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Practice Questions

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1. Identify which of the following is considered a passive communication technique in workplace training management. Technique Level of Interaction Example Use Case
Lecture Low Training information dissemination Role Playing High Behavioral skills development Discussion Group Moderate Team problem-solving Interactive Workshop High Skill-building exercises

- A. Role Playing
- B. Discussion Group
- C. Interactive Workshop
- D. Lecture

2. Analyze the table below to determine what process is primarily responsible for capturing, retaining, and sharing employee skills and experiences within an organization. Process Primary Focus Purpose Career Development Employee Growth Skill Enhancement Knowledge Management Organizational Knowledge Knowledge Retention Performance Appraisal Performance Evaluation Performance Improvement Succession Planning Leadership Continuity Future Preparedness

- A. Performance Appraisal
- B. Succession Planning
- C. Knowledge Management
- D. Career Development

3. A company is considering whether they need to obtain permission to use a photograph in their marketing materials. The photo was taken by a photographer who passed away 15 years ago, and the copyright on the image was first applied 30 years ago. Is the company required to seek permission to use this photograph?

- A. No, the photograph entered the public domain after the photographer's death
- B. Yes, the copyright stands for 120 years after the photographer's death
- C. No, the copyright would have expired after 50 years
- D. Yes, the copyright stands 70 years after the photographer's death

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4. Consider the learning paths of several employees given different task frequencies. Which situation most likely leads to a plateau in the learning curve?

- A. When an employee experiences initial fast learning, stalls, and then rapidly learns again
- B. When an employee engages in the task infrequently
- C. When an employee's learning shows a gradual start and speeds up with time
- D. When an employee quickly grasps the task and achieves full competence

5. In an organizational training scenario, which type of learning curve is characterized by a swift initial increase in skills or knowledge, followed by a period of no further improvement?

- A. Negatively accelerating learning curve
- B. S-shaped learning curve
- C. Plateau learning curve
- D. Positively accelerating learning curve

6. In a successful implementation of a company-wide Lean Six Sigma initiative, whose support is crucial to ensure the project's success?

- A. Internal auditors
- B. Executive leadership
- C. Team leads
- D. Green belt specialists

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7. Which type of misconduct is demonstrated by a manager who implies a job promotion is contingent upon an employee's willingness to attend a non-professional private meeting?

- A. Discrimination based on religious beliefs
- B. Favoritism
- C. Quid pro quo harassment
- D. Hostile work environment



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8. Which of the following promotional practices best characterizes an unfair labor practice in union environments?

- A. Discrimination against employees for union involvement
- B. Providing bonuses to all employees equally
- C. Celebrating employee accomplishments publicly
- D. Offering additional training opportunities for skill development

9. Which of the following is not a valid reason for an employer to terminate an employee under the employment-at-will doctrine?*

- A. Terminating an employee for economic layoffs due to company restructuring
- B. Terminating an employee for consistently violating company policies
- C. Terminating an employee for refusing to perform illegal acts on behalf of the employer
- D. Terminating an employee for poor performance reviews

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10. Identify the documents required to be maintained by an employer for employees under the FLSA for a period of 3 years.

- A. Job application forms
- B. Time and pay records
- C. Employee medical records
- D. Contracts and agreements

11. Jessica offers to come into the office on a Saturday (her scheduled day off) to assist a friend with a project presentation. During her time at the office, she trips over a cable and injures her wrist, requiring medical treatment. Does the employer need to record this injury on OSHA forms 300 and 300A?

- A. No, because Jessica was present as a member of the general public at the time
- B. No, because the injury happened outside of regular business hours
- C. Yes, all injuries that occur in the office must be reported to OSHA
- D. Yes, because injuries during non-work hours are more dangerous



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12. Which of the following scenarios illustrates a union engaging in an unfair labor practice by refusing to discuss contractual changes proposed by a management team appointed by the employer?

