaluations
 - C. Summative evaluations
 - D. Formative evaluations
-

Answer: D

Explanation:

Answer option D is correct.

Formative evaluations are designed to gather information prior to the design of training to measure the needs of the participants. This allows the designer to include content and exercises that will aid in the participant transfer of the training to the job. Summative evaluations (A, C) are used after the training has taken place, and often include a measure of participant reactions and trainer evaluations (B).

Chapter: Human Resource Development

Objective: Review Questions

Question: 524

Task identity, task significance, and feedback are all examples of what?

- A. Job enlargement
- B. Job enrichment
- C. Performance appraisal criteria
- D. Key productivity indicators

Answer: B

Explanation:

Answer option B is correct.

Job design is made up of several factors related to how the work gets done, broken into two categories: job enrichment and job enlargement (A). Task identity, task significance and feedback are examples of job-enrichment activities that can significantly influence job satisfaction through design. KPI's (D, C) can be used as performance appraisal criteria, but are not directly related to job enrichment activities.

Chapter: Human Resource Development

Objective: Review Questions

Question: 525

Participants in a training program are asked to log in to a website at their convenience, watch a video lecture, and take a quiz. This is an example of which of the following types of training?

- A. Asynchronous
- B. The Delphi technique
- C. Vestibule
- D. Mobile learning

Answer: A

Explanation:

Answer option A is correct.

Asynchronous training is self-paced training that typically occurs using computer-based tools. Although timelines for completion may be preestablished (such as specifying that all assignments must be submitted no later than 11:59 p.m. Sunday evening), students typically are able to set their own schedule for when they engage in learning the material. Vestibule training is a form of OJT (C), mobile learning (D) is a type of e-learning

that occurs typically through mobile devices, and the Delphi technique (B) is a decision making or forecasting activity that relies on a group of experts to reach a consensus.

Chapter: Human Resource Development

Objective: Review Questions

Question: 526

Which of the following diagrams is also known as fishbone diagram?

- A. Scatter diagram
- B. Ishikawa diagram
- C. Pareto diagram
- D. Cause and effect diagram

Answer: B

Explanation:

Answer option B is correct.

Chapter: Human Resource Development

Objective: Organization Development

Question: 527

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

- A. Field review
- B. Critical incident
- C. Forced ranking
- 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

Question: 528

Which of the following statements is most true about rater bias?

-
- A. Rater bias is illegal.
 - B. Rater bias exists in all exchanges of performance feedback.
 - C. Performance feedback bias is similar to interview bias.
 - D. Rater bias nullifies the positive outcomes of providing meaningful performance feedback.

Answer: C

Explanation:

Answer option C is correct.

Performance feedback bias such as the halo/horn effect, leniency, and central tendency can (but don't always) exist whenever managers are asked to make a discriminatory judgment, including in rating performance and selecting new hires. Note that not all discrimination is unlawful; it is in fact necessary to make distinguishing decisions on the job. Discrimination becomes unlawful when the performance is not rated according to neutral, job-related standards.

Chapter: Human Resource Development

Objective: Review Questions

Question: 529

Which of the following is conducted to determine what is required to solve a problem?

- A. Needs assessment
- B. Making succession plan
- C. SWOT analysis
- D. Talent management program

Answer: A

Explanation:

Answer option A is correct.

Chapter: Human Resource Development

Objective: Talent Management

Question: 530

Mentoring involves which of the following?

- A. Someone who takes a personal interest in an individual's career and who guides and sponsors the individual
- B. Someone whose goal is to develop an employee in a particular area
- C. Someone who monitors an employee's performance in doing their job
- D. Someone who provides training in areas of interest to an employee

Answer: A

Explanation:

Answer option A is correct.

A mentor is someone who takes a personal interest in an employee's career and who guides and sponsors them. Although a supervisor may be a mentor, mentors are usually individuals who are outside the chain of command and may even be from outside the organization. The functions in C, B, and D are not generally performed by

mentors.

Chapter: Human Resource Development

Objective: Review Questions

Question: 531

The best quality tool to use for gathering information about a specific problem is which of the following?

- A. A stratification chart
- B. An Ishikawa diagram
- C. A Pareto chart
- D. A histogram

Answer: B

Explanation:

Answer option B is correct.

An Ishikawa diagram is an effective tool for organizing information about a problem when brainstorming with a group. A Pareto chart (C) graphically represents the 80/20 rule. A stratification chart (A) shows the individual components of a problem in addition to the total or summary. A histogram (D) provides a way of looking at random occurrences to find out if there is a pattern. Chapter: Human Resource Development

Objective: Review Questions

Question: 532

People Logistics recently began scheduling offsite meetings for its management team to review the operational realities of implementing elements of the strategic plan. This is an example of which of the following development activities?

- A. Peer-to-peer coaching
- B. Assigning a mentor
- C. Hiring an executive coach
- D. Strategic planning

Answer: A

Explanation:

Answer option A is correct.

Peer-to-peer coaching is useful when a management work group has shared values or objectives. Assigning a one-on-one peer coach or using a team approach maximizes the diversity of skills available in any particular peer group. A mentor relationship (B) implies a hierarchy (the mentor and a subordinate), an executive coach (C) is used for more one-on-one upper level management development, and strategic planning (D) is a broad organization-wide string of activities related to the planning the direction of the company.

Chapter: Human Resource Development

Objective: Review Questions

Question: 533

In the evaluation phase, the _____ evaluation method focuses on how well the training

resulted in learning new skills and competencies.

- A. Results
- B. Behavior
- C. Learning
- D. Reaction

Answer: C

Explanation:

Answer option C is correct.

The learning evaluation method focuses on how well the training resulted in learning new skills. The reaction evaluation method (D) focuses on participant reactions. The behavior evaluation method (B) measures on-the-job behavior changes as a result of training, and the results evaluation method (A) measures organizational results. Of the four methods, the results evaluation method is considered the most valuable for the organization.

Chapter: Human Resource Development

Objective: Review Questions

Question: 534

Which of the following focuses on the person in the job?

- A. SWOT analysis
- B. Performance management
- C. Policies
- D. Risk assessment

Answer: B

Explanation:

Answer option B is correct.

Chapter: Human Resource Development

Objective: Performance-Management Programs

Question: 535

A _____ learning curve begins slowly, with smaller learning increments, but increases in pace and with larger increments as learning continues.

- A. Negatively accelerating
- B. S-shaped
- C. Plateau
- D. Positively accelerating

Answer: D

Explanation:

Answer option D is correct.

The positively accelerating learning curve begins with smaller increments but increases in pace and size as learning continues. The negatively accelerating curve (A) begins with larger increments that decrease as learning continues. The S-shaped learning curve (B) is a combination of the positively and negatively accelerating learning curves, whereas a plateau (C) occurs when no learning seems to take place.

Chapter: Human Resource Development

Objective: Review Questions

Question: 536

is one of several learning organization characteristics.

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

Answer: B

Explanation:

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

Question: 537

The most common reason for the failure of organizational-change initiatives is which of the following?

- A. There was no training system in place.
- B. Employees were not prepared for the change.
- C. The strategic plan was not communicated to employees.
- D. Organization leaders did not support the change.

Answer: B

Explanation:

Answer option B is correct.

The most common reason for the failure of change initiatives is that people were not prepared for the change and given time to assimilate the reasons for the change. Failing to communicate a change in strategic direction

(C) as the basis for organization changes in and of itself will not lead to failure of a change initiative. Leaders who do not support change (D) do have an influence on employees, but that factor alone is not the most common reason for failure. The absence of a training system (A) may negatively impact the change process, but it is not the most common reason for failure.

Chapter: Human Resource Development
Objective: Review Questions

Question: 538

Which of the following factors can adversely affect transfer of training?

- A. The trainer's expertise
- B. A lack of job reinforcement
- C. The subject of the training
- D. Training Cost per Employee

Answer: B

Explanation:

Answer option B is correct.

A lack of job reinforcement can adversely affect transfer of training. Other adverse impacts are the result of interference from the immediate work environment and a nonsupportive organizational climate. The trainer's expertise (A) could affect how well trainees learn information but does not specifically affect transfer of training. The subject of the training (C) affects how receptive trainees are to the information but not necessarily how the information transfers to the job.

Chapter: Human Resource Development
Objective: Review Questions

Question: 539

Which of the following focuses on building systems that retain corporate knowledge accessible as needed by the organization?

- A. Knowledge management
- B. Program management
- C. Succession plan
- D. Talent management

Answer: A

Explanation:

Answer option A is correct.

Chapter: Human Resource Development
Objective: Federal Employment Legislation

Question: 540

Which of the following refers to the ability of a team to share and build upon their ideas without holding anything back?

-
- A. Mental model
 - B. Team learning
 - C. Systems thinking
 - D. Personal mastery

Answer: B

Explanation:

Answer option B is correct.

Chapter: Human Resource Development

Objective: Organization Development

Question: 541

Calculate the training cost per employee using the following data: \$2,000 for the training design and facilitator; \$2,500 for the facility; 20 full-time employees (40 hours per week) and 10 part-time employees (20 hours per week).

- A. \$300
- B. \$200
- C. \$180
- D. \$150

Answer: C

Explanation:

Answer option C is correct.

Training cost per employee is calculated by dividing the total of all associated training costs by the number of full-time equivalent employees. The proper calculation is \$4,500 divided by 25 full-time equivalent employees.

Chapter: Human Resource Development

Objective: Review Questions

Question: 542

Melissa recently facilitated company-wide diversity training through a series of webinars. Prior to designing the training, she surveyed a sampling of employees to identify their experiences in the organization related to harassment, promotion opportunities, and equitable treatment. This is an example of which of the following?

- A. Attitude assessment
- B. Formative evaluation
- C. Summative evaluation
- D. Knowledge banking

Answer: B

Explanation:

Answer option B is correct.

Formative evaluation is a technique used prior to the commencement and during the design phase of training. It is used to gather data that will be used in training to ensure that the objectives are met and that the training

meets the needs of the workgroup. This is different from summative evaluation (C), which occurs after the training has taken place. Knowledge banking (D) and an attitude assessment (A) are not used in the evaluation of training.

Chapter: Human Resource Development

Objective: Review Questions

Question: 543

Which of the following areas ensures that individuals with the required knowledge, skills, and abilities are available when needed to accomplish organization goals?

- A. Employee and Labor Relations
- B. Human Resource Development
- C. Total Rewards
- D. Risk Management

Answer: B

Explanation:

Answer option B is correct.

Chapter: Human Resource Development

Objective: Metrics: Measuring Results

Question: 544

Which of the following is not an example of the comparative style of performance review?

- A. Narrative
- B. Forced
- C. Paired
- D. Ranking

Answer: A

Explanation:

Answer option A is correct.

Comparing employee performance is a non-narrative style of performance review involving comparing one employee to another in the same job category.

