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# **HRCI**

## **SPHR**

### **Senior Professional in Human Resources**



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## Question: 1

What can an employer legally do when a union approaches employees about forming a bargaining unit?

- A. Promise a pay increase
- B. Ask employees how they will vote
- C. Tell employees the cost of union dues
- D. Speak with employees at their homes

**Answer: C**

Explanation:

According to the National Labor Relations Act (NLRA) and best practices in union-related employee relations, employers may share factual information such as the cost of union dues, but cannot threaten, interrogate, promise benefits, or spy on employees (the “TIPS” rule). Option C is legal because it is a factbased communication. The other options involve coercive or invasive actions. This aligns with SPHR knowledge under Employee and Labor Relations in the Employee Relations and Engagement domain.

## Question: 2

The primary reason that organizations outsource training initiatives is that:

- A. Managers believe that external trainers are more credible
- B. External trainers can provide improved subject-matter expertise
- C. Employees are provided with external networking opportunities
- D. Feedback on external trainers is more objective

**Answer: B**

Explanation:

Organizations often outsource training to gain access to specialized expertise that is not available inhouse.

External vendors bring current knowledge, certifications, and industry-specific training models, which are crucial in strategic learning and talent development. This matches the SPHR Learning and Development domain under Organizational Learning and Development Strategies.

## Question: 3

Which of the following is most likely to be increased by improving organizational health?

- A. Organizational culture
- B. Manager tenure
- C. Employee performance
- D. Organizational productivity

**Answer: D**

Explanation:

“Organizational health” refers to an organization’s ability to align around a clear vision, execute effectively, and renew itself. It directly impacts productivity and long-term performance. While employee performance improves, the broader impact is seen in organizational productivity, a key measure in strategic planning. This connects with the Leadership and Strategy domain focusing on organizational effectiveness.

## Question: 4

Customized target market competition, cafeteria reward systems and performance management are major considerations in re-engineering:

- A. Recruitment strategies
- B. Succession plans
- C. HR audit procedures
- D. Compensation systems

**Answer: D**

Explanation:

These elements are directly tied to compensation and benefits design—especially when focusing on cafeteria plans, market-based pay, and performance-based incentives. The SPHR Total Rewards domain highlights reengineering compensation systems to reflect strategic objectives and market competitiveness.

## Question: 5

Which of the following reward strategies improve employee retention? (Select TWO options)

- A. Linking rewards to performance
- B. Designing fair reward allocation systems
- C. Making rewards meaningful and unique
- D. Ensuring clear communication of rewards to employees
- E. Providing reward programs to enhance work-life balance

**Answer: B, E**

Explanation:

Retention strategies must address both fairness (perceived and actual) and employee lifestyle needs. Designing equitable reward systems (B) supports internal equity and trust, while enhancing work-life balance through targeted programs (E) addresses holistic employee well-being. These are core recommendations under the Total Rewards domain of the SPHR framework.

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