- A. Intimidating employees into joining the union
- B. Engaging in a secondary boycott
- C. Conducting work slowdowns
- D. Refusal to negotiate in good faith

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13. In determining the frequency of employee turnover in an organization, which figure is typically used as a baseline for calculating annual turnover rate?

- A. 100 employees
- B. 200 employees
- C. 50 employees
- D. 500 employees

14. In a company focused on improving interdepartmental communication, what type of strategy involves forming a group to work on persistent communication challenges, potentially leading to either a temporary or permanent group?

- A. Lean teams
- B. Innovation hubs
- C. Cross-functional task forces
- D. Project management teams

15. Which of the following accurately outlines the stages of a grievance resolution process? Stage Description Initial Assessment Evaluate the grievance details and determine the necessity for a formal process. Preparation Plan the logistics and gather relevant information for the grievance process. Meeting Formally discuss the grievance between the parties involved. Deliberation Consider solutions and work towards mutual understanding between parties. Resolution Reach an agreed solution and document it for future reference.

- A. Initial Assessment, Preparation, Meeting, Deliberation, Resolution
- B. Preparation, Initial Assessment, Meeting, Resolution, Deliberation
- C. Meeting, Preparation, Initial Assessment, Resolution, Deliberation
- D. Initial Assessment, Meeting, Preparation, Deliberation, Resolution



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16. Which of the following is a characteristic of the NIOSH stressor "work roles"?

- A. Conflicting or uncertain job expectations
- B. Poor organizational communication
- C. Tasks that don't use employee skills
- D. Lack of preparation for rapid changes

17. Which of the following statements is false regarding the Family and Medical Leave Act (FMLA)?

- A. FMLA entitles eligible employees to take unpaid, job-protected leave
- B. FMLA applies to all public agencies and private employers with 50 or more employees
- C. Eligible employees can take up to 12 weeks of leave in a 12-month period for certain family and medical reasons
- D. Employers are required to pay employees during FMLA leave

18. During a talent acquisition strategy meeting, HR develops a comprehensive document outlining key tasks and objectives tailored to meet organizational staffing needs. What is this document called?

- A. A competency framework document
- B. A talent acquisition plan
- C. An organizational development blueprint
- D. A succession planning report

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19. When analyzing the recruitment data of new hires, how long should an organization maintain the employment application records for compliance purposes?

- A. Indefinitely, regardless of employment status
- B. For the duration of the employee's tenure and up to 1 year after their employment ends
- C. Only for the first 6 months of employment
- D. 2 years after being hired



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20. A company uses a cognitive ability test for hiring purposes and finds that 70% of white candidates pass it, compared to only 50% of Hispanic candidates. What is the company potentially facing?

- A. Adverse impact
- B. Affirmative action
- C. Cultural bias
- D. Unlawful retaliation

21. A manager is planning to use a third-party service to conduct background checks on potential employees. Identify which steps must be followed under the Fair Credit Reporting Act (FCRA). Select all that apply. There are 4 correct answers.

- A. Allow the candidate 30 days to consider the disclosure
- B. Candidate can revoke consent within 7 days without consequence
- C. Provide a written stand-alone disclosure to the candidate before obtaining the report
- D. Obtain written authorization from the candidate to proceed with the background check

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22. Which strategy might an organization choose if they want to enhance employee retention and morale while filling a vacant managerial position?

- A. Hiring an external candidate to bring new skills and perspectives
- B. Allowing the position to remain open to keep staffing costs low
- C. Outsourcing the managerial position to an independent contractor
- D. Promoting an internal candidate to the managerial position



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23. Analyze the following business metrics used to measure organizational effectiveness. Select all that apply. There are 3 correct answers. Metric Description
Employee Satisfaction Measures overall contentment of employees with their roles and the organizational environment. **Turnover Rates** Calculates the percentage of employees leaving the organization within a certain period. **Production Efficiency** Assesses the ratio of output produced against input used. **Cost per Hire** Evaluates the total financial expenditure required to recruit a new employee. **Market Share** Indicates the percentage of total sales in an industry generated by the organization. **Retention Rates** Determines the percentage of employees who remain with the organization over a specified period.