Chapter: Human Resource Development

Objective: Review Questions

Question: 545

Which of the following educates employees about the cultural and social differences in other cultures?

- A. Diversity initiative
- B. Technical training
- C. Diversity training

D. Calling meetings

Answer: C

Explanation:

Answer option C is correct.

Chapter: Human Resource Development

Objective: Unique Employee Needs

Question: 546

A training session involved asking a group of participants to answer questions related to how Aflac Insurance used a duck to successfully launch its brand. This was an example of which of the following types of training?

- A. Vestibule
- B. Case study
- C. Facilitation
- D. Socratic seminar

Answer: B

Explanation:

Answer option B is correct.

A case study allows participants to review real-world scenarios related to their topic of study. Practical application and transfer of training are typically more successful when participants can see how it's done in the work environment. Vestibule training (A) occurs "on the job," facilitation (C) uses an individual to create an interactive training experience, and a Socratic seminar (D) is a type of training that welcomes opposing viewpoints in a problem-solving setting.

Chapter: Human Resource Development

Objective: Review Questions

Question: 547

Which of the following is a form of simulation training?

- A. Self study
- B. Distance learning
- C. Vestibule training
- D. Demonstration

Answer: C

Explanation:

Answer option C is correct.

Chapter: Human Resource Development

Objective: Talent Management

Question: 548

Which employee growth and assessment program is characterized by performance objectives?

- A. Continuous-feedback program
- B. Management by objectives (MBO)
- C. Skills-based performance assessment
- D. Behavioral-based performance assessment

Answer: B

Explanation:

Answer option B is correct.

The first three choices are all employee growth and assessment programs. Behavioral-based performance assessment (D) focuses on behaviors, whereas skills-based performance assessment (C) focuses on skills. MBO programs measure the successful attainment of objectives. The continuous- feedback program (A) is a performance management program.

Chapter: Human Resource Development

Objective: Review Questions

Question: 549

Which of the following should be included in a supervisory training program?

- A. Rotation through various divisions
- B. Budgeting
- C. Conflict-resolution skills
- D. Internal controls

Answer: C

Explanation:

Answer option C is correct.

Supervisory training programs concentrate on topics related to interactions with employees, such as conflict-resolution skills. Budgeting skills (B) and internal control training (D) are included in management development programs. Rotation through various divisions (A) is part of a leadership development program.

Chapter: Human Resource Development

Objective: Review Questions

Question: 550

Which of the following is designed to increase diversity in an organization?

- A. Technical training
 - B. Diversity initiative
 - C. Calling meetings
 - D. Diversity training
-

Answer: B

Explanation:

Answer option B is correct.

Chapter: Human Resource Development

Objective: Unique Employee Needs

Question: 551

Lisa is developing a new training course for company using the ADDIE approach for the seminar. Her assistant, Hans, asks what ADDIE means. Which of the following is the correct definition of ADDIE?

- A. Analysis, Development, Diversity, Implementation, Excel
- B. Aptitude, Design, Deliver, Investigate, Evaluation
- C. Analysis, Design, Development, Implementation, Evaluation
- D. Aptitude, Design, Diversity, Implementation, Evaluation

Answer: A

Explanation:

Answer option C is correct.

ADDIE is most often associated with instructional design. It means Analysis, Design, Development, Implementation, Evaluation.

The ADDIE model is the generic process traditionally used by instructional designers and training developers. The five phases - Analysis, Design, Development, Implementation, and Evaluation - represent a dynamic, flexible guideline for building effective training and performance support tools. This model attempts to save time and money by catching problems while they are still easy to fix. Answer option B is incorrect. This isn't a correct definition of ADDIE. The correct meaning of ADDIE is Analysis, Design, Development, Implementation, Evaluation.

Answer option A is incorrect. This isn't a correct definition of ADDIE. The correct meaning of ADDIE is Analysis, Design, Development, Implementation, Evaluation.

Answer option D is incorrect. This isn't a correct definition of ADDIE. The correct meaning of ADDIE is Analysis, Design, Development, Implementation, Evaluation.

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: Talent Management

Question: 552

In which of the following situations was the HR manager incorrect in their handling of FMLA medical certification?

- A. The employer disagreed with the certification by the employee's doctor, so it paid to have the employee seen by a second provider.
 - B. The employee was given 5 calendar days to provide medical certification.
-

C. The employer had its own medical certification that it used, but it contained information identical to the DOL's WH-380 form.

D. None of the above options were incorrect.

Answer: B

Explanation:

Answer option B is correct.

Under the FMLA, employees must be given at least 15 calendar days to obtain appropriate medical certification. Under certain conditions, employers may request a secondary exam, and employers are allowed to use their medical certification form provided it conforms to the requirements of the DOL's form WH-380.

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 553

Which of the following is not an example of a voluntary benefit?

- A. Vision insurance
- B. Qualified pension plan
- C. Sick pay
- D. Medicare

Answer: D

Explanation:

Answer option D is correct.

Medicare is a type of involuntary benefit introduced by the Social Security Act of 1935. Along with retirement (Social Security), these mandated benefits are subsidized by a tax on both the employer and the employee called FICA (Federal Insurance Contribution Act). Vision, retirement and sick pay (A, B, C) are all examples of voluntary benefits that employers may choose to offer their employees. Chapter: Compensation and

Benefits

Objective: Review Questions

Question: 554

Which of the following Acts remains a major influence on basic compensation issues for businesses in the United States?

- A. Walsh Healy Public Contracts Act
- B. Service Contract Act
- C. Fair Labor Standards Act
- D. Davis Bacon Act

Answer: C

Explanation:

Answer option C is correct.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 555

Which of the following encourages individual employee self esteem, such as satisfaction from challenging and exciting assignments?

- A. Total reward
- B. Intrinsic reward
- C. Monetary compensation
- D. Entitlement philosophy

Answer: B

Explanation:

Answer option B is correct.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 556

Which of the following provides additional pay for work that is considered beyond the minimum requirements of the job?

- A. Pay differential
- B. Base pay
- C. Performance-based pay
- D. Seniority-based compensation

Answer: A

Explanation:

Answer option A is correct.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 557

Which of the following processes requires job evaluators to compare the value of jobs to one another?

- A. Job evaluation
- B. Classification method
- C. Job sharing
- D. Ranking method

Answer: D

Explanation:

Answer option D is correct.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 558

Which of the following is a certain block of time during the work week when employees perform work related duties?

- A. Interval
- B. Shift
- C. Shift premium
- D. Base pay

Answer: B

Explanation:

Answer option B is correct.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 559

Which of the following includes any costs the organization incurs for the benefit of employees, such as all forms of cash compensation?

- A. Non-monetary compensation
- B. Intrinsic reward
- C. Extrinsic reward
- D. Monetary compensation

Answer: D

Explanation:

Answer option D is correct.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 560

Which of the following ensures that employees working in different locations are paid at rates competitive in the labor market for specific jobs and locations?

- A. Geographic pay
- B. Base pay
- C. Hazard pay
- D. Call-back pay

Answer: A

Explanation:

Answer option A is correct.
Chapter: Compensation and Benefits
Objective: Compensation

Question: 561

The Economic Growth and Tax Relief Reconciliation Act of 2001 allows for catch-up contributions for employees age _____ and older.

- A. 40
- B. 50
- C. 60
- D. 63

Answer: B

Explanation:
Answer option B is correct.

EGTRRA made a number of changes to existing contribution limits, including the allowance for older workers to catch up on their retirement savings.

Chapter: Compensation and Benefits
Objective: Review Questions

Question: 562

Which of the following is one that encourages individual employee self esteem?

- A. Intrinsic reward
- B. Non-monetary compensation
- C. Extrinsic reward
- D. Monetary compensation

Answer: A

Explanation:
Answer option A is correct.
Chapter: Compensation and Benefits
Objective: Total Rewards Defined

Question: 563

Tax withholding is to the _____ stage of the employment life cycle as COBRA benefits are to the _____ stage of the employment life cycle.

- A. Pre-, mid-
 - B. Beginning, middle
 - C. Beginning, ending
 - D. Pre-, post
-

Answer: C

Explanation:

Answer option C is correct.

The life cycle of all compensation-related employment records is marked by specific data collection and documentation. Understanding what documents are required at each stage will allow HR to properly plan for security, updates, retention, and destruction. The other answers are not reflected in the organizational life cycle.

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 564

A reduced FMLA leave schedule means which of the following?

- A. Accurate records of time off are maintained.
- B. The employee is absent from work multiple times for the same illness or injury.
- C. The employee works fewer hours each day or week.
- D. The employee's leave schedule is disruptive to the work schedule.
- E. Accurate records of time off are maintained.
- F. The employee is absent from work multiple times for the same illness or injury.
- G. The employee works fewer hours each day or week.
- H. The employee's leave schedule is disruptive to the work schedule.

Answer: C

Explanation:

Answer option C is correct.

A reduced FMLA leave is one in which the employee's regular work schedule is reduced by some number of hours per day or days per week. An intermittent FMLA leave (B) is one in which an employee is absent from work multiple times for the same illness or injury. Disruption to the work schedule (D) is not a factor in the type of FMLA leave. Although accurate records of time off (A) should be maintained for all FMLA leaves, they are most critical for intermittent leaves.

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 565

Which of the following would be the best choice of a profit-sharing plan if the employer wishes to improve organizational productivity through shared management and employee efforts?

- A. nuses
- B. Gainsharing
- C. Improshare
- D. Employee Stock Purchase Plan

Answer: B

Explanation:

Answer option B is correct.

A key component of a gainsharing plan is the shared responsibility of outcomes between management and employees. Productivity is reviewed, new performance is measured, and both work groups share in the gain. ESPPs, bonuses and improshare (D, A, C) all could be used, but are not specifically grown around the concept of shared responsibility between management and employees.

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 566

A company that wants to reduce the cost of its unemployment insurance should do which of the following? Each correct answer represents a complete solution. Choose all that apply.

- A. Terminate employees who violate company policy
- B. Establish an effective performance-management program
- C. Aggressively fight unjustified claims for unemployment
- D. Enhance national productivity and competitive ability

Answer: A B C

Explanation:

Answer options C, B, and A are correct.

C and B are both obviously correct. Although A may seem counterintuitive to some because many employers are hesitant to terminate employees for policy violations, those terminated for cause generally aren't eligible for unemployment insurance. Because retaining an employee who is not contributing to the organization is a poor business decision, maintaining adequate records to demonstrate the reasons for termination provides the tools to fight claims that are unjustified.

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 567

For which of the following is "the highest standards of care and professionals in a legal context" a key component?

- A. Breach of contract
- B. Code of conduct
- C. Fiduciary responsibility
- D. Conflict of interest

Answer: C

Explanation:

Answer option C is correct.

