

## PHR / SPHR Practice Exam Answer Key

1. **Answer: B - Health and wellness programs are so beneficial for employers because they reduce insurance costs, increase employee productivity, and attract top-tier employees.**

**Explanation:** Workplace wellness programs are growing in popularity as a way for employers to support healthy behavior for employees and their families. Although the stated goal is typically to improve employee health, many businesses are turning to them because they actually attract top candidates, increase employee productivity, and greatly reduce health insurance costs by getting employees to lose weight, get in shape, and work on their mental health well-being.

2. **Answer: D - All of the above.**

**Explanation:** In the unfortunate event that an employee must be terminated, HR should ideally have counsel review the employee's existing documentation (for what led up to the termination) and provide guidance for the letter of termination. Along with this letter, the employee's severance package should include written documentation of any agreements that have been set, state unemployment documentation, and COBRA requirements.

3. **Answer: D - Needs assessment and needs analysis are generally used interchangeably to describe methods for obtaining any information that may be necessary to make decisions that will best allow the organization to accomplish its goals.**

**Explanation:** Assessments and analysis for the organization's needs and goals are necessary to ensure that everyone within the organization understands the long-term goals and how they fit into the bigger picture. These can be measured in any area of business. In human resources, they are often used for training and development, staffing projecting, budgets, and benefit planning.

4. **Answer: C - The Hierarchy of Needs, developed by a behavioral scientist, explains how people meet their various needs through work.**

**Explanation:** Abraham Maslow, a behavioral scientist, developed the Hierarchy of Needs in 1954. In this theory, it explains all of the myriad needs that people meet through a successful and satisfying work life: physiological needs (like food and shelter), safety needs, social needs, esteem needs, and needs for self-actualization.

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6. **Answer: A - Once an objective has been set, a gap analysis will compare the current situation to the objective.**

**Explanation:** It is important to perform a gap analysis in order to see what, exactly, needs to be done in order to achieve the organization's ultimate goal. Additionally, do not hesitate to gather as much information as possible about any gaps. This will allow you to identify any possible constraints towards closing those gaps.

7. **Answer: C - In a third-party contract, the contract is provided by an entity that is not otherwise involved in the agreement.**

**Explanation:** Remember that "third-party" always refers to a situation in which someone is involved in a business transaction, deal, or mediation and they are not otherwise directly involved with the situation.

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- 10. Answer: B - The Expectancy Theory surmises that people are motivated only by the reward they will receive when they succeed and that they will constantly weigh the value of that reward against the effort they believe is required to achieve it.**

**Explanation:** The Expectancy Theory, developed by Victor Vroom in 1964, surmises that people are motivated by the reward they will receive when they succeed at a task. The idea is that the employee will then calculate the level of effort they are required to put in to achieve that goal. This calculation is called the valence.

- 11. Answer: C - In this situation, you should first conduct a needs assessment.**

**Explanation:** Assessments and analysis for the organization's needs and goals are necessary to ensure that everyone within the organization understands the long-term goals and how they fit into the bigger picture. These can be measured in any area of business. In human resources, they are often used for training and development, staffing projecting, budgets, and benefit planning.

- 12. Answer: A - During the strategic planning process, it is often necessary to use a PEST analysis. PEST is an acronym for political, economic, social, technology.**

**Explanation:** A PEST analysis, used during the strategic planning process, refers to the "Political, Economic, Social, and Technological" factors that may affect the overall strategy of an organization. In recent years, some analysts have added an "L," which stands for legal and/or an "E" for environmental factors. A PEST analysis can be very useful to understand the potential direction of the business and any ramifications-good or bad-of impending business decisions.

- 13. Answer: C - The middle value, when a group of values are arranged in order from high to low, is the median.**

**Explanation:** in mathematics and statistics, the "median" refers to the numeric value that separates the lower half of a distribution from the lower half. In general, to find the median of a list of given numbers, you would arrange the numbers from lowest to highest value and pick the middle value. If there is an even number of samples, there is no single value in the middle. Instead, the median is defined as the average (mean) of the two middle values.

- 14. Answer: D - The balance sheet is a general picture of an organization's financial situation on a specific day (usually the last day of the accounting period).**

**Explanation:** The balance sheet can be a very useful tool for summarizing financial information and the result of normal business activity. Typical types of information on the organization's balance sheet are the company's assets, liabilities, and equity. The basic balance sheet formula is:

$$\text{Assets} = \text{Liabilities} + \text{Equity}$$

- 15. Answer: B - Deming introduced Total Quality Management Theory.**

**Explanation:** Total Quality Management (also known as TQM) is a management theory that was introduced by Dr. W. Edwards Deming in the 1950s. The main principle of TQM is to reduce the number of errors made during the manufacturing and/or service processes through effective top-down management and quality training, thereby increasing consumer satisfaction and confidence. The general aim of TQM is to have no more than 1 error per 1 million units produced.

