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## Practice Questions

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**1. Which of the following age-related questions is appropriate to ask during a job interview?**

- A. What year were you born?
- B. How many more years do you plan to work before retiring?
- C. At what age did you graduate college?
- D. Are you 18 years or older?

**2. In the context of U.S. immigration, which visa type is specifically designed for non-immigrant skilled workers?**

- A. F-1
- B. H-1B
- C. J-1
- D. L-1

**3. Which of the following types of employment applications is best suited when a high volume of candidates with advanced specialization in nursing apply for an open role?**

- A. Job-specific employment application
- B. Short-form employment application
- C. Long-form employment application
- D. Weighted employment application

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**4. Your company is planning to expand operations into a new country that follows a common-law system. What implications does this have for structuring the employment contracts in that country?**

- A. Contracts should only follow statutory guidelines as there is no reliance on judicial precedents
- B. Employment terms are dictated by a central labor committee without reliance on past decisions
- C. Contracts are solely determined by international employment standards
- D. Contracts must consider past judicial decisions as they set precedents and shape employment terms



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**5. During the evaluation phase of employee engagement strategies, which of the following is true? Select all that apply. Phase Description Strategy Design Development of engagement strategies based on employee feedback Implementation Rollout of strategies organization-wide Feedback Collection Gathering data from employees about their satisfaction and the perceived impact Evaluate Results Assessment of the strategy's success and ongoing impact; modify if needed**

- A. Assessment of the strategy's success
- B. Modify strategies if needed to improve engagement outcomes
- C. Development of engagement strategies based on employee feedback
- D. Gathering data from employees about their satisfaction

**6. A chemical company introduces a new policy to ensure non-discrimination against employees pursuing advanced degrees. What types of educational commitments are protected under this policy?**

- A. Ongoing educational commitments only
- B. Ongoing and past commitments
- C. Ongoing and future commitments
- D. Past, ongoing, and future educational commitments

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**7. What law mandates that organizations obtain explicit consent from individuals before collecting their biometric data, and prohibits the selling of such data without consent?**

- A. Genetic Information Nondiscrimination Act (GINA)
- B. Biometric Information Privacy Act (BIPA)
- C. Personal Data Protection Act
- D. Data Encryption Standard Act

**8. When hiring a financial analyst, Linda wants to evaluate the candidate's reliability and ethical judgment to ensure they fit the company culture. Which type of candidate testing should she prioritize?**

- A. An integrity test
- B. A skill test
- C. A personality assessment
- D. A reference check



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**9. In workforce planning, a company identifies employees who travel from a city neither home nor regional office to complete special assignments. These employees are best classified as:**

- A. Local hires
- B. Regional transfers
- C. Expatriates
- D. Third-city commuters

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**10. A company has launched a mentorship program where senior employees are encouraged to document their effective problem-solving strategies and share them with junior team members to expedite skill development. This initiative is an example of \_\_\_\_\_ management.**

- A. Knowledge
- B. Project
- C. Talent
- D. Skills

**11. During an employee ballot on a new workplace policy, up until what point can the validity of a vote be challenged by the policy committee?**

- A. The voting period ends
- B. The votes are counted
- C. The voter enters the voting area
- D. The vote is placed in the ballot box

**12. Which type of organizational team allows employees to manage their own workflow and make decisions independently while being accountable for team outcomes?**

- A. Task Forces
- B. Virtual Teams
- C. Self-Managed Teams
- D. Cross-Functional Teams

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**13. Which of the following is the best use for a company's secure online training platform?**

- A. To provide and manage employee training resources
- B. To organize the company's annual holiday party
- C. To post personal achievements of employees
- D. To store archived financial reports

**14. A manufacturing company uses the expectancy theory to improve its performance management system. In this context, how would each of the theory's components: Expectancy, Instrumentality, and Valence, contribute to employee performance assessment?**

- A. Expectancy: Employees receive recognition for attendance. Instrumentality: Attendance is recorded daily. Valence: Attendance leads to extra breaks.
- B. Expectancy: Employees expect daily team meetings. Instrumentality: Meetings increase team coherence. Valence: Regular meetings are seen as a burden.
- C. Expectancy: Employees desire more holidays. Instrumentality: Holidays improve work-life balance. Valence: More holidays are seen as irrelevant.
- D. Expectancy: Employees believe that improving skills will lead to better performance. Instrumentality: Employees understand that higher performance will enhance their chances for a promotion. Valence: Employees value the promotion as it aligns with personal career goals.