Fiduciary responsibility implies a greater legal obligation to act with great care and responsibility on behalf of a company. Acting in one's own self-interest, conflicting duties, and profiting from a role are all examples of how HR could breach this obligation. Code of conduct, breach of contract and conflict of interest are certainly components of HR standards, but in terms of ranking, they fall below the concept of fiduciary responsibility.

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 568

Molly is the Director of HR at a large multinational corporation. She extended the open enrollment period for benefits in order to accommodate her spouse, who needed a different plan. This is an example of what?

- A. Unethical conduct
- B. Breach of fiduciary responsibility
- C. Exercising a choice-of-law clause
- D. Breaking the law

Answer: B

Explanation:

Answer option B is correct.

As the Director of HR, Molly is in a position of control over the administration of HR policies, procedures, and rules. As such, she is held to a high standard of responsibility that goes beyond unethical conduct (A). Fiduciary responsibility requires that the HR professional act without regard for their own self interests. A choice of law clause (C) applies in the administration of expatriate agreement, and extending pen enrollment is not necessarily illegal (D).

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 569

A Total Rewards philosophy can help achieve an organization's strategic goals by doing which of the following?

- A. Attracting and retaining employees with the necessary KSAs
- B. Maintaining an entitlement culture
- C. Positioning the company to lead the competition for employees
- D. Establishing a pecking order for jobs in the organization

Answer: A

Explanation:

Answer option A is correct.

A Total Rewards philosophy helps determine what kind of employees will be attracted to the organization.

Developing a philosophy to target employees with the KSAs needed by the organization can help advance the organization's mission. The pecking order for jobs (D) is based on the value of those jobs to the organization.

The philosophy defines leading the competition as a strategy; positioning the company to do so (C) is a result of creating the compensation structure. An entitlement culture is maintained (B) by continuing to pay employees for time on the job instead of for performance.

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 570

ESOPs, ESPPs, and profit-sharing are all examples of which of the following?

- A. Deferred compensation
- B. Sales bonus options
- C. Group incentives
- D. Gainsharing strategies

Answer: C

Explanation:

Answer option C is correct.

Group incentives share common elements including the reward of individuals based on their collective efforts. Employee Stock Ownership Plans, Employee Stock Purchase Plans, profit-sharing, and gainsharing (D) are all examples of group incentives. Deferred compensation (A) refers to tax-deferred retirement plans, and a sales bonus (B) is a type of commission paid to workers.

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 571

An entitlement culture is appropriate for a business that needs what type of workforce?

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

Answer: B

Explanation:

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

Question: 572

Which of the following Acts requires employers to pay nonexempt employees who perform regular duties before or after their regular hours or for working during their lunch period?

- A. Davis Bacon Act
- B. Portal to Portal Act
- C. Equal Pay Act (EPA)

D. Service Contract Act

Answer: B

Explanation:

Answer option B is correct.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 573

A summary plan description is not required for which of the following?

- A. Flexible spending accounts
- B. AD&D insurance
- C. Defined-contribution plans
- D. Defined-benefit plans

Answer: B

Explanation:

Answer option B is correct.

Summary plan descriptions are required only for group health plans, and not for defined contribution plans, defined benefit plans, or FSAs.

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 574

The Older Worker Benefit Protection Act requires that an employee age 40 or older who is asked to waive their rights under the act must be given what?

- A. 21 days to consider the agreement before signing it
- B. 45 days to consider the agreement before signing it
- C. 60 days to consider the agreement before signing it
- D. 7 days to consider the agreement before signing it

Answer: A

Explanation:

Answer option A is correct.

Workers age 40 or older who are asked to sign a waiver of their rights must be given 21 days to consider the agreement before signing it, unless they are part of a group termination or layoff. In that case, they must be given 45 days to sign the agreement (B). In both instances, they may revoke the agreement within 7 days (D).

The OWBPA does not require 60 days to consider the agreement (C). Chapter: Compensation and Benefits

Objective: Review Questions

Question: 575

The Omnibus Budget Reconciliation Act of 1993 does not require which of the following?

- A. Group health plans honor qualified medical child-support orders
- B. Tax deductions for executive pay be capped at \$1,000,000 per year
- C. Income tax be withheld from some distributions to rollover accounts
- D. Group health coverage be offered for children placed for adoption before the adoption is final

Answer: C

Explanation:

Answer option C is correct.

The Unemployment Compensation Amendments of 1992 required 20 percent withholding from some distributions. OBRA capped executive pay (B), required that group health coverage be offered when children are placed for adoption before the adoption is finalized (D), and required health plans to honor qualified medical child-support orders (A).

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 576

James is a highly productive salesperson who is required to share a team bonus with his co-workers if certain sales goals are met each month. He is frustrated with this compensation structure, because he believes his teammates do not contribute as much as he does to the final numbers. This is an example of what?

- A. Pay disparity
- B. Procedural justice
- C. Distributive justice
- D. Wage inequity

Answer: C

Explanation:

Answer option C is correct.

Distributive justice is a concept that speaks to perceived inequity in the distribution of outcomes. It is the result of the belief that an employee puts more into the system than they receive as an outcome when compared to the efforts of other organizational members. Procedural justice (B) is a perception of inequity in the procedures used to design or apply the pay structure. Wage inequity and pay disparity (A, D) are essentially the same thing, occurring when employees are either paid outside of current external position market value or internally based on compensable factors shared between jobs.

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 577

Which of the following is the process used traditionally to determine the value of jobs relative to each other

within the organization?

- A. Ranking method
- B. Job evaluation
- C. Classification method
- D. Job sharing

Answer: B

Explanation:

Answer option B is correct.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 578

e FLSA defined the maximum work week for nonexempt employees as

hours per week.

- A. 36
- B. 48
- C. 40
- D. 32

Answer: C

Explanation:

Answer option C is correct.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 579

Which of the following is additional pay for dangerous or risky working conditions?

- A. Reporting pay
- B. Call-back pay
- C. Hazard pay
- D. Base pay

Answer: C

Explanation:

Answer option C is correct.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 580

What is the maximum working hours per week for nonexempt employees as defined in The Fair Labor

Standards Acts?

- A. 48
- B. 40
- C. 56
- D. 60

Answer: B

Explanation:

Answer option B is correct.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 581

Which of the following is the enforcement agency for civil rights?

- A. Equal Employment Opportunity Commission (EEOC)
- B. Department of Labor (DOL)
- C. Wage and Hour Division
- D. Employment Standards Administration

Answer: A

Explanation:

Answer option A is correct.

Chapter: Compensation and Benefits

Objective: Benefits

Question: 582

Which of the following is an example of an intrinsic reward?

- A. An exciting assignment
- B. A great supervisor
- C. The satisfaction of a job well done
- D. Recognition of accomplishments

Answer: C

Explanation:

Answer option C is correct.

Intrinsic rewards are those in which esteem is achieved from within oneself. D, B, and A are examples of extrinsic rewards that come from external sources.

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 583

Which of the following includes payments made to employees that are associated with wages and salaries?

- A. Non-monetary compensation
- B. Monetary compensation
- C. Direct compensation
- D. Extrinsic reward

Answer: C

Explanation:

Answer option C is correct.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 584

Which of the following is the enforcement agency for compensation?

- A. Department of Labor (DOL)
- B. Wage and Hour Division
- C. Employment Standards Administration
- D. Equal Employment Opportunity Commission (EEOC)

Answer: A

Explanation:

Answer option A is correct.

Chapter: Compensation and Benefits

Objective: Benefits

Question: 585

Employers are required to provide a portable retirement plan to employees based on which of the following?

- A. Employee Retirement Income Security Act.
- B. Retirement benefits are not required by federal law.
- C. Older Worker Benefit Protection Act.
- D. Omnibus Budget Reconciliation Act.

Answer: B

Explanation:

Answer option B is correct.

No federal law requires employers to provide a retirement plan to employees. If employers do provide retirement benefits, ERISA (A) regulates how the plans are offered and administered. OBRA (D) capped executive pay, required health plans to honor qualified medical child-support orders, and required that group health plans provide coverage for dependent adopted children of employees. The OWBPA (C) amended the ADEA to prohibit discriminating against older workers in benefit plans and defined requirements for employee

waivers of their rights under the act.

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 586

Which of the following is provided by the companies to their employees who are called to work before or after their scheduled work hours?

- A. Reporting pay
- B. Base pay
- C. Shift premium
- D. Call-back pay

Answer: D

Explanation:

Answer option D is correct.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 587

The Federal Insurance Contributions Act requires employers to do which of the following?

- A. Provide health insurance for all employees
- B. Contribute to a defined-benefit plan
- C. Contribute to a deferred-compensation plan
- D. Withhold Social Security tax from pay

Answer: D

Explanation:

Answer option D is correct.

FICA requires employers to pay Social Security and Medicare for employees and to withhold an equal amount from employee paychecks. There is no federal law requiring employers to provide pension plans (B) and (C). No federal law requires employers to provide health insurance (A).

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 588

Which of the following is the amount of compensation that the employer and the employee agree will be paid for the performance of particular duties?

- A. Performance-based pay
 - B. Seniority-based compensation
 - C. Pay differential
 - D. Base pay
-

Answer: D

Explanation:

Answer option D is correct.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 589

Which of the following is comprised of any employee payments not associated with wages and salaries?

- A. Non-monetary compensation
- B. Direct compensation
- C. Indirect compensation
- D. Monetary compensation

Answer: C

Explanation:

Answer option C is correct.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 590

Job fulfillment from working with a talented peer group is an example of which of the following types of compensation?

- A. Monetary
- B. Intrinsic
- C. Extrinsic
- D. Total rewards

Answer: B

Explanation:

Answer option B is correct.

Intrinsic rewards are driven by internal versus external factors. Job fulfillment based on work relationships, the opportunity to use strengths, and career growth are examples of nonmonetary compensation. Extrinsic rewards (C) are those rewards that are driven by external factors, usually in the form of monetary (A) or benefit rewards (components of a total rewards system (D)).

Chapter: Compensation and Benefits

Objective: Review Questions

Question: 591

As a Senior HR Professional, you should be familiar with intrinsic rewards and extrinsic rewards that your company provides for its employees. Which of the following is an example of an intrinsic reward?

-
- A. Cash compensation
 - B. Satisfaction from challenging and exciting assignments
 - C. On-site cafeteria
 - D. Esteem from working with other talented people

Answer: B

Explanation:

Answer option B is correct.

An intrinsic reward is one that encourages individual self esteem, such as satisfaction from challenging and exciting assignments.

Answer option A is incorrect. Cash compensation is a monetary reward for employment.

Answer option D is incorrect. Esteem from working with other talented people is an extrinsic reward.

Answer option C is incorrect. An on-site cafeteria is an example of a non-monetary reward.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-47043096-5. 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

Question: 592

Which of the following is used to determine current market trends and competition for different skills and knowledge and to assist the employer in setting pay levels?