**16. Answer: A - The requirement of the Vietnam Era Veterans Readjustment Assistant Act (also known as VEVRAA) is that state employment agencies must give preference to Vietnam vets for positions that last 3 days or longer.**

**Explanation:** The Vietnam Era Veterans Readjustment Assistance Act of 1974 (VEVRAA) was an act of congress that required all employers with contracts of \$25,000 or more to provide equal opportunity and affirmative action for all Vietnam veterans, regardless of disabilities.

**17. Answer: D - Putting together the conditions under which staff members may use sick leave is an example of a policy.**

**Explanation:** A policy is basically a plan of action that a company undertakes to determine both the present and future decisions of the company to achieve its goals. A procedure is then a mode of action that is taken to attain an intended result. Putting together the conditions under which staff members may do certain things is considered to be creating an organization's policy.

**18. Answer: C - Rational is not one of the elements of a SMART goal.**

**Explanation:** Remember that a SMART goal is specific, measurable, achievable realistic, and time-based.

**19. Answer: C - In this scenario, with Pie in the Sky, Inc., supervisors would prefer to use questionnaires, while HR would prefer interviews.**

**Explanation:** It is fairly common for human resources and management to conduct a job analysis in order to prepare job specifications and descriptions in order to bring the right kind of workers into the company. The job analysis generally helps management and HR to understand the kinds of qualities that a company's employees will need in order to be successful in the workplace. The main ways to conduct a job analysis are through questionnaires, observation, incident investigations, interviews, and gathering information.

**20. Answer: B - Griggs v. Duke Power Co. identified adverse impact as being an unlawful employment practice.**

**Explanation:** Griggs v. Duke Power Co. was a court case tried before the US Supreme Court in 1970 concerning workplace discrimination. Prior to this case (and especially prior to the Civil Rights Act of 1964), Duke Power Co. generally separated its employees by race. After the passage of the Civil Rights Act, the company moved to requiring either a minimum score on an IQ test or a high school diploma for better positions. Because African Americans were less likely to have a diploma at the time or access to education, the Supreme Court ruled that they were "disparately" impacted and discriminated against.

**21. Answer: B - The ADEA provides less protection than the Civil Rights Act.**

**Explanation:** The Age Discrimination in Employment Act (ADEA) forbids employment discrimination against anyone 40 years of age or over in the United States. This discrimination includes hiring, promotions, wages, etc. Because the ADEA only applies to employers of 20 or more persons, it actually provides less protection than the Civil Rights Act, which covers employers of 15 or more employees.

**22. Answer: D - The Equal Employment Opportunity Commission (EEOC) comes under the jurisdiction of the Justice Department.**

**Explanation:** The federal laws are enforced by the United States EEOC, which is a division of the Department of Justice. An individual who feels he/she has been discriminated against must file a complaint with EEOC for investigation and possible resolution before proceeding to the court.

**23. Answer: C - A positively accelerating learning curve initially begins slowly, with smaller learning increments, but generally increases in pace and with larger increments as learning proceeds.**

**Explanation:** The positively accelerating learning curve typically corresponds to when a learner is mastering new and different aspects of a process or task. During this time, the worker will usually learn slowly and with small increments. This is especially true with daunting or complex tasks, such as using new advanced software programs.

**24. Answer: A - Yes, Serenity Now, Inc. is liable in these circumstances.**

**Explanation:** In such a case as this, Serenity Now, Inc. is liable because they should have adequately researched the background of the employee. Failing to do so is considered to be negligent hiring. Negligent hiring refers to the hiring of an employee who the employer knew or should have known to pose an unreasonable threat to other employees at the work place. Negligent retention happens when an employee is retained despite having committed misconduct both during and after office hours.

**25. Answer: D - In this situation, when Dominick invokes his Weingarten rights, the supervisor should stop asking questions and determine what happened to the supplies based upon other hard evidence.**

**Explanation:** The 1975 court case of the National Labor Relations Board v. J. Weingarten, Inc. upheld that employees always have a right to have union representation at investigatory reviews. The main rules involved in an employee's "Weingarten Rights" are: the employee must request union representation either before or during the interview and may not be penalized for doing so; the employer must either grant the request, deny and end the interview, or give the employee the choice; and last, if the employer denies the employee's request and continues the line of questioning, it is considered an unfair labor practice and the employee does not have to answer questions.