- A. Production Efficiency
- B. Turnover Rates
- C. Retention Rates
- D. Cost per Hire

24. Which of the following is not a component of the SWOT analysis?

- A. Threats
- B. Metrics
- C. Strengths
- D. Weaknesses

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25. At which stage of the risk management process would you conduct a risk assessment using a Risk Matrix or FMEA (Failure Modes and Effects Analysis)?

- A. Risk monitoring
- B. Risk communication
- C. Risk identification
- D. Risk response planning

26. A deductible is commonly associated with which type of healthcare plan?

- A. HMO plans
- B. POS plans
- C. FFS plans
- D. PPO plans



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27. During which U.S. president's administration was the Fair Labor Standards Act (FLSA) enacted?

- A. Richard Nixon
- B. Woodrow Wilson
- C. Franklin Delano Roosevelt
- D. Dwight D. Eisenhower

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28. Which of the following regulations was introduced to address inequality in workplace promotions and salary discrepancies?

- A. Fair Credit Reporting Act
- B. Glass Ceiling Act
- C. Immigration Reform and Control Act
- D. Family Medical Leave Act

29. Which of the following was the first legislation to introduce the concept of broad health insurance for employees at the federal level?

- A. Employee Retirement Income Security Act of 1974
- B. Consolidated Omnibus Budget Reconciliation Act of 1985
- C. Health Insurance Portability and Accountability Act of 1996
- D. Affordable Care Act of 2010

30. Identify the types of employee benefit plans that are classified as welfare benefit plans under ERISA. Select all that apply. There are 4 correct answers.

- A. 401k plans
- B. Money-purchase plans
- C. Health insurance plans
- D. Life insurance plans



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Answer Key & Explanations

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1. D — Lecture

The correct answer is Lecture. Passive communication techniques require minimal interaction and are used primarily for transferring knowledge through listening and absorbing information. Examples include lectures and presentations. Role Playing, Discussion Groups, and Interactive Workshops are active communication methods requiring significant engagement from participants.

2. C — Knowledge Management

The correct answer is Knowledge Management. Knowledge management focuses on capturing, sharing, and effectively using organizational knowledge. It ensures that valuable skills and experiences are retained and shared, contributing to overall organizational success. Other processes like Career Development, Performance Appraisal, and Succession Planning have different primary focuses and purposes.

3. D — Yes, the copyright stands 70 years after the photographer's death

Answer: Yes, the copyright stands 70 years after the photographer's death. The company will need to get permission to use the photograph, as it has not yet entered the public domain. Copyrights protect the work for the life of the creator plus 70 years. A work-for-hire situation would also see protection for 95 years from publication date or 120 years from creation, requiring permission even in such cases.

4. B — When an employee engages in the task infrequently

Answer: When an employee engages in the task infrequently Learning curves illustrate the learning progression over time and are essential when planning training programs. Key learning curve types include: 1. Negatively Accelerating: Rapid learning at first, tapering off as familiarity increases. 2. Positively Accelerating: Slow initial learning that ramps up as mastery develops. 3. S-Shaped: Slow start, speeding up, then slowing again. 4. Plateau: Rapid initial learning that levels off with no further progress, often due to infrequent task performance.

5. C — Plateau learning curve

The correct answer is the Plateau learning curve. In a plateau learning curve, there is an initial quick increase in skills or knowledge, which then levels off over time. This is common in environments where learning occurs in phases with little further improvement until a new phase or task is introduced.

6. B — Executive leadership

Answer: Executive leadership Lean Six Sigma is a method that relies on a collaborative team effort to improve performance by systematically removing waste and reducing variation. The success of Lean Six Sigma initiatives heavily depends on the commitment and support of executive leadership, as they have the authority to allocate resources, set priorities, and influence the organizational culture.

