

# PHR<sup>Q&As</sup>

Professional in Human Resources

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### QUESTION 1

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

Correct Answer: C

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

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### QUESTION 2

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 quotas, but to create goals
- C. Granted employers with fewer than 100 employees, permission to prepare a job group analysis that uses EEO-1 categories as job groups
- D. Workforce analysis was replaced with a one-page organizational profile

Correct Answer: C

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 D, B, and A are incorrect. These statements are part of the CFR Part 60-2 revision.

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### QUESTION 3

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 exempt because she is paid on a salary basis.

- B. Amy is not exempt because she is working more than ten percent of her total agreed hours per week.
- C. Amy is exempt because she earns more than \$1,000 per week.
- D. Amy is not exempt because she is offered bonuses as part of her pay.

Correct Answer: A

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 C is incorrect. While Amy does earn more than \$1,000 per

week, this doesn't automatically qualify her as exempt.

Answer option D is incorrect. Bonuses do not automatically qualify someone as non-exempt. Answer option B 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.

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#### QUESTION 4

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 Proposal
- B. Request for Quote
- C. Invitation for Bid
- D. Request for Information

Correct Answer: A

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 B 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 C 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.

#### QUESTION 5

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. Constituent List
- B. Union prospectus List
- C. Excelsior List
- D. Candidate List

Correct Answer: C

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 D is incorrect. The list is called the Excelsior List, not the candidate list. Answer option A is incorrect. The list is called the Excelsior List, not the constituent list. Answer option B is incorrect. The list is called the Excelsior List, not the union prospectus list.

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#### QUESTION 6

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. Frederick Herzberg
- B. Allen A. Kennedy
- C. Edgard Schein
- D. W. Edwards Deming

Correct Answer: C

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 A is incorrect. Herzberg's Theory of Motivation describes the elements that motivate performance in an individual.

Answer option D is incorrect. Deming is a leader in quality management but didn't address organizational culture, directly.

Answer option B is incorrect. Kennedy is a part of the team Deal and Kennedy who described the four dimensions of organizational culture.

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#### QUESTION 7

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. Slander
- C. Libel
- D. Freedom of speech

Correct Answer: C

Defamation in writing is an example of a libel.

Answer option D 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 B 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.

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#### QUESTION 8

Your organization has 80 full-time employees. Management has recently informed you that they have sold their business and they\'ll be releasing all employees in the organization. Based on the Worker Adjustment and Retraining Notification Act of 1988, how many days must management give in writing to the employees of this organization before the mass layoff?

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

Correct Answer: C

The Worker Adjustment and Retraining Notification Act of 1988, applies only to organizations that have 100 or more employees, or a combined total of 4,000 or more hours per week, among full-time and part-time employees. Because this company has only 80 full-time employees, the Worker Adjustment and Retraining Notification Act of 1988 doesn\'t apply to this organization. When there are 100 or more employees, or a total of 4,000 or more hours per week, employers are required to give in writing 60 days notice of the impending layoff. Answer option D is incorrect. This organization doesn\'t qualify for the Worker Adjustment and Retraining Notification Act of 1988 because they only have 80 employees, not 100 or more. Answer option A is incorrect. This organization doesn\'t qualify for the Worker Adjustment and Retraining Notification Act of 1988 because they have only 80 employees, not 100 or more. Answer option B is incorrect. This organization doesn\'t qualify for the Worker Adjustment and Retraining Notification Act of 1988 because they have only 80 employees, not 100 or more.

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#### QUESTION 9

Which one of the following best describes Progressive discipline?

- A. Discussion of substandard performance, written warning, final written warning, termination.

- B. Series of documents of employee's incompetence or insubordination that precedes an employee's termination.
- C. Discussion of substandard performance, verbal warning, written warning, and final written warning.
- D. Series of documents of employee's substandard performance prior to each step of discipline or termination.

Correct Answer: C

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 A, D, and B are incorrect. These are not valid descriptions of progressive discipline.

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#### QUESTION 10

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. There is no age limit in the act
- B. 65
- C. 70
- D. 75

Correct Answer: A

The Age Discrimination in Employment Act 1967 has no age limit on the employees or job applicants. Answer options B, C, and D are incorrect. The Age Discrimination in Employment Act 1967 has no age limit on the employees or job applicants.

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#### QUESTION 11

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

Correct Answer: A

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 B 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 C is incorrect. McDonnell

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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 D 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.

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#### QUESTION 12

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 documented.
- B. Specific compensable factors are identified and then performance levels within the factors are weighted on importance to the employee.
- C. Performance factors are identified by the employee and then performance levels within the factors are weighted based on importance to the organization.
- D. 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.

Correct Answer: D

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 C, A, and B are incorrect. These are not valid definitions of the point factor technique.

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#### QUESTION 13

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. Sharing
- B. Mitigation
- C. Enhancing
- D. Transference

Correct Answer: A

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 C 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 D 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.

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**QUESTION 14**

There are four components of the HR Impact Model, which affect how a HR Professional may operate within a given environment. Which one of the following is NOT a component of the HR Impact Model?

- A. Consultation
- B. Client
- C. Catalyst
- D. Programs and processes

Correct Answer: B

Client is not one of the four components of the HR Impact Model. The four components are catalyst, consultation, policies and procedures, and programs and processes. Answer options C, A, and D are incorrect. Catalyst, consultation and programs and processes are the components of the HR Impact Model.

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**QUESTION 15**

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

Correct Answer: A

Consolidated Omnibus Budget Reconciliation Act (COBRA) requires all organizations with 20 or more employees to participate. Answer options D, C, and B are incorrect. Organizations with less than 20 employees are not required to participate in COBRA. The value for participation is 20 employees or more.

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