**26. Answer: B - The Walsh Healey Act requires all government contractors with contracts exceeding \$10,000 to pay their employees the real, prevailing wage for their locality, as established by the Secretary of Labor.**

**Explanation:** The 1936 Walsh-Healey Act is a federal law that protects the employees of government contractors who have holdings over \$10,000. Under the act, which was part of the New Deal, the employees were guaranteed overtime if they worked more than eight hours a day or 30 hours a week, set the minimum age, and set basic standards for child labor laws.

**27. Answer: A - Cost of living adjustments are generally used during periods of high inflation.**

**Explanation:** Using cost of living adjustments during periods of high inflation can help to reduce the overall effects of wage compression. Usually, these kinds of adjustments are more popular in public sector jobs than in the private sector.

**28. Answer: C - As of 2009, the federal minimum wage is set at \$7.25 per hour.**

**Explanation:** As of 2009, the federal minimum wage in the United States was set at \$7.25. It is always important to remember that this is the federal minimum. Some individual states have set their own higher minimum wages. The 2009 increase was signed into law as part of the Fair Minimum Wage Act of 2007.

**29. Answer: C - Interviews with potential future co-workers are an example of a realistic job preview.**

**Explanation:** Realistic job previews (often shortened to RJPs) are typically used in the relatively early stages of choosing possible personnel for a position. The RJPs are designed to supply applicants with a real idea of what the job would be like, highlighting both the positive and negative aspects of it. Realistic Job Previews are often used in situations in which high turnover is common so that new employees will come into an employment contract fully knowing what will be expected of them.

**30. Answer: C - The term "fringe benefits" was first included in the definition of minimum wage in 1964.**

**Explanation:** The Davis-Bacon Act, also known as Prevailing Wage law, requires that bidding contractors and sub-contractors must pay minimum wages to workers who provide construction work on federal or public work projects that are in excess of \$2,000. The Act was amended in 1964 to include fringe benefits in the definition of "minimum wages."

**31. Answer: C - The Results method is typically thought of as the most valuable method of employee evaluation for a company.**

**Explanation:** There are four standard methods that businesses use to evaluate employees and their respective training: learning, behavior, and reaction. The learning method focuses upon how well an employee's training actually resulted in learning new competencies and skills; the reaction method looks at participant reactions to training; the behavior method quantifies on-the-job behavior modifications that have resulted from training; and the results method looks at

the overall results of the organization. Typically, the results method is thought of as the most valuable method for a company.

**32. Answer: D - The Davis-Bacon act requires that companies with federal construction contracts must pay their laborers and mechanics the standard wage of employees in the geographic area in which the work is being performed.**

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**33. Answer: C - Conference is not an experiential training method.**

**Explanation:** Experiential training methods always provide experience in situations occurring in real time. This includes: one-on-one training, demonstration, and performance-based training.

**34. Answer: B - Deferred pay is the correct term for an arrangement in which an employee is paid a portion of their income at a later stage in life.**

**Explanation:** Deferred compensation is an arrangement for a portion of an employee’s income to be paid out at a future date to compensate the actual income. Good examples of deferred compensation are retirement plans, pensions, life insurance plans, and stock options.

**35. Answer: B - False. Due to the implied contract exception, the employee cannot be terminated.**

**Explanation:** When an employer gives a verbal promise regarding an employee’s job security, it may create an implied contract that would provide an employee with just cause protection. These kinds of oral or written representations, promises, or statements create an enforceable contract right.

**36. Answer: D - All of the above will need to be addressed in a needs analysis to select an HRIS.**

**Explanation:** As with any project, selecting an HRIS must first begin with a needs analysis to identify a number of key questions. Will the system share any data with other systems in the company? What information will be input into the HRIS? Who will have access to the information in HRIS? Where will the HRIS reside (on the Web? On the Intranet?)? What kinds of reports will the company need to pull from the information on the HRIS? Only once these questions are asked can research begin on a system that will effectively meet the company’s needs.

**37. Answer: A - According to the WARN act, an employer with 100 or more employees is required to provide at least 60 days’ notice for a mass layoff.**

**Explanation:** The WARN Act (also known as the Worker Adjustment and Retraining Notification Act) is a labor law that protects employees and their families by requiring that most employers with more than 100 employees must provide at least 60 days’ notice of plant closings and/or mass layoffs (50 or more employees) over a 30 day period. Employees who are eligible for protection under the WARN Act are hourly wage workers, salaried workers, managers, and supervisors.