**15. A company seeks to enhance innovation and morale by actively involving employees in the strategic planning process. This management approach that includes employees in critical business decisions to align their career aspirations with organizational goals is known as:**

- A. Organizational development
- B. Participative management
- C. Strategic alignment
- D. Talent acquisition

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**16. What are the four main stages of a project's life cycle? Select all that apply. There are 4 correct answers. Stage Characteristics**  
**Initiation** Defining the project goal, identifying key participants, and initial resource allocation.  
**Planning** Detailing project scope, milestones, timelines, and risk assessments.  
**Execution** Implementing project plans, coordinating tasks, and resource management.  
**Closure** Completing deliverables, closing contracts, and project evaluation.  
**Assessment** Reviewing project outcomes, performance metrics, and lessons learned.  
**Monitoring** Performing ongoing oversight of project activities and performance tracking.

- A. Execution
- B. Closure
- C. Assessment
- D. Monitoring

**17. In the context of multinational corporations, why is it important for leaders to adopt different leadership styles for diverse cultural regions to optimize team productivity?**  
**Region Number of Employees Predominant Culture Productivity Index**  
**North America 500 Individualistic 75 Europe 400 Collectivistic 80 Asia 600 Mixed 85 Africa 300 Collectivistic 70**

- A. Leaders should focus primarily on profit maximization
- B. Cultural diversity requires adaptable leadership to enhance productivity
- C. Managers should enforce uniform policies worldwide
- D. Teams with more employees need more control from leaders

**18. An organization must ensure that all workplace safety incidents are reported promptly and accurately. Which of the following regulations mandates this type of compliance?**

- A. OSH Act
- B. SOX
- C. ADA
- D. Equal Pay Act

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**19. Human Resource professionals in a large manufacturing plant are tasked with addressing which of the following situations to ensure alignment with new governmental regulations?**

- A. Developing new marketing strategies
- B. Designing new product features
- C. Compliance with workplace safety regulations
- D. Increasing product output

**20. The process by which a hospital administrator evaluates both internal operations and external factors to inform strategic planning for future healthcare services is known as:**

- A. Environmental scanning
- B. Resource allocation
- C. Market penetration
- D. Clinical trials

**21. HR managers need to fill a newly vacant leadership role immediately. Which planning process should they use, focusing on the candidates' prior achievements?**

- A. Succession planning
- B. Talent development planning
- C. Workforce analysis
- D. Replacement planning

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**22. Which of the following factors is most likely to lead to higher employee turnover intention in an organization?**

- A. Implementing effective conflict-resolution procedures
- B. Maintaining clear communication about organizational goals
- C. Overloading employees with excessive responsibilities and long work hours
- D. Providing opportunities for career advancement



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**23. Which of the following scenarios best exemplifies disparity in bonus distribution?**

- A. New employees are not eligible for any bonuses during their probation period.
- B. New employees are given higher bonuses than long-standing employees with similar roles and performance levels.
- C. New employees receive the same bonus as long-standing employees with similar roles and performance levels.
- D. New employees receive lower bonuses than their counterparts in completely different roles with different performance metrics.

**24. According to the company's Bereavement Leave Policy, for which of the following relatives does an employee qualify to take bereavement leave? Select all that apply.**

- A. Parent
- B. Sibling
- C. Cousin
- D. Friend

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**25. Under the Fair Labor Standards Act (FLSA), for how many years must payroll records be maintained?**

- A. 1 year
- B. 5 years
- C. 3 years
- D. 6 months

**26. The exploitative labor conditions of which period significantly influenced the development of the Fair Labor Standards Act?**

- A. Reconstruction Era
- B. Roaring Twenties
- C. World War II
- D. The Great Depression



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**27. An employee at Company X is retiring after 11 years of service. The company policy offers severance pay of 2 weeks for each year of service, up to a maximum of 20 weeks. How many weeks of severance pay will the employee receive?**

- A. 16 weeks
- B. 20 weeks
- C. 22 weeks
- D. 18 weeks

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**28. In the context of a company's comprehensive benefits package, which of the following benefits is classified as nonmonetary compensation?**

- A. Stock options
- B. 401(k) matching
- C. Professional development opportunities
- D. Annual bonuses

**29. Which of the following acts requires employers to communicate risks of chemical hazards to employees?**

- A. Genetic Information Nondiscrimination Act (GINA)
- B. Hazard Communication Standard
- C. Occupational Safety and Health Act
- D. Fair Labor Standards Act

**30. Consider the following list of activities that a company might engage in. Which of these activities are considered illegal under U.S. labor laws? Select all that apply.**

- A. Firing employees for union involvement
- B. Offering bonuses for refraining from unionizing
- C. Refusing to bargain in good faith
- D. Setting flexible work hours without union involvement



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## Answer Key & Explanations

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### 1. D — Are you 18 years or older?