- A. Base pay
- B. Job evaluation
- C. Salary survey
- D. Gross pay

Answer: C

Explanation:

Answer option C is correct.

A salary survey is used to determine current market trends and competition for different skills and knowledge and to assist the employer in setting pay levels.

Answer option B is incorrect. Job evaluation is an objective mechanism used to determine the worth of different jobs to the company.

Answer option D is incorrect. Gross pay is the amount earned by an employee before taxes are pending.

Answer option A is incorrect. Base pay is the foundation of an employer's compensation program because it reflects the value placed on individual jobs by the organization.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

Question: 593

An employee earning \$22,500 per year supervises three employees and spends 35 hours per week on essential job duties that require discretion and independent judgment. Which of the following describes this employee?

- A. Exempt, based on the administrative exemption test
- B. Exempt, based on the executive exemption test
- C. Nonexempt
- D. Nonexempt, based on the salary basis requirement

Answer: D

Explanation:

Answer option D is correct.

Effective in 2004, employees must be paid a minimum of \$455 per week to be exempt from FLSA requirements. This employee earns only \$432.69 per week. ($\$22,500/52 \text{ weeks} = \432.69 .) Although C is also correct, the best answer is the one that explains why. See Chapter 6 for more information.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 594

DRAG DROP

Drag and drop the types of Qualified Deferred Compensation Plans that correspond to their descriptions.

Qualified Deferred Compensation Plan		Description
Place Holder		It relies on contributions from employees and employers to fund IRAs.
Place Holder		It allows employers to contribute deferred compensation based on a percentage of company earnings each year.
Place Holder		It uses a fixed percentage of employee earnings to defer compensation.
Place Holder		It is one in which the employer provides a pension for employees based on a formula.

Defined-Benefit

Defined-Contribution

Profit-Sharing

Money-Purchase

Qualified Deferred Compensation Plan

Description

Defined-Contribution

It relies on contributions from employees and employers to fund IRAs.

Profit-Sharing

It allows employers to contribute deferred compensation based on a percentage of company earnings each year.

Money-Purchase

It uses a fixed percentage of employee earnings to defer compensation.

Defined-Benefit

It is one in which the employer provides a pension for employees based on a formula.

Defined-Benefit

Defined-Contribution

Profit-Sharing

Money-Purchase

Explanation:

The following are the types of Qualified Deferred Compensation Plans:

- **Defined Benefit Plan:** A defined benefit plan is one in which the employer provides a pension for employees based on a formula.
- **Defined Contribution Plan:** A defined contribution plan relies on contributions from employees and employers to fund IRAs.
- **Profit Sharing Plan:** A profit sharing plan allows employers to contribute deferred compensation based on a percentage of company earnings each year.
- **Money Purchase Plan:** A money purchase plan uses a fixed percentage of employee earnings to defer compensation.

Chapter: Compensation and Benefits

Objective: Benefits

Question: 595

FILL IN THE BLANK

_____ programs involve employees and managers in improving the organization's productivity and sharing the benefits of success.

Answer: Gainsharing

Explanation:

Gainsharing programs involve employees and managers in improving the organization's productivity and sharing the benefits of success.

Chapter: Compensation and Benefits

Objective: Compensation

Question: 596

Which of the following describes salting?

- A. The union hires an individual to picket the employer's business.
- B. The union hires an individual to apply for a job with an employer and begin to organize the company.
- C. The union hires an individual to publicize its reasons for targeting an employer for unionization.
- D. The union hires an individual to distribute leaflets to employees as they are leaving work at the end of the day.

Answer: B

Explanation:

Answer option B is correct.

Salting occurs when a union hires an individual experienced at organizing tactics to apply for a job with a company that has been targeted for an organizing campaign (B). Options C, D, and A are tactics used by unions during organizing campaigns.

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 597

A supervisor has called an employee in for an interview about an inventory shortage. When the supervisor begins asking questions, the employee invokes his Weingarten rights. The supervisor has the option to do which of the following?

- A. Discontinue the interview, and make the determination based on other evidence and documentation.
 - B. Continue the interview while waiting for a co-worker to return from lunch.
 - C. Stop the discussion while the employee calls an attorney.
 - D. Stop the discussion until the shop steward is available upon return from vacation in 4 days.
-

Answer: A

Explanation:

Answer option A is correct.

Weingarten rights give all union members the right to request that a co-worker or shop steward be present during an interview if the employee believes the interview could lead to disciplinary action. The employer may decide to use other facts available without interviewing the employee. The Weingarten ruling does not entitle employees to have an attorney present (C). Employers are not required to wait for a lengthy period of time until the co-worker returns (D). The interview must be discontinued while waiting for the co-worker (B). As of 2004, employers are required to honor Weingarten requests only for union members.

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 598

Which of the following provides an anonymous means by which employees can provide ideas for improvements to management?

- A. Suggestion box
- B. Task force
- C. Committees
- D. Work team

Answer: A

Explanation:

Answer option A is correct.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 599

Which of the following requires employees to act within the authority granted by the employer?

- A. Duty of diligence
- B. Due process
- C. Duty of loyalty
- D. Duty of obedience

Answer: D

Explanation:

Answer option D is correct.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 600

Which of the following is often formed to address ongoing issues in the organization?

-
- A. Delegating authority
 - B. Committees
 - C. Task force
 - D. Virtual work team

Answer: B

Explanation:

Answer option B is correct.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 601

_____ occurs when the employer forces an employee to resign by creating a work environment that is so unpleasant.

- A. Reengineering
- B. Public policy exception
- C. Salting
- D. Constructive discharge

Answer: D

Explanation:

Answer option D is correct.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 602

Which of the following allows employees to work the hours that enable them to take care of personal work?

- A. Flextime
- B. Telecommuting
- C. Job sharing
- D. Overtime

Answer: A

Explanation:

Answer option A is correct.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 603

Which of the following is a legal term that describes an action that injures someone?

-
- A. Tort
 - B. Temp-to-perm
 - C. Total Quality Management (TQM)
 - D. TIPS

Answer: A

Explanation:

Answer option A is correct.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 604

Which of the following is an action taken by the employer to stop employees from working?

- A. Calling conference
- B. Security checks
- C. Strike
- D. Lockout

Answer: D

Explanation:

Answer option D is correct.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 605

A union philosophy statement may have all of the following except which?

- A. A description of what a union cannot do for the employees
- B. Factual statements about the disadvantages of unions in the labor/management relationship
- C. A statement of the company's desire to remain union free
- D. A promise of extended benefits if the company remains union free

Answer: D

Explanation:

Answer option D is correct.

A company cannot threaten employees or make promises to them contingent on the workforce remaining union free. A philosophy statement should be geared toward communicating the company's desire to work directly with the employees in discussions about working conditions or benefits. If a union does attempt to organize, it is important for the employer to work directly with outside council to determine the strategic benefits of discussing the desire to remain union free and the disadvantages/limitations of unions as employee representatives.

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 606

Employee pension rights are protected by which of the following acts or regulations?

- A. The Sherman Antitrust Act
- B. The Equal Employment Opportunity Act
- C. Uniformed Services Employment and Reemployment Rights Act
- D. Executive Order 11246

Answer: C

Explanation:

Answer option C is correct.

USERRA protects the rights of reservists called to active duty in the armed forces and applies to all public and private employers in the United States. It includes pension protection for returning service members related to vesting, accrual, and employer contribution continuity. The Sherman Anti-Trust act is legislation used to control business monopolies, and Executive Order 11246 (D) prohibits employment discrimination. The Equal Employment Opportunity Act (B) provided litigation authority to the EEOC back in 1972.

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 607

Which of the following requires an employee to act with reasonable care and skill in the course of performing work for the employer?

- A. Due process
- B. Duty of diligence
- C. Duty of obedience
- D. Duty of loyalty

Answer: B

Explanation:

Answer option B is correct.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 608

Which of the following damages an individual's reputation in the community?

- A. Quid pro quo
 - B. Vicarious liability
 - C. Defamation
 - D. Constructive Discharge
-

Answer: C

Explanation:

Answer option C is correct.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 609

Employee Weingarten rights established which of the following?

- A. Employers may not deny a nonunion worker's request for representation during an investigatory hearing.
- B. Union employees have the right to have a union representative present at an investigatory interview.
- C. Employees have the right to consult with an attorney post-discipline.
- D. Employers have the right to deny the presence of a co-worker in an investigatory interview.

Answer: B

Explanation:

Answer option B is correct.

Weingarten rights were upheld by the NLRB, establishing that union workers have the right to representation in any meeting that may amount to an investigatory interview that could lead to disciplinary action. These rights do not currently apply to nonunion workers (A). Any employee has the right to consult with an attorney post-discipline, and employers do not have the right to deny representation to union workers (D, A) in a meeting that may result in discipline.

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 610

When does double breasting occur?

- A. A neutral employer performs work that is normally done by striking employees.
- B. An employer has two companies that are substantially identical.
- C. Two businesses perform operations that are part of the same product.
- D. An employer has two businesses, one union and one nonunion, that do substantially the same work but have different management, equipment, and customers.

Answer: D

Explanation:

Answer option D is correct.

Double breasting occurs when an employer has two companies that are separate and distinct from each other but do the same type of work, and one company is union while the other is nonunion. This occurs most often in the construction industry when contractors have two different crews for bidding on union and nonunion jobs. An alter ego employer has two substantially identical businesses (B). The ally doctrine describes work that is done by a neutral employer while another business is shut down by a strike (A). A straight-line operation is one in which two businesses perform operations that complement each other's operations (C). If one business is struck, the other may be as well because they are engaged in a single economic enterprise.

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 611

Which of the following is not a sign of union organizing activity by employees?

- A. An increase in requests for copies of the employee handbook
- B. The use of union terms at an all-employee meeting
- C. An increase in employee groupings in the parking lot
- D. An employee complaining of harassment by a co-worker

Answer: D

Explanation:

Answer option D is correct.

Unusual activity related to employee meetings (C), complaints against supervisors, the sudden use of union terms (B), and an increased interest in employee benefits (A) are all signs of potential union activity.

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 612

An employee with a bachelor's degree, an employee who speaks English as a second language, and an individual over the age of 40 are all examples of what?

- A. A diverse work group
- B. Effective knowledge management programs
- C. Non-discriminatory hiring practices
- D. Protected class groups

Answer: A

Explanation:

Answer option A is correct.

Diversity simply means "the differences among people." Although diversity encompasses protected- class characteristics (D) and can be a measure of non-discriminatory hiring practices (C), it represents the differences of all employee behaviors and classifications. Knowledge management programs (B) refer to the ability of the employer to retain and apply the collective knowledge of their workers to achieve strategic aims.