**38. Answer: A - The four P’s are: price, product, placement, and promotion.**

**Explanation:** In marketing, the four P’s are: price, product, placement, and promotion. The “four P’s” concept to describe marketing is commonly used in most textbooks and classes and was proposed by a very prominent marketer, E. Jerome McCarthy, in 1960.

**39. Answer: C - Mike may be able to take legal action based upon the idea of constructive discharge.**

**Explanation:** Constructive discharge (also called constructive dismissal) occurs when an employee resigns due to poor behavior on the part of their employer. The resigning employee must provide proof that the behavior was unlawful or was a breach of contract. Usually, a constructive dismissal allows the employee to make claims against the employer.

**40. Answer: B - During the union organizing process, the bargaining unit is determined by the National Labor Relations Board.**

**Explanation:** The National Labor Relations Board (also shortened to NLRB) is a government agency that is responsible for conducting elections for union representation and also with investigating possible unfair labor practices. The NLRB is run by a board and a General Counsel, who are elected by the President.

**41. Answer: C - Continuous feedback is the most effective mode of evaluating employee performance.**

**Explanation:** The continuous feedback program is, by far, the most effective method of evaluating employee performance. By consistently addressing employer and employee needs and performance on an ongoing basis, employees are given the consistent support and feedback they need to achieve success in the work. Additionally, it is generally believed to reduce the stress of a yearly review period.

**42. Answer: D - Of these, an excess deferral plan is an example of a nonqualified deferred compensation plan.**

**Explanation:** A non-qualified deferred compensation plan defers the payment of a portion of the employee's compensation to a future date. The amounts are held back while the employee is working for the company and are paid out when he or she separates from service or dies.

**43. Answer: A - Human relations is the concept that recognized that business are social organizations and economic systems and recognized that employee productivity was directly related to job satisfaction.**

**Explanation:** The concept of human relations was first introduced as a method for handling workplace relationships in the 1920s. Bringing the concept into the workplace ended traditional thoughts that work was only related to monetary compensation and recognized the social aspect of work and the impact that relationships have upon employees. Human relations also recognized the important of job and career satisfaction upon corporate productivity.

**44. Answer: C - Risk management is the correct term for the process of identifying risks and taking effective steps to minimize them.**

**Explanation:** A risk refers to an uncertain event that will either have a positive or negative effect upon the completion of a program or its subsidiary projects-if the event occurs. Effective risk management is crucial to planning and maintaining a program and its subsidiary projects. At the program level, risk management activities can include: identifying potential project/program risks and their causes, reviewing the risk response plans from every subsidiary project and analyzing how that potential risk could have an effect upon subsequent projects, and to propose responses to those risks. Obviously, in all of these cases, effective communication is the key to managing the risks.

**45. Answer: D - A lockout occurs when an employer shuts down the workplace entrances, keeping employees from working.**

**Explanation:** A lockout refers to a work stoppage during which an employer will physically prevent employees from working. Although employers may sometimes impose a lockdown in protest against slowdowns, typically they are due to issues with unions and negotiations.

**46. Answer: A - The Copeland Act is also known as the Anti-Kickback Act.**

**Explanation:** The Copeland Act, also known as Anti-Kickback Act, was enacted in 1934 in order to prohibit contractors and sub-contractors from influencing an employee who was involved in a federally-assisted construction project to give up any part of the compensation to which he is entitled as a "kick-back" to the company or its executives.

**47. Answer: C - Although the Human Resources group for Dessert in a Bun! gathered salary data on all of its employees last year but was unable to analyze it until now, the data is still considered to be relevant as long as the wages have been adjusted for wage inflation.**

**Explanation:** Survey data that is aged continues to remain relevant as long as the data has been adjusted properly. When data is aged, movement in market rates (for cost-of-living, inflation, deflation, etc.) is used to adjust salary information.

**48. Answer: D - The names of management personnel would not be part of a typical employee handbook.**

**Explanation:** Though the employee manual may have an organization chart and an overview of the organization, it usually does not have the names of current management. It would, however, have names of staff that are to be contacted in case an employee has questions about the manual.

**49. Answer: C - In order for Mike to gain some insight into his employees' goals, their job satisfaction, and to provide some career counseling to employees, he should employ skip-level interviews.**

**Explanation:** A skip-level interview occurs when higher level managers literally "skips over" their managers to meet directly with lower-level employees. As part of the performance feedback, a skip-level interview helps employers and employees to directly discuss assignments, job growth, and career development without having to wait for management feedback or approval.