7. C — Quid pro quo harassment

Quid pro quo harassment occurs when an employment decision, like a promotion, is dependent on an employee complying with inappropriate requests by a manager. A hostile work environment involves unwelcome conduct creating an intimidating or offensive workplace. Discrimination based on religious beliefs



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involves unfair treatment owing to an employee's religion. Favoritism refers to preferential treatment given to certain employees without inappropriate demands.

8. A — Discrimination against employees for union involvement

Answer: Discrimination against employees for union involvement. Unfair labor practices in a union context include actions that interfere with, restrain, or coerce employees in the exercise of their rights to organize and bargain collectively. Specific examples include discrimination against employees for involvement in union activities. Unfair labor practices can also involve employer actions that dominate or interfere with the formation or administration of any labor organization, or the contribution of financial or other support to it.

9. C — Terminating an employee for refusing to perform illegal acts on behalf of the employer

The employment-at-will doctrine allows employers to terminate employees for any reason except unlawful ones. Terminating an employee for refusing to perform illegal acts is unlawful. Other legitimate reasons include poor performance, economic layoffs, and policy violations.

10. B — Time and pay records

Under the Fair Labor Standards Act (FLSA), employers are required to maintain time and pay records for each employee for a minimum of 3 years. This helps ensure compliance with wage and hour laws.

11. A — No, because Jessica was present as a member of the general public at the time

Answer: No, because Jessica was present as a member of the general public at the time OSHA regulations require work-related injuries and illnesses to be reported using forms 300, 300A, and 301. There are several circumstances in which an employee can be injured or become ill in their workplace when it would not be considered work-related. In Jessica's situation, OSHA Standard 1904.5(b)(2)(i) applies. This subsection states that an employer is not required to record injuries and illnesses if, at the time of the injury or illness, the employee was present in the work environment as a member of the general public rather than as an employee.

12. D — Refusal to negotiate in good faith

Refusal to negotiate in good faith refers to a union's unwillingness to discuss contractual terms with the employer-appointed representatives. This violates the principles of collective bargaining where both parties are expected to negotiate over wages, working conditions, and other employment terms.

13. A — 100 employees

The annual turnover rate is commonly calculated based on a baseline of 100 employees. This helps organizations standardize the measurement of turnover, allowing for an easier comparison across different companies or time periods.

14. C — Cross-functional task forces

Answer: Cross-functional task forces Cross-functional task forces are formed to tackle ongoing organizational issues, such as improving communication across different departments. These groups can be permanent if the issue persists over time, or ad hoc if they are needed for specific challenges.

15. A — Initial Assessment, Preparation, Meeting, Deliberation, Resolution

Answer: Initial Assessment, Preparation, Meeting, Deliberation, Resolution. A grievance resolution process involves several stages aimed at resolving disputes: 1. Initial Assessment: Evaluate whether a formal grievance process is required. 2. Preparation: Arrange logistics and collect necessary information. 3. Meeting: Conduct a formal meeting for discussion. 4. Deliberation: Explore solutions through mutual discussion. 5.



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Resolution: Aim for a mutually agreed solution, then document it.

16. A — Conflicting or uncertain job expectations

Answer: Conflicting or uncertain job expectations Having conflicting or uncertain job expectations is a characteristic of the work roles stressor. NIOSH has identified the following job stressors: Task Design, Management Style, Interpersonal Relationships, Work Roles, Career Concerns, and Environmental Conditions. Work roles: Conflicting or uncertain job expectations; Too much responsibility; Too many "hats to wear".

17. D — Employers are required to pay employees during FMLA leave

Answer: Employers are required to pay employees during FMLA leave. The Family and Medical Leave Act (FMLA) provides eligible employees with up to 12 weeks of unpaid leave for certain family and medical reasons. It ensures that the employee's job is protected during this leave period. While some employers may offer paid leave, the FMLA does not mandate paid leave.