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 613

Which of the following is developed over centuries as a result of legal decisions made by judges in individual cases?

- A. Comparable worth
- B. Compensable factors

-
- C. Common law doctrine
 - D. Compulsory arbitration

Answer: C

Explanation:

Answer option C is correct.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 614

Which of the following provides an informal setting for a group of employees to meet with their manager to learn more about the company?

- A. Brown-bag lunch program
- B. Department staff meetings
- C. Work team
- D. Word of mouth

Answer: A

Explanation:

Answer option A is correct.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 615

In the _____ supervisors meet with their staff for updates and coordination of activities.

- A. Department staff meetings
- B. Brown-bag lunches
- C. Town hall meetings
- D. Managers meetings

Answer: A

Explanation:

Answer option A is correct.

Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 616

During a representation election, votes can be challenged by whom?

- A. By management or the union before the votes are cast
 - B. By management only
 - C. By the union only
 - D. By management or the union at any time
-

Answer: A

Explanation:

Answer option A is correct.

Votes can be challenged by the union representative or by management only before the vote goes into the ballot box.

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 617

All of the following statements about employment at-will are true except which one?

- A. The employee may resign at any time, with or without notice.
- B. The employer may terminate the employee for cooperating with an SEC investigation.
- C. The employer may withdraw an offer of employment after the employee has accepted the position and resigned another job.
- D. The employer may terminate the employee at any time for any reason.

Answer: B

Explanation:

Answer option B is correct.

The public-policy exception to the at-will doctrine prevents an employer from terminating an employee who is cooperating in a government investigation of wrongdoing. Options D and B are elements of at-will employment. Option C would also be allowed based on the at-will doctrine but could be affected by other common-law doctrines.

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 618

Which of the following is an example of a reference guide?

- A. An employee handbook
- B. An SOP
- C. A policy manual
- D. A troubleshooting manual

Answer: D

Explanation:

Answer option D is correct.

Collecting large amounts of data into one coherent document can be done through the use of an employee handbook that references policies (A), standard operating procedures (B), or reference guides. A troubleshooting manual (D) best represents the type of document designed for short-term reference of a specific nature.

Chapter: Employee and Labor Relations

Question: 619

During a unionizing campaign, management may do which of the following in response to union allegations?

- A. Ask employees what the union is saying about the company.
- B. Point out the consequences of unionization based on past facts.
- C. Encourage nonunion employees to talk about the reasons they don't want the union.
- D. Tell employees that the company will have to move the jobs to another country if the union is elected.

Answer: B

Explanation:

Answer option B is correct.

The company may make truthful statements about a unionized environment during an organizing campaign, such as pointing out that employees will have to pay dues to the union. Although

nonunion employees are free to talk about their reasons for not wanting a union (C), it is an unfair labor practice for the employer to encourage them to do so. Telling employees that the company will have to move the jobs to another country if the union is elected (D) is also a ULP, because it constitutes a threat. Employers may not threaten, interrogate, promise, or spy on (TIPS) employees during an organizing campaign (A).

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 620

If employees no longer want the union to represent them, they may petition the NLRB for which of the following?

- A. Statutory bar
- B. Decertification
- C. Deauthorization
- D. Contract bar

Answer: B

Explanation:

Answer option B is correct.

The NLRB will conduct a decertification election if the employees present a petition signed by 30 percent of the employees in the bargaining unit. Management may not participate in or encourage employees to circulate the petition or provide any support in the process. Doing so is considered an unfair labor practice. A union can be deauthorized (C) if employees want to remove a union security clause, such as dues check-off. If there is a valid CBA in place (D), the NLRB will not direct an election. The NLRA prohibits an election if one took place during the preceding 12 months (A).

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 621

“When the workplace is permeated with discriminatory intimidation, ridicule and insult that is sufficiently severe

or pervasive to alter the conditions of the victim's employment and create an abusive working environment, Title VII is violated." This is a statement made with regard to which of the following sexual-harassment court cases?

- A. Harris v. Forklift Systems, Inc.
- B. Faragher v. City of Boca Raton
- C. Burlington Industries v. Ellerth
- D. Oncale v. Sundowner Offshore Services

Answer: A

Explanation:

Answer option A is correct.

Harris v. Forklift Systems Inc. was referenced in the case of same-sex harassment brought to the Supreme Court in Oncale v. Sundowner (D). Oncale helped determine that gender is of little consequence when harassment meets the statutory requirements defined in Harris. Faragher v. City of Boca Raton (B) and Burlington Industries v. Ellerth (C) were also important cases aiding in interpreting the concept of sexual harassment in the workplace.

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 622

The Occupational Safety and Health Administration is to the Occupational Safety and Health Act as the National Labor Relations Board is to which of the following?

- A. The Norris-La Guardia Act
- B. The National Labor Relations Act
- C. The Labor-Management Reporting and Disclosure Act
- D. The Labor-Management Relations Act

Answer: B

Explanation:

Answer option B is correct.

The NLRB was established by the NLRA to enforce provisions of the act related to conducting elections and preventing unfair labor practices. The LMRA, LMRDA and the Norris-La Guardia Act (D, C, A) are all examples of legislation influencing the application of unions in the workplace.

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 623

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

Answer: C

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

Question: 624

During a unionizing campaign, management may do which of the following in response to union allegations?

- A. Ask employees what the union is saying about the company.
- B. Point out the consequences of unionization based on past facts.
- C. Encourage nonunion employees to talk about the reasons they don't want the union.
- D. Tell employees that the company will have to move the jobs to another country if the union is elected.

Answer:

Answer: B

Explanation:

Answer option B is correct.

The company may make truthful statements about a unionized environment during an organizing campaign, such as pointing out that employees will have to pay dues to the union. Although nonunion employees are free to talk about their reasons for not wanting a union (C), it is an unfair labor practice for the employer to encourage them to do so. Telling employees that the company will have to move the jobs to another country if the union is elected (D) is also a ULP, because it constitutes a threat. Employers may not threaten, interrogate, promise, or spy on (TIPS) employees during an organizing campaign (A).

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 625

A union philosophy statement may have all of the following except which?

- A. A statement of the company's desire to remain union free
- B. A promise of extended benefits if the company remains union free
- C. A description of what a union cannot do for the employees

D. Factual statements about the disadvantages of unions in the labor/management relationship

Answer: B

Explanation:

Answer option B is correct.

A company cannot threaten employees or make promises to them contingent on the workforce remaining union free. A philosophy statement should be geared toward communicating the company's desire to work directly with the employees in discussions about working conditions or benefits. If a union does attempt to organize, it is important for the employer to work directly with outside council to determine the strategic benefits of discussing the desire to remain union free and the disadvantages/limitations of unions as employee representatives.

Chapter: Employee and Labor Relations

Objective: Review Questions

Question: 626

Which of the following requires that employees act in the best interest of the employer?

- A. Duty of diligence
- B. Duty of obedience
- C. Due process
- D. Duty of loyalty

Answer: D

Explanation:

Answer option D is correct.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 627

Which of the following is illegal except in the construction industry?

- A. Union shop clause
- B. Closed shop clause
- C. Agency shop clause
- D. Common shop clause

Answer: B

Explanation:

Answer option B is correct.

The closed shop clause is illegal except in the construction industry. The closed shop clause requires that all new hires be members of the union before they are hired.

Answer option C is incorrect. The agency shop clause specifies that all employees must either join the union or pay union dues if they choose not to join the union.

Answer option A is incorrect. The union shop clause requires that all employees join the union within a grace period specified by the contract.

Answer option D is incorrect. There is no such term as common shop clause.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 628

DRAG DROP

Match the Employee Involvement Strategies with their descriptions.

**Employee
Involvement
Strategies**

- 1. Self directed work team
- 2. Task force
- 3. Work team
- 4. Suggestion box

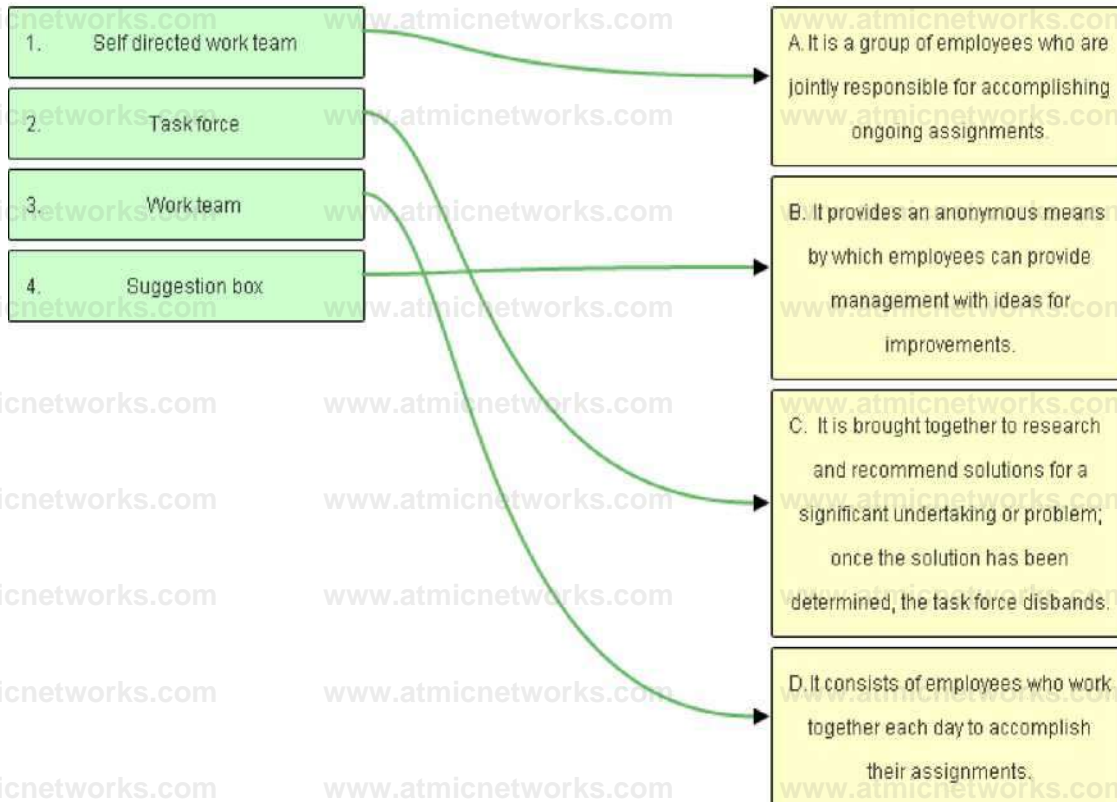
Description

- A. It is a group of employees who are jointly responsible for accomplishing ongoing assignments.
- B. It provides an anonymous means by which employees can provide management with ideas for improvements.
- C. It is brought together to research and recommend solutions for a significant undertaking or problem; once the solution has been determined, the task force disbands.
- D. It consists of employees who work together each day to accomplish their assignments.