**50. Answer: B - In a training session in which the instructor would like it if everyone could observe each other, as well as the trainer, the U-shaped arrangement is generally the best.**

**Explanation:** U-shaped seating arrangements are particularly effective when the trainings are going to be collaborative and/or if they use power point presentations or discussions. All attendees can see one another in this arrangement-as well as the instructor-and the middle of the room is left open for presentations, role-playing, or for additional seating.

**51. Answer - B - The right to exclude others from making, using, offering for sale, or selling the invention in the United States is granted to patent holders under the U.S. Patent Act.**

**Explanation:** The Copyright Act of 1976 does grant copyright holders the right to duplicate/reproduce/copy the work and does grant copyright holders the right to display the work publicly. In addition, it grants copyright holders the right to sell, lease, rent, or otherwise distribute copies of the work to the public.

**52. Answer - C - The HRD/training initiative should not be created/developed until the needs analysis/assessment and design phases have been completed (and agreed to in writing).**

**Explanation:** All of the other options are not the best response, since each one articulates a legitimate reason for conducting a needs analysis/assessment.

**53. Answer - D - Although reading is not always valued as a learning methodology, it does serve a number of valuable purposes, one of which is allowing participants the opportunity to absorb and process detailed information.**

**Explanation:** Although it is important to use a variety of training methodologies, it is not necessary - and would not always be appropriate- to include all training methodologies in all training programs. Option B is not the best response, since reading can serve a variety of valuable purposes in training programs. Option C is not the best response, since reading can be a particularly effective methodology for visual learners, more so than for auditory learners.

**54. Answer - D - Scoring consistently well on post-training evaluation forms is not necessarily a valid measure of training effectiveness.**

**Explanation:** That evaluation technique provides more insight into how well participants liked the trainer than how effective the trainer was at ensuring that participants leave the program with the skills and knowledge they will need to bridge the performance gap. Option A is not the best response, since summarizing major points throughout and at the conclusion of the workshop is one valid measure of presentation effectiveness. Option B is not the best response, since referring to and utilizing training materials throughout the program is one valid measure of presentation effectiveness. Option C is the not the best response, since allowing ample time for participants to develop concepts is one valid measure of presentation effectiveness.

**55. Answer - C - "Summative evaluation" takes place at the end of the implementation phase.**

**Explanation:** Option A describes the "formative evaluation" technique. Option B and D are not the best response, since both describe evaluation techniques that are not espoused by recognized ISD or HRD experts.

**56. Answer - B - The degree to which participants have mastered the skills or acquired the knowledge explored through the learning objectives is a function of Kirkpatrick's learning-level of evaluation.**

**Explanation:** Behavior level evaluation does measure "transfer of training"-the degree to which participants apply the skills and knowledge covered in the training sessions in the workplace. Behavior level evaluation could potentially measure changes in behavioral that might be the result of factors unrelated to the HRD/training initiative. Behavior level evaluation does also measure whether participants' on-the-job behaviors have changed in a manner consistent with training objectives.

**57. Answer - D - Although effective OD interventions might help align employee goals with unit and organizational goals, that would not constitute a major purpose of OD.**

**Explanation:** Identifying and implementing more cost effective ways of increasing employee retention is a major purpose of OD. Promoting openness toward differences is also a major purpose of OD, and aligning employee goals with unit and organizational goals is a major purpose of OD.

**58. Answer - B - "Unfreezing" refers to the process by which everyone who is involved with and impacted by the change is brought to the point where they can understand and accept that a particular change will happen.**

**Explanation:** Kurt Lewin described the change process as one that involves three stages: unfreezing, moving and refreezing. The moving phase represents the process through which people are brought to the point where they actually experience the "new state" that the change was designed to bring about. The refreezing phase is what once represented a change has now become the norm.

**59. Answer - D - The Pareto principle does assert that 80% of the consequences can be attributed to 20% of causes. It is also referred as the 80/20 rule.**

**Explanation:** Option A refers to Kaoru Ishikawa's TQM philosophy and is unrelated to cause and effects. Option B is the not the best response, since the statement that quality is achieved by prevention, not appraisal is one of Philip B. Crosby's four absolutes of quality management. Option C describes the "Peter Principle," the belief that individuals tend to be promoted up to their "level of incompetence" within organizations.

**60. Answer - C - Application is likely to result in a 70% retention level and yields the highest level of participant retention.**

**Explanation:** Discussion is likely to result in only a 50% retention level, while demonstrations only likely to result in a 30% retention level. Association is not a recognized instructional methodology so is not the best answer.

