



HRCI SPHR Mock Exam

Shared by Duran on 17-06-2026

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Question 1

Question Type: MultipleChoice

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

Options:

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

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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 2

Question Type: MultipleChoice

Which of the following fluctuations will result in a lower gross margin? (Select TWO options)

Options:

- A- Increased gross profit
- B- Increased cost of goods sold
- C- Decreased operating expenses
- D- Decreased revenue
- E- Decreased liabilities

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Answer:

B, D

Explanation:

Gross margin = (Revenue -- Cost of Goods Sold) / Revenue

Higher COGS and lower revenue both reduce the margin.

Operating expenses and liabilities impact net profit, not gross margin directly.

SPHR financial literacy requires knowledge of "how operational changes affect key financial ratios used in strategic planning and compensation modeling".

Question 3

Question Type: MultipleChoice

HR can contribute to reducing potential risk by:

Options:

- A- assessing employment practices.
- B- completing a comprehensive legal review.
- C- conducting a cost-benefit analysis.
- D- addressing employee turnover.

Answer:

A

Explanation:

HR contributes most directly to reducing potential organizational risk by assessing employment practices (A). At the SPHR level, risk management includes identifying and mitigating people-related risks such as discrimination, wage and hour violations, inconsistent policy application, and inadequate documentation.

Assessing employment practices allows HR to proactively identify gaps in compliance, fairness, and consistency before they result in claims, penalties, or reputational damage. This includes reviewing hiring, promotion, discipline, termination, and compensation practices.

Comprehensive legal reviews (B) are typically led by legal counsel, though HR may support them. Cost-benefit analysis (C) supports financial decision-making, not risk reduction. Addressing turnover (D) is important but does not directly mitigate legal or compliance risk.

SPHR exam content highlights HR's role in preventive risk management through policy review, training, and practice audits.

HRCI SPHR Exam Content Outline --- Functional Area: Leadership and Strategy (risk management; compliance).

HRCI SPHR Study Guide --- HR-led risk assessment practices.

Question 4

Question Type: MultipleChoice

Spaced practice usually provides the trainee with:

Options:

- A- An opportunity to learn both on the job and in the classroom
- B- Frequent feedback from instructors
- C- Application of learned skills in multiple work settings
- D- Reinforcement of learning over time

Answer:

D

Explanation:

Spaced practice (as opposed to massed practice) spreads training sessions over time, allowing better retention, comprehension, and skill transfer. The brain retains more when revisiting material in intervals.

Extract from HRCI-aligned HR knowledge (Learning and Development):

SPHR-level LandD emphasizes the neuroscience behind learning: "Distributed practice enhances retention and learning transfer by providing opportunities for review, reflection, and reinforcement over time."

Question 5

Question Type: MultipleChoice

When developing a job enrichment strategy, What is the most critical component to consider?

Options:

- A- Budget commitment
- B- Outsourcing options
- C- Employee autonomy
- D- Supervisor oversight

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Answer:

C

Explanation:

Job enrichment enhances employee motivation by increasing responsibility, variety, and autonomy. Autonomy allows employees to take ownership and make decisions, which boosts engagement and intrinsic motivation.

Extract from HRCI-aligned HR knowledge: The SPHR Talent Planning and Acquisition functional area includes strategies to "enhance role clarity and autonomy to improve motivation and retention." According to Herzberg's Two-Factor Theory, autonomy is a motivator that contributes to job satisfaction and enriched job design.

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Question 6

Question Type: MultipleChoice

Which of the following is the most appropriate starting point in training program evaluation?

Options:

- A- Analysis of pre-training data
- B- Interviews with program participants
- C- Evaluation of performance

D- Review of the original program objectives

Answer:

D

Explanation:

The most appropriate starting point for training program evaluation is a review of the original program objectives (D). At the SPHR level, evaluation begins by confirming what the program was intended to achieve.

Training objectives define desired outcomes such as skill acquisition, behavior change, or business impact. Without revisiting these objectives, it is impossible to determine whether the program was successful or what data should be collected. Objectives guide the selection of evaluation methods, metrics, and performance indicators.

Pre-training data analysis (A), participant interviews (B), and performance evaluation (C) are important evaluation activities, but they must be anchored to clearly defined objectives. Otherwise, evaluation results may be unfocused or misleading.

SPHR exam content emphasizes alignment between learning objectives, delivery, and evaluation, reinforcing that objectives are the foundation of any valid assessment process.

HRCI SPHR Exam Content Outline --- Functional Area: Learning and Development (training evaluation).

HRCI SPHR Study Guide --- Evaluation models and objective-based assessment.

Question 7

Question Type: MultipleChoice

Which of the following is the most important employee retention planning step in mergers and acquisitions (MandA)?

Options:

- A- Identifying training and development opportunities
- B- Building opportunities for employee collaboration
- C- Helping employees adapt to the change process
- D- Communicating how employee benefits will transition

Answer:

C

Explanation:

The most important employee retention planning step during MandA is helping employees adapt to the change process (C). Uncertainty and perceived loss of control are primary drivers of turnover during transactions.

Change adaptation includes communication, leadership visibility, emotional support, and clear direction. While benefits communication (D) and development opportunities (A) are important, they are secondary to helping employees navigate uncertainty.

SPHR exam content emphasizes that effective change management is the strongest retention lever during MandA.

HRCI SPHR Exam Content Outline --- Functional Area: Leadership and Strategy (change management; MandA retention).

HRCI SPHR Study Guide --- Retention risks and mitigation during mergers and acquisitions.

Question 8

Question Type: MultipleChoice

The best long-term strategy to retain employees during periods of high turnover is to provide a(n):

Options:

- A- retention bonus.
- B- service credit award.
- C- flexible work environment.
- D- Employee Assistance Program (EAP).

Answer:

C

Explanation:

The best long-term strategy to retain employees during periods of high turnover is to provide a flexible work environment (C). At the SPHR level, retention is driven by work design, autonomy, and work--life integration, not short-term financial incentives.

Flexible work environments---including flexible schedules, remote or hybrid work, and autonomy over how work is performed---address core drivers of voluntary turnover such as burnout, work--life conflict, and lack of control. These arrangements improve engagement, satisfaction, and loyalty across diverse employee populations.

Retention bonuses (A) are short-term fixes that do not address underlying issues and may encourage "bonus chasing." Service awards (B) recognize tenure but do not influence ongoing retention drivers. EAPs (D) support employee well-being but are reactive and insufficient as a standalone retention strategy.

SPHR exam content emphasizes that sustainable retention strategies focus on job design and organizational culture rather than episodic incentives.

HRCI SPHR Exam Content Outline --- Functional Area: Employee Relations and Engagement (retention strategies).

HRCI SPHR Study Guide --- Long-term drivers of employee retention.

Question 9

Question Type: MultipleChoice

If an employer determines that English competency is a business need, at what point can the requirement be added to job descriptions?

Options:

- A- Six months after notifying employees of the change
- B- Immediately for new hires
- C- On determination of the employees who do not meet the requirement
- D- After an English-as-a-second-language (ESL) course is offered to existing employees

Answer:

B

Explanation:

For new hires, employers can include language requirements immediately --- but only if they can demonstrate that English proficiency is a business necessity (e.g., safety, communication, customer service).

Extract from HRCI-aligned HR knowledge (Risk Management):

SPHR candidates must ensure "job requirements are defensible under EEOC and Title VII guidelines." Language must be tied to business necessity, but is permitted for future recruiting efforts with appropriate documentation.



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