Answer:

Employee Involvement Strategies

Description



Explanation:

Employee involvement can be very simple, such as a suggestion box, or more complex, such as a self-directed work team. The next section discusses a number of communication strategies that are a key aspect of effective employee-involvement programs. Other strategies for involving employees include the following:

Suggestion Boxes: A suggestion box provides an anonymous means by which employees can provide management with ideas for improvements. As with any method of soliciting information from employees, it's important that suggestions be acted on in a timely manner, or the concept of the suggestion system loses its credibility.

Delegating Authority: Management demonstrates respect for its employees by trusting them to make the decisions necessary to do their jobs. To do this effectively, management needs to delegate a sufficient level of authority to employees for making decisions or incurring expenses so they're free to act without waiting for approval to take necessary action.

Task Force: A task force is brought together to research and recommend solutions for a significant undertaking or problem; once the solution has been determined, the task force disbands. A task force might be created to analyze technological improvements in a manufacturing plant and recommend improvements that will meet the long-term strategic objectives of the organization. **Committees:** Committees are often formed to address ongoing issues in the organization and may be permanent, such as a safety committee, or ad hoc, such as a group appointed to plan a company function.

Work Team: A work team consists of employees who work together each day to accomplish their assignments. The team can be composed of members in a single functional area, or it can have members from several functions that are needed to accomplish the goal. A functional work team

might consist of employees in the marketing department who develop collateral pieces for company products. A cross-functional work team might consist of employees from the research and development, manufacturing, marketing, operations, and accounting departments who are responsible for developing, launching, and marketing a specific product.

Virtual Work Team: A virtual work team operates in much the same way as a work team, with one major exception: team members aren't located in the same building but may work anywhere in the world and connect through the Internet to accomplish team assignments.

Employee-Management Committees: Employee-management committees are used to solve problems in a variety of areas, such as production schedules, safety, and employee social events. The inclusion of employees on these committees helps to bring all the information to the table for making decisions and provides employees with input into how they do their jobs. From this point of view, they make positive contributions to operations.

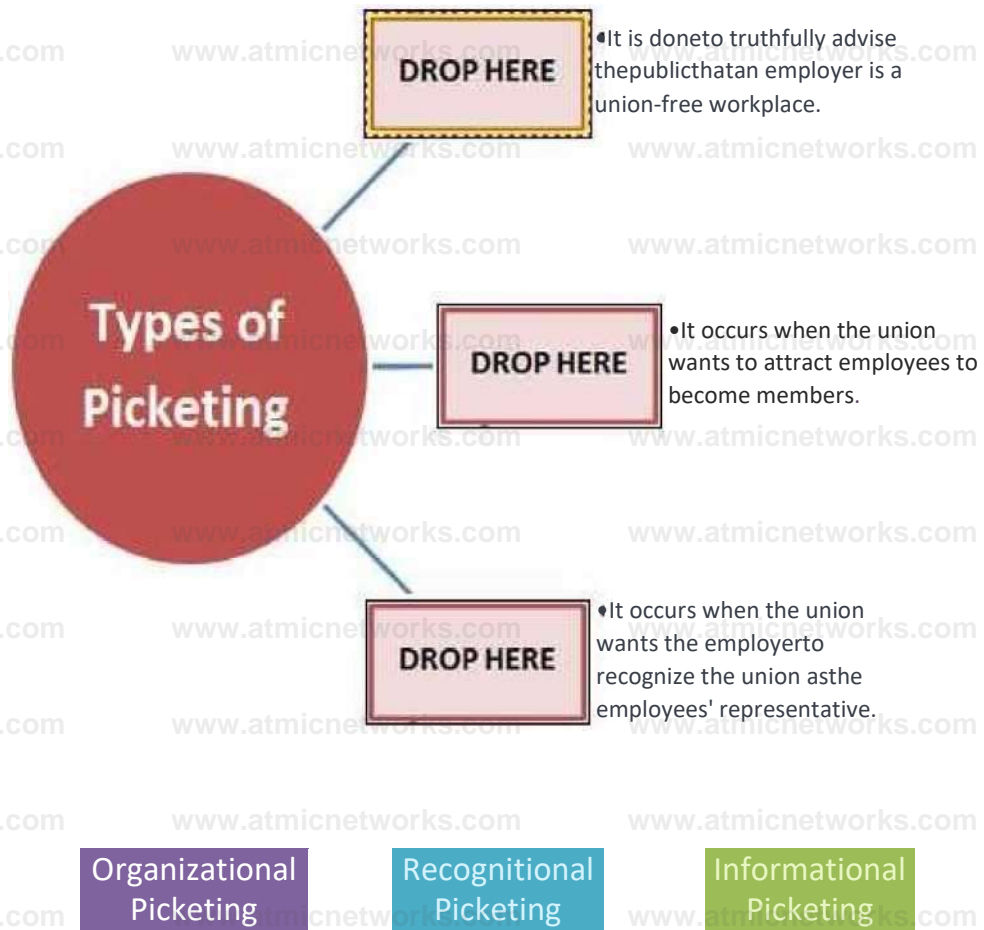
Chapter: Employee and Labor Relations

Objective: Employee Relations

Question: 629

DRAG DROP

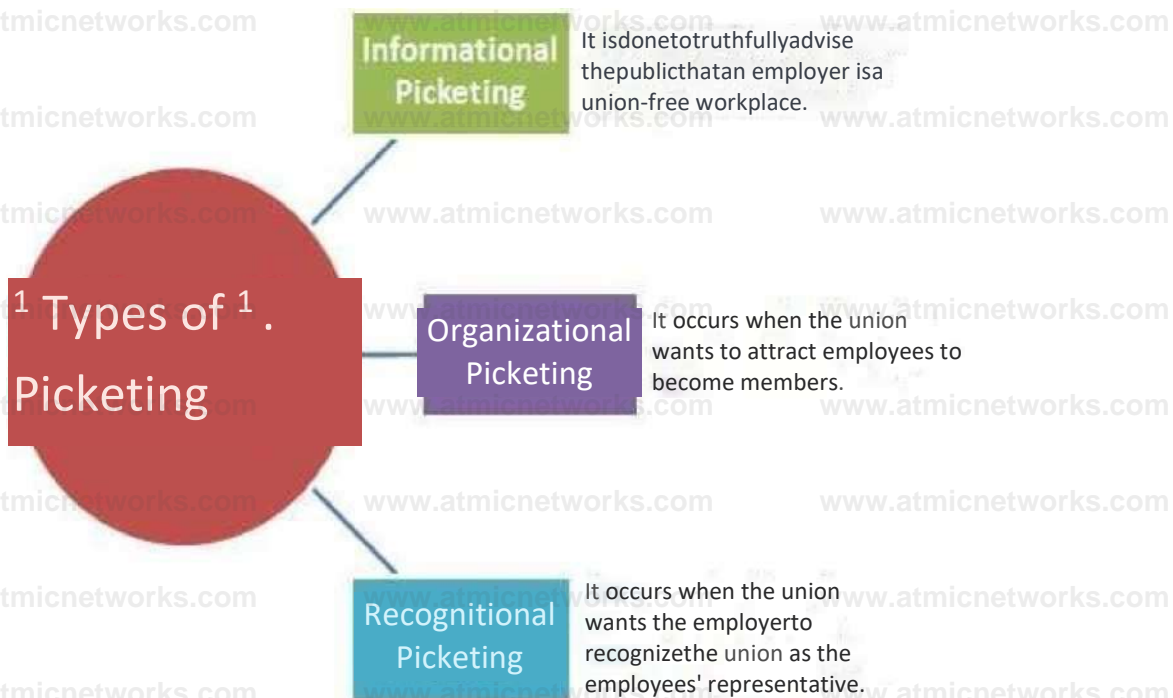
Drag and drop the types of picketing beside their corresponding descriptions.



Answer:



Explanation:
The types of picketing are as follows:



Question: 630

DRAG DROP

Match the Common law doctrine of employment with their descriptions.

Common law doctrine of employment

Description

- 1. Duty of diligence
- 2. Duty of obedience
- 3. Duty of loyalty

A. It requires employees to act within the authority granted by the employer and to follow the employer's reasonable and legal policies, procedures, and rules.

B. It requires that employees act in the best interest of the employer and not solicit work away from the employer to benefit themselves.

C. It requires an employee to act "with reasonable care and skill" in the course of performing work for the employer.

Answer:

Common law doctrine of employment

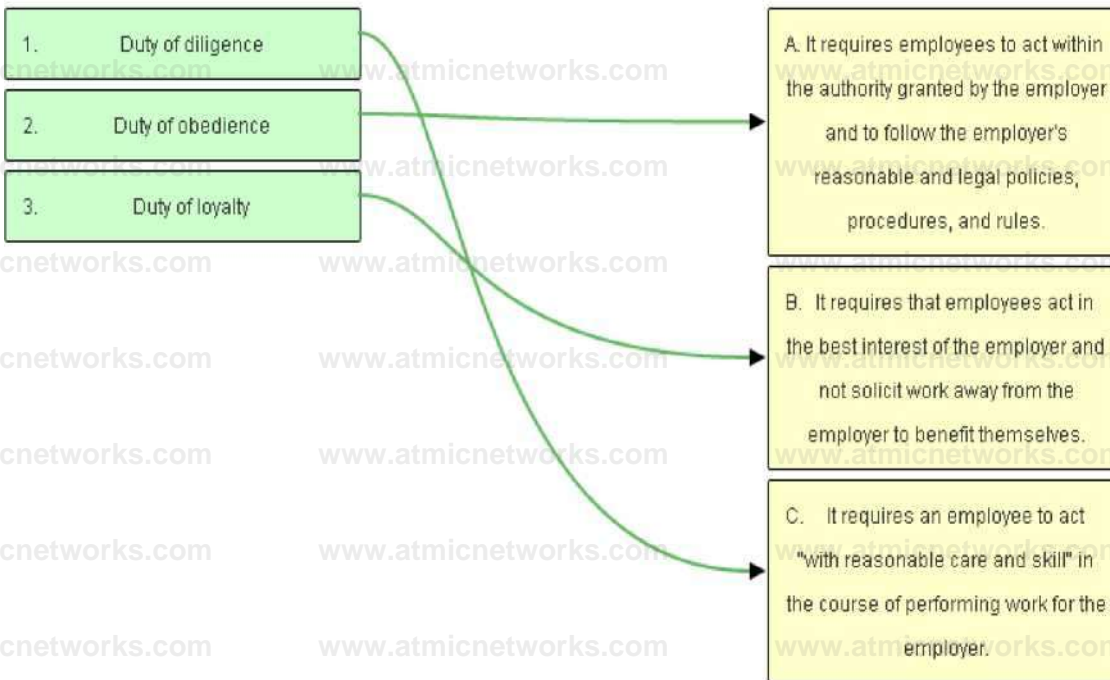
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C. It requires an employee to act "with reasonable care and skill" in the course of performing work for the employer.