**61. Answer - C - Systems thinking refers to the characteristic of a learning organization that uses a variety of information-gathering techniques to acquire knowledge of new technology, determine its value, and convert this knowledge into new and improved practices and procedures.**

**Explanation:** Assessment centers are used to determine what kind of training an individual needs. Massed practice is a form of practicing job tasks during training in which all tasks are practiced at the same time. Programmed instruction is a type of self-instruction that requires trainees to complete each step in the training before moving on to the next step.

**62. Answer - A - Supervisory training programs concentrate on topics related to interactions with employees, such as conflict resolution skills.**

**Explanation:** Budgeting skills and internal control training are included in management development programs. Rotation through various divisions is part of a leadership development program.

**63. Answer - B - The learning evaluation method focuses on how well the training resulted in learning new skills.**

**Explanation:** The reaction evaluation method focuses on participant reactions. The behavior evaluation method measure on-the-job behavior changes as a result of training, and the results evaluation method measures organizational results. Of the four methods, the results evaluation method is considered the most valuable for the organization.



**64. Answer - B - A lack of job reinforcement can adversely affect transfer of training.**

**Explanation:** Other adverse impacts are the result of interference from the immediate work environment and a non-supportive organizational climate. The trainer's expertise could affect how well trainees learn information but does not specifically affect transfer of training. The subject of the training affects how receptive trainees are to the information but not necessarily how the information transfers to the job.

**65. Answer - A - The positively accelerating learning curve begins with smaller increments but increases in pace and size as learning continues.**

**Explanation:** The negatively accelerating curve begins with larger increments that decrease as learning continues. The S-shaped learning curve is a combination of the positively and negatively accelerating learning curves, while a plateau occurs when no learning seems to take place.

**66. Answer - D - The most common reason for the failure of change initiatives is that people were not prepared for the change and given time to assimilate the reasons for the change.**

**Explanation:** Failing to communicate a change in strategic direction as the basis for organization changes in and of itself will not lead to failure of a change initiative. Leaders who do not support change do have an influence on employees, but that factor alone is not the most common reason for failure. The absence of a training system may negatively impact the change process, but it is not the most common reason for failure.

**67. Answer - B - An Ishikawa diagram is an effective tool for organizing information about a problem when brainstorming with a group.**

**Explanation:** A Pareto chart graphically represents the 80/20 rule. A stratification chart shows the individual components of a problem in addition to the total or summary. A histogram provides a way of looking at random occurrences to find out if there is a pattern.

**68. Answer - C - MBO programs measure the successful attainment of specific performance objectives.**

**Explanation:** The first three choices are all employee growth and assessment programs. Behavioral-based performance assessment focuses on behaviors, while skills-based performance assessment focuses on skills. Continuous feedback program is a performance management program.

**69. Answer - C - The BARS (behaviorally anchored rating system) is used most effectively in organizations when a number of jobs have similar duties.**

**Explanation:** Since BARS is expensive and time-consuming to implement, an organization must have enough resources available to develop the program. Critical incident appraisal tools are most effectively used by managers who have daily interaction with subordinates. Forced ranking is best for use in organizations with fewer than 100 employees because it becomes unwieldy for large groups. Field reviews are conducted by someone other than a director supervisor.

**70. Answer - C - A mentor is someone who takes a personal interest in an employee's career and who guides and sponsors them.**

**Explanation:** Mentors are usually outside the individual's chain of command and may even be someone outside the organization. Options A, B, and D are not generally performed by mentors, but rather either a supervisor or manager.

**71. Answer - C - OD helps maintain the organization's focus on the belief that it is the people within organizations (not the systems within organizations) who perform and accomplish the work of the organization.**

**Explanation:** OD does refer to the process through which the overall performance, growth and effectiveness of the organization is enhanced through strategic, deliberate, and integrated initiatives. OD does incorporate psychology, sociology, anthropology, and management. OD interventions are designed to identify an organization's competitive advantages.

**72. Answer - B - Ishikawa's fishbone diagram (also known as cause-and-effect diagram) presents a visual representation of factors that impact whether a desired outcome will be obtained.**

**Explanation:** Ishikawa believed that, by presenting all of the possible factors that can contribute to a particular result, any potential process imperfections can be identified in advance and eliminated. Option A describes the Pareto Chart based on the Pareto principle. Option C is not the best response since quality circles are not directly related to the fishbone diagram. Histograms depict information about a single factor, while the Ishikawa diagram depicts information about multiple factors.

**73. Answer - D - Willingness to change is not one of Knowles's five key assumptions about how adults learn.**

**Explanation:** The learner's need to know is one of Knowles's five key assumptions about how adults learn, along with the learner's readiness to learn. The learner's self concept is one of the five key assumptions.

