

Training Concepts

Alternate Examination Booklet

SP0967

Lesson 1—Elements of Training

Examination Number: 41270500

When you feel confident that you have mastered the material in Lesson 1, go to

<http://www.takeexamsonline.com> and submit your answers online. If you don't have access to the Internet, you can phone in or mail in your exam.

Submit your answers for this examination as soon as you complete it. *Do not wait until another examination is ready.*

Questions 1–20: Select the one best answer to each question.

1. Seymour has just learned how to drive and must still think about his actions in order to complete his tasks. Seymour's thought process exemplifies
 - A. compilation.
 - B. automaticity.
 - C. strategic knowledge.
 - D. procedural knowledge.
2. Tina just completed writing training objectives for a training program that she is working on. Which phase of the training model is Tina in?
 - A. Analysis phase
 - B. Design phase
 - C. Development phase
 - D. Implementation phase
3. Which of the following descriptions exemplifies an employee who deals with routine technology?
 - A. Possesses a great deal of training and decision-making power
 - B. Possesses very little training and decision-making power
 - C. Deals with unexpected problems everyday
 - D. Finds solutions to problems that can be difficult and complicated
4. Most of the U.S. workforce is employed at companies
 - A. with an international focus.
 - B. listed on the New York Stock Exchange.
 - C. with fewer than 100 employees.
 - D. whose primary function is production.

5. The employees at Ronco Framing are supposed to have a completed truss built in 12 hours. The employees are currently averaging 15 hours to complete a truss. This time discrepancy is an example of a/an
- A.** performance gap.
 - B.** actual organizational performance.
 - C.** expected organizational performance.
 - D.** instructional strategy.
6. Which of the following is an example of a *proactive strategy*?
- A.** Having employees attend a workplace safety training program after they've been injured on the job
 - B.** Training employees in the procedures of different departments so they can fill in for sick employees if the need arises
 - C.** Developing a material-handling training course required by a new environmental-compliance law
 - D.** Training all employees on sexual harassment after the company just lost a large sexual harassment lawsuit
7. Jerry knows that if he works hard he will earn enough money to buy food, clothing, and a house for himself. Which theory does Jerry's mindset illustrate?
- A.** Needs theory
 - B.** Process theory
 - C.** Reinforcement theory
 - D.** Expectancy theory
8. Which of the following combinations of environmental stability and environmental complexity creates high environmental uncertainty?
- A.** High stability, high complexity
 - B.** Low stability, low complexity
 - C.** High stability, low complexity
 - D.** Low stability, high complexity

9. Zeke Electronics is applying for ISO9000 certification. The implementation team just finished a project where they determined how well their implemented changes worked. Which stage of certification is Zeke Electronics in?
- A.** Pre-audit
 - B.** Process mapping
 - C.** Training
 - D.** Post-audit
10. Which of the following is an example of a supervisor who works in a very mechanistic organization?
- A.** Seeks and uses feedback from employees
 - B.** Doesn't set any strict rules for how work should be accomplished
 - C.** Takes orders from his supervisor and dictates those orders to his employees
 - D.** Allows departments to collaborate on problems with other departments
11. Which of the following scenarios illustrates an existence need according to ERG theory?
- A.** Adam constantly seeking the approval of his co-workers and supervisor
 - B.** Adam running a marathon for fun
 - C.** Adam eating lunch when he's hungry in the afternoon
 - D.** Adam getting married when he's 25 years old
12. Which of the following companies would be considered a *market leader*?
- A.** A company that explores the world looking for more sources of oil
 - B.** A company that mass produces the lowest-priced car on the market
 - C.** A company that has lowered their manufacturing and distribution costs due to increased efficiency
 - D.** A company that sells inexpensive bicycles that break easily

13. Alyssa has exceeded her sales goals for the past 14 months. Because of her high level of success, her supervisor has hired an assistant to take care of Alyssa's paperwork. Alyssa can now focus all of her time on selling and doesn't have to spend time working on the paperwork that she finds so annoying. This is an example of

- A.** positive reinforcement.
- B.** negative reinforcement.
- C.** punishment.
- D.** extinction.

14. Karen is working on a training needs analysis for retail employees in her organization. She just finished reviewing all of the employees' performance appraisals as a part of this project. This is an example of _____ analysis.

- A.** organizational
- B.** operational
- C.** person
- D.** performance

15. Cecilia is expected to take 20 calls per hour. She has consistently averaged 17 calls per hour. What is her performance gap?

- A.** 6 calls per hour
- B.** 5 calls per hour
- C.** 4 calls per hour
- D.** 3 calls per hour

16. Elaine is performing an operational analysis, and she's reading through documents that give an overview of the basic duties for particular jobs. What is Elaine reading?

- A.** Job descriptions
- B.** Job specifications
- C.** Performance standards
- D.** Job questionnaires

17. In which of the following instances would a transfer or termination be an *effective* solution?
- A.** When there's a performance gap that isn't worth fixing
 - B.** When there's a performance gap that's worth fixing that's caused by a KSA deficiency
 - C.** When there's a performance gap that's worth fixing that's caused by inadequate feedback
 - D.** When there's a performance gap that's worth fixing that's caused by obstacles in the system
18. Which of the following performance gaps would trigger a proactive training needs analysis?
- A.** An employee who hasn't received any safety training suffers an injury on the job.
 - B.** It has been determined that there are twice as many defects in the final product than are expected.
 - C.** A company that doesn't offer any sexual harassment training gets sued by one of the employees for sexual harassment.
 - D.** A banking company is making plans to acquire an insurance company in a year, and they don't have any managers that are qualified to run the operation.
19. Through a training needs analysis, it was determined that Megatronics doesn't have enough employees to produce the number of units they need to produce. What type of analysis was used to make this determination?
- A.** Organizational analysis
 - B.** Operational analysis
 - C.** Person analysis
 - D.** Task-oriented
20. Which of the following is the *least* effective tool for a person analysis?
- A.** Proficiency test
 - B.** Cognitive test
 - C.** Performance appraisal
 - D.** Behavioral test