Explanation:

The common law doctrine of employment at will provides employees with the right to leave a job at any time, with or without notice. Other common law doctrines place responsibilities on employees in the employment relationship as well:

- The duty of diligence requires an employee to act "with reasonable care and skill" in the course of performing work for the employer.
- The duty of obedience requires employees to act within the authority granted by the employer and to follow the employer's reasonable and legal policies, procedures, and rules.
- The duty of loyalty requires that employees act in the best interest of the employer and not

solicit work away from the employer to benefit themselves.

Chapter: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 631

Richard, who works at the customer service counter in an auto-supply store, told his manager that because of chronic back pain, it is difficult for him stand for long periods and asked for an accommodation. The manager isn't sure, based on the essential job functions, how an accommodation can be provided. You advise the manager to begin the interactive process with the employee. What should the manager do to begin this process?

- A. Ask Richard how his back was injured.
- B. Provide a stool for Richard to use at the counter.
- C. Ask Richard whether he has any suggestions for an accommodation.
- D. Ask Richard to meet with HR to resolve the problem.

Answer: C

Explanation:

Answer option C is correct.

To assess the reasonableness of a requested accommodation, employers should ask employees to describe their limitations, how those limitations affect their performance of essential job functions, and whether they have suggestions for an accommodation that would allow them to perform the functions. See Chapter 8 for more information.

Chapter: Risk Management

Objective: Risk Management

Question: 632

As an HR Professional you should be familiar with the terminology, practices, and rules governing union-based strikes. An organization utilizes union labor and non-union labor in their operations. The union goes on a strike; so the organization shifts work to the non-union labor to offset the effects of the strike. If the union labor decides to picket the operations of the non-union labor, what term is assigned to this process?

- A. Double Breasting Picketing
 - B. Common situs picketing
 - C. Wildcat strikes
 - D. Sympathy strike
-

Answer: A

Explanation:

Answer option A is correct.

When a union is on a strike and the organization shifts work to non-union operations, the union can picket the non-union operations. This is called a double breasting picket.

Answer option D is incorrect. A sympathy strike occurs when non-striking workers don't cross the picket line of striking workers.

Answer option B is incorrect. The common situs picketing happens when members of a picketing labor union picket a workplace in which multiple employers work. This could include employers who the picketers don't have a disagreement with.

Answer option C is incorrect. A wildcat strike is when a collective bargaining agreement restricts strikes, but workers strike anyway.

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: 978-1586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Employee and Labor Relations

Objective: Union Organization

Question: 633

Mary is in an interview with the BAH Company and she asks the company about the stability of the company and its future plans. Tom, the interviewer, assures Mary that the company is solid and has long-term plans for growth and opportunity. Tom, however, knows that the plant and position that Mary is interviewing for will be closed in six months. Tom offers Mary the position of plant manager because he needs someone to manage the facility until they close the plant, but he doesn't tell Mary of his plans. This is an example of which of the following?

- A. Defamation
- B. Fraudulent misrepresentation
- C. Constructive discharge
- D. Respondeat superior

Answer: B

Explanation:

Answer option B is correct.

Tom is committing fraudulent misrepresentation as Mary has asked about the well-being of the company. Tom knows the plant will be closing and just needs a manager for the plant for the next six months. He hires Mary without telling her this news and implies that the company has a commitment to Mary for a long time.

Answer option C is incorrect. A constructive discharge is a workplace environment which is so hostile that the employee feels obligated to quit.

Answer option D is incorrect. The Latin phrase respondeat superior means "let the master answer." It means the employer can be held liable for the actions of the employee.

Answer option A is incorrect. Defamation happens when an employer or employee tries to defame the reputation of the other during or after a termination process. For example, an employer may give negative references about the terminated employee.

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: Employee and Labor Relations

Objective: Federal Employment Legislation

Question: 634

Which of the following Acts applies to businesses with federal contracts of \$100,000 or more each year?

- A. Sarbanes-Oxley Act
- B. Drug-Free Workplace Act
- C. Occupational Safety and Health Act
- D. Mine Safety and Health Act

Answer: B

Explanation:

Answer option B is correct.

Chapter: Risk Management

Objective: Risk Management

Question: 635

If an employee files a complaint with OSHA, under which of the following would they be protected?

- A. Whistle-blower protection
- B. General-duty clause
- C. Physical environmental hazard
- D. Emergency action

Answer: A

Explanation:

Answer option A is correct.

Whistleblower standards protect an employee's right to file a complaint to OSHA about a workplace safety or health hazard. It is considered a basic employee right granted under the OSH act in 1970. Emergency action (D) is a type of plan required by OSHA, and the general duty clause (B) states that employers have a general duty to provide a safe and healthy workplace for employees.

Chapter: Risk Management

Objective: Review Questions

Question: 636

An emphasis on bilingual safety communication represents which of the following OSH objectives?

- A. Requirement for enrollment in the voluntary protection program
- B. Compliance with a model program
- C. An emphasis on safety training required under OSHA's general industry standard

D. An outreach objective of OSHA's Diverse Workforce strategy

Answer: D

Explanation:

Answer option D is correct.

Raising awareness about safety and health is the responsibility of employers covered by all standards. Providing safety and health information in a language all employees can understand is part of the Diverse Workforce Limited Proficiency Outreach strategy. It is not specifically required by its own standard, nor is it an element of creating a model program (B) or enrolling in a VPP. Employers are however required to effectively communicate the safety rules to all employees.

Chapter: Risk Management

Objective: Review Questions

Question: 637

Which of the following Acts establishes mandatory safety and health standards for mine operators and monitors operations throughout the United States?

- A. OSH act
- B. MSH act
- C. FLS act
- D. SBREF act

Answer: B

Explanation:

Answer option B is correct. Chapter: Risk Management Objective: Risk Assessment

Question: 638

Which of the following is usually accomplished by purchasing insurance?

- A. Risk acceptance
- B. Risk avoidance
- C. Risk transfer
- D. Risk mitigation

Answer: C

Explanation:

Answer option C is correct. Chapter: Risk Management Objective: Risk Management

Question: 639

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

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

Answer: A

Explanation:

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

Question: 640

Which of the following Acts provides workers compensation benefits for maritime workers whose injuries occur on the navigable waters of the United States or on piers, docks, or terminals?

- A. Sarbanes-Oxley Act
- B. Black Lung Benefits Act
- C. Longshore and Harbor Workers' Compensation Act
- D. Drug-Free Workplace Act

Answer: C

Explanation:

Answer option C is correct. Chapter: Risk Management Objective: Risk Assessment

Question: 641

A key consideration for courts in cases involving workplace searches is which of the following?

- A. Whether the employee had a reasonable expectation of privacy
- B. Whether the employer had a policy regarding workplace searches
- C. How the employer handled similar situations in the past
- D. The specific laws of the state where the employer is conducting business

Answer: A

Explanation:

Answer option A is correct.

The courts will determine whether the employee had a reasonable expectation of privacy based on the employer policy (B), how situations have been handled in the past (C), and state-by-state regulations of employee privacy laws (D).

Chapter: Risk Management

Objective: Review Questions

Question: 642

Which of the following Acts provides compensation for employees and contractors of the Department of Energy who were subjected to excessive radiation while producing and testing nuclear weapons?

- A. Drug-Free Workplace Act
- B. Energy Employees Occupational Illness Compensation Program Act
- C. Fair Labor Standards Act
- D. Federal Employees Compensation Act

Answer: B

Explanation:

Answer option B is correct. Chapter: Risk Management Objective: Risk Management

Question: 643

The company receptionist has always been cheerful and warm when greeting customers and has taken the initiative to do what needed to be done without waiting to be told. She has always kept the front desk tidy and presentable for visitors. Over the last few weeks, the receptionist has become moody and called in sick several times complaining of headaches, and the reception area looks disorganized all the time. This receptionist is showing classic signs of which of the following?

- A. Substance abuse
- B. Job dissatisfaction
- C. Stress
- D. SARS

Answer: C

Explanation:

Answer option C is correct.

The receptionist is exhibiting symptoms of all three types of stress: physical, emotional, and mental. SARS (D) is a type of disease, and while her symptoms could be attributed to job dissatisfaction (B), there must still be a root cause.

Chapter: Risk Management

Objective: Review Questions

Question: 644

Which of the following standards establishes permissible noise levels for the workplace?

- A. Personal Protective Equipment
- B. Medical Services and First Aid

-
- C. Hazard Communication Standard
 - D. Occupational Noise Exposure

Answer: D

Explanation:

Answer option D is correct.
Chapter: Risk Management

Objective: Risk Assessment

Question: 645

Which of the following Acts is used to ensure the safety of workers in coal and other mines?

- A. Sarbanes-Oxley Act
- B. Mine Safety and Health Act
- C. Drug-Free Workplace Act
- D. Occupational Safety and Health Act

Answer: B

Explanation:

Answer option B is correct. Chapter: Risk Management Objective: Risk Assessment

Question: 646

The 16-year-old son of one of your friends is looking for a summer job and has been offered a job at a coal mine. Which of the following makes this illegal?

- A. Fair Labor Standards Acts
- B. Occupational Safety and Health Act
- C. Mine Safety and Health Act
- D. Hazard Communication

Answer: A

Explanation:

Answer option A is correct.

The FLSA defines a list of jobs not suitable for children between the ages of 16 and 18. OSHA regulates worker safety through standards related to mine safety and hazardous communication.

Chapter: Risk Management

Question: 647

What is the best way to ensure that employees comply with the Drug-Free Workplace Act?

- A. Establish an awareness program.
 - B. Establish penalties for drug arrests.
-

-
- C. Notify employees about contract conditions.
 - D. Develop and publish a written policy.

Answer: D

Explanation:

Answer option D is correct.

Although all of these are steps in the process, the best way to ensure that employees will comply with the Drug-Free Workplace Act is to develop and publish a written policy.

Chapter: Risk Management

Objective: Review Questions

Question: 648

Which of the following assets consist of buildings, manufacturing machines and equipment, vehicles, furniture, and office equipment?

- A. Information assets
- B. Financial assets
- C. Physical assets
- D. Human assets

Answer: C

Explanation:

Answer option C is correct. Chapter: Risk Management Objective: Risk Management

Question: 649

Which of the following Acts encourages the states to take the lead in developing and enforcing safety and health programs for businesses within their jurisdictions?