**74. Answer - D - Crosby's fourth Absolute of Quality Management states specifically that quality is not measured by production indexes, but rather is measured by the price of non-conformance.**

**Explanation:** Quality means conformance to requirements, not goodness; quality is achieved by prevention, not appraisal; and quality has a performance standard of Zero Defects are all part of Crosby's four Absolutes of Quality Management.

**75. Answer - C - In the context of interviewing, the leniency bias/error occurs when an interviewer applies an inappropriately lenient standard to one or more candidates, resulting in a higher overall assessment of the candidate.**

**Explanation:** Compassion and urgency are not recognized as a legitimate interviewing bias/error. The recency error occurs when the interviewer recalls the most recently interviewed candidates more vividly than candidates who were interviewed earlier in the process.

**76. Answer - B - Auditory learners learn most effectively through their sense of hearing.**

**Explanation:** Visual learners learn most effectively through their sense of vision. Kinesthetic learners learn most effectively through their sense of touch or in a more general sense, hands-on experience. Vicarious learners are not among the three recognized learning systems. The term vicarious learners does exist, and is defined as one who learns best by observing others participating in learning, which is not reflected in the scenario described in the questions.

**77. Answer - A - Although teambuilding is team focused, it also recognizes the criticality of addressing and enhancing the role of the individual within the team.**

**Explanation:** Teambuilding is an effective means through which team members can explore issues such as communication, problem solving and trust. Teambuilding exercises are most effective when they are linked directly and specifically to organizational objectives, or to the mission, vision and/or values of the organization. Parallels between teambuilding scenarios and their relevance to the workplace might not always be immediately apparent, so option D is not the best response.

**78. Answer - B - Performance appraisal tools that use rating scales require managers (or any appraiser) to evaluate employee performance on a variety of categories using a multiple point scale.**

**Explanation:** The categories can consist of individual goals, individual competencies, multiple goals, and groups of competencies. Each point on the scale corresponds to a different level of performance against standards. Performance appraisal systems that require managers to compare employees against each other are called ranking methods. The performance appraisal method that requires managers to indicate statements that are reflective of the employee's performance is called a checklist method. The performance appraisal method that requires managers to write a narrative assessment of employees' performance is the essay method.

**79. Answer - D - When determining what constitutes fair use, any permissions that the copyright holder has previously granted are not relevant to a determination of fair use.**

**Explanation:** Options A, B, and C are all incorrect as each one constitutes legitimate considerations under the Copyright Act of 1976 for determining what does (and does not) constitute fair use.

**80. Answer - B - Deming introduced Total Quality Management Theory.**

**Explanation:** Total Quality Management (also known as TQM) is a management theory that was introduced by Dr. W. Edwards Deming in the 1950s. The main principle of TQM is to reduce the number of errors made during the manufacturing and/or service processes through effective top-down management and quality training, thereby increasing consumer satisfaction and confidence. The general aim of TQM is to have no more than 1 error per 1 million units produced.

**81. Answer - B - You are using the forced distribution performance appraisal.**

**Explanation:** In the forced distribution method (also known as forced ranking), the managers are compelled to force employee performance into a bell-curve system, with a top 10%, next 35%, next 45%, and the bottom 10% (similar to how many public school teachers rank students). In this system, most employees will fall into the middle of the performance spectrum.

**82. Answer - C - A positively accelerating learning curve initially begins slowly, with smaller learning increments, but generally increases in pace and with larger increments as learning proceeds.**

**Explanation:** The positively accelerating learning curve typically corresponds to when a learner is mastering new and different aspects of a process or task. During this time, the worker will usually learn slowly and with small increments. This is especially true with daunting or complex tasks, such as using new advanced software programs.

**83. Answer - C - Conference is not an experiential training method.**

**Explanation:** Experiential training methods always provide experience in situations occurring in real time. This includes: one-on-one training, demonstration, and performance-based training.

**84. Answer - C - Continuous feedback is the most effective mode of evaluating employee performance.**

**Explanation:** The continuous feedback program is, by far, the most effective method of evaluating employee performance. By consistently addressing employer and employee needs and performance on an ongoing basis, employees are given the consistent support and feedback they need to achieve success in the work. Additionally, it is generally believed to reduce the stress of a yearly review period.

**85. Answer - D - A verbal warning is the correct first step in dealing with most normal performance issue problems.**

**Explanation:** In the case of performance issues or concerns, the first step an employer should always take is to issue a verbal warning to the employee about the problem at hand. Typically, the verbal warning will include specific examples of the behavior of the employee that is considered to be unacceptable and what the consequences will be if the situation does not change.