18. B — A talent acquisition plan

The correct answer is a talent acquisition plan. This plan is created to align with the organization's strategic human resource needs, detailing objectives, tasks, and timelines for acquiring talent that fulfills the company's goals. It is not to be confused with a succession planning report, which focuses on preparing internal candidates for future leadership roles, or a competency framework document, which outlines skills and behaviors required for various roles.

19. B — For the duration of the employee's tenure and up to 1 year after their employment ends

The correct answer pertains to maintaining employment application records as part of compliance with employment laws. These records should be kept for the duration of the employee's career with the company and for up to 1 year following their departure to meet regulatory requirements.

20. A — Adverse impact

Answer: Adverse impact Adverse impact occurs when employment practices, while seemingly neutral, disproportionately affect members of a protected group. This results in a selection rate for the protected group (in this case, Hispanic candidates) that is less than 80% of the rate for the majority group.

21. C — Provide a written stand-alone disclosure to the candidate before obtaining the report

The Fair Credit Reporting Act (FCRA) mandates that employers using third-party services for background checks must follow specific procedures. This includes providing a clear disclosure about obtaining the report, securing the candidate's written consent, and sharing the report with the candidate along with informing them of their rights before taking any adverse action. Additionally, candidates must be informed of their right to dispute any information in the report. Failing to comply with these steps can result in legal consequences for the employer. Providing multiple prompts to consider or revoke consent as presented in the distractors is not required by the FCRA.

22. D — Promoting an internal candidate to the managerial position

Answer: Promoting an internal candidate to the managerial position. By promoting from within, a company can bolster employee morale and retention as it shows existing employees that growth and advancement are possible within the organization.

23. B — Turnover Rates

Key business metrics such as turnover rates, cost per hire, and retention rates are crucial for evaluating



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organizational efficiency and strategy. Turnover rates track the percentage of employees leaving, cost per hire assesses the expenses related to hiring, and retention rates measure how many employees stay within the company over a period. Market share and production efficiency relate to business performance but are not specifically workforce indicators.

24. B — Metrics

Answer: Metrics The SWOT analysis model is a framework used to evaluate a company's competitive position by identifying its strengths, weaknesses, opportunities, and threats. Metrics are not part of the SWOT analysis.

25. C — Risk identification

Answer: Risk identification The risk management process consists of several key steps: risk identification, risk assessment, risk response planning, and risk monitoring. Risk identification is the stage where tools like a Risk Matrix or FMEA are used to identify potential risks and analyze their impact on the project or organization. A Risk Matrix is used to evaluate the probability and impact of risks on a grid, while FMEA is a structured approach to identifying potential failure modes and their consequences.

26. D — PPO plans

Answer: PPO plans In a PPO, or Preferred Provider Organization, individuals pay a deductible before their insurance coverage begins to pay. Deductibles are utilized as a cost-sharing mechanism, promoting responsible healthcare usage.

27. C — Franklin Delano Roosevelt

The Fair Labor Standards Act (FLSA) was enacted in 1938 during the presidency of Franklin Delano Roosevelt as part of his New Deal legislation. It established minimum wage, overtime pay eligibility, and child labor standards.

28. B — Glass Ceiling Act

The correct answer is Glass Ceiling Act. It was designed to identify and eliminate barriers that prevent women and minorities from advancing to higher positions in the workplace. This initiative aimed to address salary discrepancies and promotion inequalities historically present in many organizations.

29. D — Affordable Care Act of 2010

Answer: Affordable Care Act of 2010 The Affordable Care Act of 2010 introduced the concept of mandatory health insurance coverage for employees, representing a significant milestone in healthcare reform at a federal level.

30. C — Health insurance plans

Welfare benefit plans provide medical, health, disability, death, and similar types of benefits. Under ERISA, common welfare benefit plans include health, life, disability, and dental insurance plans. 401(k) and money-purchase plans are types of retirement plans, which are not classified as welfare benefit plans under ERISA.



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