- A. Mine Safety and Health Act
- B. Sarbanes-Oxley Act
- C. Drug-Free Workplace Act
- D. Occupational Safety and Health Act

Answer: D

Explanation:

Answer option D is correct. Chapter: Risk Management Objective: Risk Assessment

Question: 650

Which of the following serves to motivate employees to work safely, reduce workers compensation costs, and encourage improvements to safety programs?

- A. Health and Safety Program
-

-
- B. Voluntary Protection Program (VPP)
 - C. Strategic Protection Program
 - D. Strategic Partnership Program

Answer: B

Explanation:

Answer option B is correct. Chapter: Risk Management Objective: Risk Assessment

Question: 651

An effective safety and health-management plan does not include which of the following?

- A. Senior management support
- B. Active hazard-prevention program
- C. Regular OSHA inspections
- D. Ongoing worksite analysis

Answer: C

Explanation:

Answer option C is correct.

OSHA inspections are conducted at the request of an employee based on a safety violation, as a preprogrammed high-hazard inspection, or on a random basis. The four characteristics of a safety and health-management plan are senior management support (A), ongoing worksite analysis (D), active hazard-prevention and -control programs (B), and ongoing safety and health training.

Chapter: Risk Management

Objective: Review Questions

Question: 652

An employee-assistance plan will not assist employees with what?

- A. Outplacement counseling
- B. Substance abuse
- C. Gambling problems
- D. Legal assistance

Answer: C

Explanation:

Answer option C is correct.

EAPs provide counseling for a variety of employee needs, including financial and legal counseling (D), substance abuse (B), and help to quit smoking. Outplacement counseling (A) is often, but not always, included in an EAP. The plans typically do not cover gambling.

Chapter: Risk Management

Objective: Review Questions

Question: 653

Which of the following standards requires employers to provide employees with information about physical and health hazards related to chemical use in the workplace?

- A. Personal protective equipment
- B. Hazard communication
- C. General duty clause
- D. The control of hazardous energy

Answer: B

Explanation:

Answer option B is correct.

While the use of PPE (A) could certainly be used to mitigate the exposure of hazardous chemicals in the workplace, it is the Hazard Communication Standard that requires employers to inform employees of the risks associated with chemical use in the workplace. The general-duty clause (C) is used for safety hazards that are not specifically identified through an existing standard. The control of hazardous energy (D) is part of the lockout/tagout standard.

Chapter: Risk Management

Objective: Review Questions

Question: 654

Which of the following addresses the way a physical environment is designed and how efficient and safe that design is for the people in that environment?

- A. Ergonomics
- B. Fair Labor Standards Act (FLSA)
- C. Drug-Free Workplace Act
- D. Mine Safety and Health Act (MSHA)

Answer: A

Explanation:

Answer option A is correct. Chapter: Risk Management Objective: Risk Assessment

Question: 655

Which of the following processes is taken to reduce the risk?

- A. Risk acceptance
 - B. Risk transfer
 - C. Risk avoidance
 - D. Risk mitigation
-

Answer: D

Explanation:

Answer option D is correct.
Chapter: Risk Management
Objective: Risk Management

Question: 656

Which of the following standards requires employers to provide employees with information about physical and health hazards related to the use of chemicals in the workplace?

- A. Medical Services and First Aid
- B. Hazard Communication Standard
- C. Occupational Noise Exposure
- D. Personal Protective Equipment

Answer: B

Explanation:

Answer option B is correct. Chapter: Risk Management Objective: Risk Assessment

Question: 657

Which of the following groups have not been identified for protection under the Americans with Disabilities Act as it relates to substance abuse?

- A. Current abusers of alcohol
- B. Current users of legal drugs
- C. Current users of illegal drugs
- D. Recovering addicts

Answer: C

Explanation:

Answer option C is correct.

Current users of illegal drugs are specifically excluded from protection under the ADA. The ADA, however, does not require that an employer retain any employee whose substance abuse— regardless of the status or type of substance—represents a serious safety risk to themselves or others. Recovering addicts are protected by the ADA. And, depending on certain conditions, users of legal substances such as alcohol or prescription drugs may be protected by the ADA.

Chapter: Risk Management

Objective: Review Questions

Question: 658

Which of the following Acts requires employers to record health and safety incidents that occur each year and to document steps they take to comply with regulations?

-
- A. Occupational Safety and Health Act
 - B. Mine Safety and Health Act
 - C. Drug-Free Workplace Act
 - D. Sarbanes-Oxley Act

Answer: A

Explanation:

Answer option A is correct. Chapter: Risk Management Objective: Risk Assessment

Question: 659

Millie is an injured worker who has been back to work on modified duty for approximately 13 months. Which of the following return-to-work strategies would best help Millie get back to full duty?

- A. Paying to have her evaluated by an independent medical examiner
- B. Reasonably accommodating her into a more permanent position
- C. Terminating her employment as she is no longer qualified to do the work for which she was hired
- D. Continuing the modified duty assignment until she is released to full duty

Answer: A

Explanation:

Answer option A is correct.

An IME will allow Millie to be evaluated by an impartial third party. Modified duty is a short-term solution to be used when an injured worker is able to return to work but not to full duty (D). A reasonable accommodation strategy (B) may become necessary, but only after Millie's diagnosis and treatment plan is clearly understood. Terminating her employment (C) prior to identifying the extent of her qualifications and limitations is not advisable.

Chapter: Risk Management

Objective: Review Questions

Question: 660

How can an employer determine whether a job creates an ergonomic hazard for an employee?

- A. Review the MSDS.
- B. Observe the incumbent performing the job duties.
- C. Review and analyze the OSHA logs.
- D. Review and analyze the workers' compensation records.

Answer: B

Explanation:

Answer option B is correct.

Although a review and analysis of OSHA logs (C) or workers' compensation records (D) can be used to determine any injury patterns occurring in the workplace, observing the incumbent (B) performing the work is necessary to determine whether there is an ergonomic hazard in the job. An MSDS (A) describes chemical

hazards unrelated to ergonomics.

Chapter: Risk Management

Objective: Review Questions

Question: 661

Which of the following Acts provides benefits to coal miners?

- A. Black Lung Benefits Act
- B. Federal Employees Compensation Act
- C. Occupational Safety and Health Act
- D. Sarbanes-Oxley Act

Answer: A

Explanation:

Answer option A is correct. Chapter: Risk Management Objective: Risk Management

Question: 662

The union rep has requested copies of all the incident reports filed during the last year. You are required to do what?

- A. Furnish copies within 15 calendar days but only of the -Tell Us About the Case " section
- B. Furnish the copies by the end of the next business day
- C. Furnish copies of the -Tell Us About the Case " section within 7 calendar days
- D. Furnish the copies by the end of the day

Answer: C

Explanation:

Answer option C is correct.

The employee representative is entitled to receive copies of incident reports with the identifying information omitted. Employers have 7 calendar days to provide the information to an employee representative. Copies of the OSHA form 300 log must be provided by the end of the following business day (B) when requested by employees or their representatives. Options A and B do not apply to OSHA requirements.

Chapter: Risk Management

Objective: Review Questions

Question: 663

Which of the following Acts establishes mandatory safety and health standards for mine operators and monitors operations throughout the United States?

- A. FLS act
 - B. SBREF act
 - C. OSH act
 - D. MSH act
-

Answer: D

Explanation:

Answer option D is correct. Chapter: Risk Management Objective: Risk Assessment

Question: 664

If an employee files a complaint with OSHA, under which of the following would they be protected?

- A. Emergency action
- B. Physical environmental hazard
- C. General-duty clause
- D. Whistle-blower protection

Answer: D

Explanation:

Answer option D is correct.

Whistleblower standards protect an employee's right to file a complaint to OSHA about a workplace safety or health hazard. It is considered a basic employee right granted under the OSH act in 1970. Emergency action (A) is a type of plan required by OSHA, and the general duty clause (C) states that employers have a general duty to provide a safe and healthy workplace for employees.

Chapter: Risk Management

Objective: Review Questions

Question: 665

Which of the following has established standards for personal protective equipment (PPE)?

- A. Drug-Free Workplace Act
- B. Mine Safety and Health Act (MSHA)
- C. Fair Labor Standards Act (FLSA)
- D. Occupational Safety and Health Act (OSHA)

Answer: D

Explanation:

Answer option D is correct. Chapter: Risk Management Objective: Risk Assessment

Question: 666

Which of the following Acts applies to children in the workforce?

- A. Occupational Safety and Health Act (OSHA)
 - B. Drug-Free Workplace Act
 - C. Fair Labor Standards Act (FLSA)
 - D. Mine Safety and Health Act (MSHA)
-

Answer: C

Explanation:

Answer option C is correct. Chapter: Risk Management Objective: Risk Assessment

Question: 667

Under OSHA regulations, employers do not have the right to do which of the following?

- A. Request a variance to an OSHA standard while waiting for repairs
- B. Consult with OSHA to correct hazards without fear of a citation and penalty
- C. File a Notice of Contest within 30 days of the citation
- D. Refuse to allow an OSHA inspector on the premises

Answer: C

Explanation:

Answer option C is correct.

A Notice of Contest must be filed within 15 days of the citation. The OSH Act requires employers to allow the CSHO to inspect the workplace (D). Employers may request variances until repairs are made (A) or for processes that provide equal or greater safety for workers. Employers may consult with OSHA to identify possible hazards without fear of a citation or penalty (B); but once a consultant

becomes involved, the employer must abate any violations, or the consultant will refer the violation to an OSHA inspector.

Chapter: Risk Management

Objective: Review Questions

Question: 668

Which of the following injuries would be considered work-related for purposes of reporting?

- A. An employee choked on a sandwich while eating her lunch.
- B. An employee caught a cold from a co-worker.
- C. An employee fell in the parking lot while playing a voluntary game of basketball on his lunch break.
- D. An employee sprained his ankle while loading a truck on the dock.

Answer: D

Explanation:

Answer option D is correct.

Generally, injuries are not work-related if the employee is engaged in a voluntary wellness activity (C), eating food prepared for personal consumption (A), or has the common cold/flu (B). This is important for two reasons: to determine OSHA recordability and to determine compensability under workers' compensation.

Chapter: Risk Management

Objective: Review Questions

Question: 669

FILL IN THE BLANK

The doctrine of _____ negligence was used to mitigate the employer's responsibility if the worker's actions contributed in any way to the injury.

Answer: contributory

Explanation:

The doctrine of contributory negligence was used to mitigate the employer's responsibility if the worker's actions contributed in any way to the injury.

Chapter: Risk Management

Objective: Risk Management

Question: 670

DRAG DROP

Drag and drop the OSHA inspection hazards according to their priorities.



Answer:



Explanation:

The OSHA inspection hazards in their order of priority are as follows:



Chapter: Risk Management
Objective: Risk Assessment

Question: 671

HOT SPOT

Mark the step that does NOT come under risk management.



Answer:



Explanation:
The steps of risk management are as follows:



Chapter: Risk Management