Answer: Are you 18 years or older? It is appropriate to ask if an applicant is 18 years or older to ensure legal working age, as long as it is asked of all applicants. Inappropriate age-related questions include: What year were you born? How many years do you plan to work before retiring? At what age did you graduate college? These questions may lead to discrimination based on age.

### 2. B — H-1B

The H-1B visa classification was established to allow U.S. employers to temporarily employ foreign workers in specialty occupations, making it suitable for non-immigrant skilled workers.

### 3. A — Job-specific employment application

Answer: Job-specific employment application A job-specific employment application is customized for an open position and is highly effective in assessing a large number of applications from candidates with specific professional qualifications, such as in advanced nursing roles.

### 4. D — Contracts must consider past judicial decisions as they set precedents and shape employment terms

In a common-law system, past judicial decisions greatly influence current legal practices, meaning employers must consider these precedents when forming employment contracts. This involves understanding past cases that have defined employee rights, at-will employment, and conflict resolutions.

### 5. A — Assessment of the strategy's success

The evaluation phase involves assessing whether the implemented strategies are successful in meeting their goals and making necessary modifications. Strategy design and data collection occur in earlier phases.

### 6. D — Past, ongoing, and future educational commitments

The correct answer is: Past, ongoing, and future educational commitments. The company's policy mirrors the protections seen in legislation like USERRA, which covers all types of commitments related to advancing one's educational qualifications against discrimination.

### 7. B — Biometric Information Privacy Act (BIPA)

The correct answer is Biometric Information Privacy Act (BIPA). BIPA requires explicit consent before collecting biometric data and prohibits selling the data without consent. It protects individuals' biometric information integrity.

### 8. A — An integrity test

Answer: An integrity test An integrity test can assess a candidate's attitudes toward reliability and ethics, which are critical for a financial analyst position. This type of test helps determine if the candidate aligns with the company's ethical standards.

### 9. D — Third-city commuters

Answer: Third-city commuters In workforce planning, employees who commute from a location that is neither



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the company's home location nor its regional office are referred to as third-city commuters. This classification highlights their unique logistical role within the organization.

### 10. A — Knowledge

Knowledge management involves processes designed to capture and share information effectively within an organization. In a mentorship program, documenting and sharing problem-solving strategies exemplifies knowledge management.

### 11. D — The vote is placed in the ballot box

Answer: The vote is placed in the ballot box. In a workplace initiative election, similar to a union vote, representatives have the right to challenge the eligibility of a vote. Challenges must be made before the vote is placed in the ballot box, ensuring fairness and adherence to agreed procedures.

### 12. C — Self-Managed Teams

Self-managed teams are groups of employees that are granted autonomy over their work processes within the organization. These teams are accountable for their results and make decisions without needing constant oversight from higher management. This concept aligns with the idea of employee empowerment seen in high-involvement organizations.

### 13. A — To provide and manage employee training resources

Answer: To provide and manage employee training resources. A secure online training platform is best used to offer access to training materials, track progress, and facilitate communication related to training between staff and trainers. It is not suitable for hosting company events, posting personal achievements, or storing financial reports.

### 14. D — Expectancy: Employees believe that improving skills will lead to better performance.

**Instrumentality: Employees understand that higher performance will enhance their chances for a promotion. Valence: Employees value the promotion as it aligns with personal career goals.**

In the expectancy theory, 'Expectancy' relates to an employee's belief in their capacity to perform tasks effectively through skill enhancement. 'Instrumentality' implies that employees understand performance is crucial for achieving tangible outcomes, such as promotions. 'Valence' signifies the subjective importance employees place on rewards, like promotions, which are in line with their personal career ambitions.