**86. Answer - B - An Ishikawa diagram is the best quality tool for gathering information about a specific problem.**

**Explanation:** Ishikawa diagrams are diagrams that show the particular causes of a business event. Typically, Ishikawa diagrams are used to show quality defect prevention measures and to identify the overall effect of a number of factors.

**87. Answer - A - Most likely, out of these choices, a cashier would take part in vestibule training.**

**Explanation:** Vestibule training allows new or inexperienced workers to use any job equipment that either requires a certain level of speed or is hazardous. Such training would be appropriate for cashiers, construction workers, tool and die makers, etc.

**88. Answer - B - In a training session in which the instructor would like it if everyone could observe each other, as well as the trainer, the U-shaped arrangement is generally the best.**

**Explanation:** U-shaped seating arrangements are particularly effective when the trainings are going to be collaborative and/or if they use power point presentations or discussions. All trainees can see one another in this arrangement-as well as the instructor-and the middle of the room is left open for presentations, role-playing, or for additional seating.

**89. Answer - C - According to the EEOC, there are no special circumstances where race or color are a BFOQ.**

**Explanation:** Option A is incorrect because Title VII specifically allows religious organizations to give preference to members of the religion. Options B and D are incorrect because Title VII specifically allows sex as a BFOQ if it is "reasonably necessary" for business operations.

**90. Answer - C - The GM could be influenced by his similar experience working his way through college.**

**Explanation:** Knowledge of predictor bias is a factor when the interviewer knows that a candidate scored particularly high or low on an assessment test. The halo effect occurs when interviews allow one positive characteristic to overshadow other, less positive attributes. The gut feeling bias occurs when interviews rely on intuition to make hiring decisions.

**91. Answer- D - Imminent danger, catastrophes and fatal accidents, employee complaints, planned inspections in high-hazard industries, follow-up inspections**

**Explanation:** OSHA's top priority for inspection is an imminent danger-a situation where workers face an immediate risk of death or serious physical harm. Second priority goes to any fatality or catastrophe-an accident that requires hospitalization of three or more workers. Employers are required to report fatalities and catastrophes to OSHA within eight hours.

Third priority is employee complaints and referrals. Lower inspection priorities include inspections targeted toward high hazard industries, planned inspections in other industries and, finally, follow-up inspections to determine whether previously cited violations have been abated.

**92. Answer- D - Failure to Audit – FAILURE TO ABATE is the correct violation.**

**Explanation:** A willful violation is defined as a violation in which the employer either knowingly failed to comply with a legal requirement (purposeful disregard) or acted with plain indifference to employee safety. A serious violation exists when the workplace hazard could cause an accident or illness that would most likely result in death or serious physical harm unless the employer did not know or could not have known of the violation. A Federal agency may be cited for a repeated violation if the agency has been cited previously for the same or a substantially similar condition and, for a serious violation, OSHA's regionwide (see last page) inspection history for the agency lists a previous OSHA Notice issued within the past five years; or, for an other-than-serious violation, the establishment being inspected received a previous OSHA Notice issued within the past five years. A violation that has a direct relationship to job safety and health, but is not serious in nature, is classified as "other-than-serious." When you receive an OSHA Notice, you must post it (or a copy of it) at or near the place where each violation occurred to make employees aware of the hazards to which they may be exposed. The OSHA Notice must remain posted for 3 working days or until the hazard is abated, whichever is longer. (Saturdays, Sundays and Federal holidays are not counted as working days).

**Follow-up Inspection and Failure to Abate**

If you receive a Notice of Unsafe or Unhealthful Working Conditions, a follow-up inspection may be conducted to verify that you have done the following:

- Posted the OSHA Notice as required,
- Corrected the violations as required in the OSHA Notice, and/or
- Adequately protected employees and made appropriate progress in correcting the hazards during multi-step or lengthy abatement periods.
- Any new violations discovered during a follow-up inspection will be cited, as well as any hazards which have not been abated by the abatement date so specified on the OSHA Notice. The latter violations will be cited in the form of a Failure to Abate Notice.

**93. Answer- A - 15 working days of the receipt by the employer of the notice of proposed penalty**

**Explanation:** As an employer who has been cited, you may take either of the following courses of action: ☐ If you agree to the Citation and Notification of Penalty, you must correct the condition by the date set in the citation and pay the penalty, if one is proposed. If you do not agree, you have 15 working days from the date you receive the citation to contest in writing any or all of the following: – Citation – Proposed penalty – Abatement date