### 15. B — Participative management

Answer: Participative management Participative management involves engaging employees in the planning and decision-making processes, fostering a sense of ownership over their contributions. It helps align personal career goals with organizational strategies, promoting innovation and improved morale.

### 16. A — Execution

A project's life cycle typically includes four stages: initiation, planning, execution, and closure. Each stage plays a critical role in ensuring the project's success. Assessment and monitoring are important activities but are generally considered part of the planning and execution phases respectively, not separate life cycle stages.

### 17. B — Cultural diversity requires adaptable leadership to enhance productivity

Answer: Cultural diversity requires adaptable leadership to enhance productivity In multinational corporations, different regions have varying cultural backgrounds that influence work styles and productivity. Adaptive leadership takes these cultural differences into account and modifies strategies to effectively engage and



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motivate diverse teams, leading to improved productivity.

### 18. A — OSH Act

The Occupational Safety and Health Act (OSH Act) requires employers to provide a safe workplace by adhering to safety and health standards. Employers must promptly record and report workplace incidents to comply with OSH Act regulations. The OSH Act is designed to ensure the safety and health of workers across the United States.

### 19. C — Compliance with workplace safety regulations

Answer: Compliance with workplace safety regulations HR plays a crucial role in ensuring that a company's policies and practices are compliant with governmental regulations. These often include workplace safety standards, and HR must develop or update policies to comply, protecting the organization legally and ensuring a safe working environment for employees.

### 20. A — Environmental scanning

The correct answer is environmental scanning. It involves assessing both the internal environment of the hospital, such as capabilities and resources, and the external environment, including regulatory changes and patient needs, to develop effective strategies. The other options do not correctly define this comprehensive process.

### 21. D — Replacement planning

Replacement planning is used to fill roles quickly based on measurable achievements of employees, ensuring readiness for immediate assumption of new responsibilities.

### 22. C — Overloading employees with excessive responsibilities and long work hours

The correct answer is: Overloading employees with excessive responsibilities and long work hours. This is likely to lead to higher turnover intentions due to increased stress and potential burnout. In contrast, providing career advancement opportunities, effective conflict resolution, and maintaining clear communication typically enhance employee engagement and retention.

### 23. B — New employees are given higher bonuses than long-standing employees with similar roles and performance levels.

Answer: New employees are given higher bonuses than long-standing employees with similar roles and performance levels. Disparity in bonus distribution is similar to wage compression, where the disparity occurs when new employees receive more substantial bonuses than existing employees despite comparable job roles and performance.

### 24. A — Parent

The company's policy covers bereavement leave for spouse, child, parent, and sibling. Extended family, such as cousins, are not included in the policy. Similarly, friends and neighbors do not qualify for bereavement leave under this policy. The policy typically allows immediate family members to qualify for up to 5 days of leave.

### 25. C — 3 years

Answer: 3 years The Fair Labor Standards Act (FLSA) mandates that organizations must keep payroll records for three years.

### 26. D — The Great Depression

Answer: The Great Depression The Fair Labor Standards Act (FLSA) was passed in 1938 in response to poor



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labor conditions during the Great Depression. It introduced the 40-hour work week, minimum wage, and child labor regulations.

**27. B — 20 weeks**

To calculate the severance pay, multiply the employee's years of service (11) by the policy's rate (2 weeks per year), yielding a total of 22 weeks. However, the company's policy limits severance pay to a maximum of 20 weeks. Therefore, the correct answer is 20 weeks.

**28. C — Professional development opportunities**

Professional development opportunities are considered nonmonetary compensation because they represent benefits that provide personal or professional growth instead of direct financial payment. Monetary compensation includes salary, bonuses, stock options, and 401(k) matching, all of which have direct financial value to the employee.

**29. B — Hazard Communication Standard**

The correct answer is the Hazard Communication Standard, which mandates that employers communicate chemical hazards in the workplace. The Fair Labor Standards Act governs wages and working conditions, GINA addresses discrimination based on genetic information, and the Occupational Safety and Health Act sets overall workplace safety standards.

**30. A — Firing employees for union involvement**

Activities that are considered illegal under U.S. labor laws generally include actions that undermine the right to unionize or engage in collective bargaining. Firing employees for union involvement, offering bonuses to discourage unionizing, and refusing to bargain in good faith violate these rights. On the other hand, setting flexible work hours or implementing a safety policy with union approval are permissible activities.



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