Lesson 2—Training Design and Methods

Examination Number: 41270600

When you feel confident that you have mastered the material in Lesson 2, go to **<http://www.takeexamsonline.com>** and submit your answers online. If you don't have access to the Internet, you can phone in or mail in your exam. Submit your answers for this examination as soon as you complete it. *Do not wait until another examination is ready.*

Questions 1–20: Select the one best answer to each question.

1. John is a training designer who is putting together a training program to teach new employees how to operate a cash register. John is very careful to start the trainees on the easier functions of the cash register and gradually moves them on to more complicated functions once the trainees are more comfortable with the machine. Which stage of retention is this?
 - A. Cognitive organization
 - B. Symbolic coding
 - C. Activation of memory
 - D. Symbolic rehearsal
2. Which of the following statements is an example of a *learning objective*?
 - A. The student will find the training to be an efficient and effective use of his or her time.
 - B. The student will be able to correctly identify the correct number of widgets to use during a timed test that will be given at the conclusion of the training.
 - C. The student will effectively decrease the average number of defects per hour from 12 to 4.
 - D. The company will reduce its costs by \$400,000 per year due to a decrease in manufacturing defects.

3. Mindy is a trainer who needs to facilitate part of a new-hire orientation. Her job is to train new employees as to some of the methods used to resolve employee conflicts. Which of the following would be the *most* effective training method in this case?

- A. Straight lecture
- B. Equipment simulators
- C. In-basket technique
- D. Case studies

4. The following statement is a partial learning objective: “The trainee will cut a board in half, allowing no more than a 1/16 inch variance in the original measurement.” Which part of the objective is missing?

- A. Desired outcome
- B. Condition
- C. Standard
- D. Attitude

5. The employee will decrease manufacturing defects by 50% by applying the skills taught in the training program. This is an example of which type of training objective?

- A. Trainee reaction objective
- B. Learning objective
- C. Transfer of training objective
- D. Organizational outcome objective

6. Which of the following scenarios illustrates *negative transfer*?

- A. After employees attend training, they’re more efficient at their work and cause fewer defects.
- B. After employees attend training, they’re less efficient at their work and cause more defects.
- C. After employees attend training, there are no changes in the number of defects that occur.
- D. The employees decrease defects without ever attending training.

7. After a 20-minute interactive lecture on basic selling skills, the trainer asked two of the participants to get in front of the class and simulate an interaction between a salesperson and a customer. When they were finished, he had the rest of the trainees take turns performing the same task in front of the class. This is an example of

- A.** structured role-play.
- B.** role rotation.
- C.** single role-play.
- D.** multiple role-play.

8. A trainer directly asks a trainee, “What are some of the ways you deal with employee conflicts?” This is an example of what type of question?

- A.** Closed-ended
- B.** Relay
- C.** Reverse
- D.** Open-ended

9. The following is a learning objective: “Using a cash register, the trainee will ring up a cash order according to the standards set forth in the policies and procedures manual.” The phrase, “to the standards set forth in the policies and procedures manual” is the

- A.** desired outcome.
- B.** condition.
- C.** standard.
- D.** attitude.

10. Which of the following illustrates the *in-basket technique*?

- A.** Having a trainee practice a selling skill on another trainee
- B.** Having a trainee rehearse a 30-second sales pitch in front of a mirror
- C.** Giving a trainee a number of small tasks and having him or her prioritize the tasks and determine how to deal with each one
- D.** Having a trainee memorize a product knowledge manual

11. Dustin is a computer programmer trainee. During his last week of training, he's given a version of the software used by his company and is told to write a sample program similar to the one that he would write on the job. This is an example of a/an

- A.** business game.
- B.** in-basket exercise.
- C.** case study.
- D.** equipment simulator.

12. The employees of Consolidated Truss got in the habit of failing to measure each piece of wood after it was cut. This caused a tremendous amount of expensive and unproductive rework. The employees were all retrained in measuring techniques. In one part of the training, the employees were shown how to identify boards that were the wrong size and what they should do when they encountered this type of situation. Which step of relapse-prevention training is this exercise?

- A.** Learn coping strategies
- B.** Identify likely circumstances for first relapse
- C.** Practice coping strategies
- D.** Learn to monitor target skill

13. Paul is a senior manufacturing employee who is training one of the new manufacturing employees on how to safely and efficiently operate one of the new machines just purchased by the company. This is an example of

- A.** behavior modeling.
- B.** in-basket technique.
- C.** role rotation.
- D.** on-the-job-training.

14. Which of the following would be considered *static media*?

- A.** An audio recording of the company's CEO making a speech
- B.** A movie that illustrates leadership qualities
- C.** A sexual harassment video
- D.** A policies and procedures manual

15. Before she became an electrician, Jessica had to attend two years of trade school followed by three years of on-the-job training. This is an example of

- A.** apprenticeship training.
 - B.** coaching.
 - C.** mentoring.
 - D.** job instruction technique.
16. Paul is learning how to execute a search warrant on a property where armed hostile criminals are living. For part of his training, Paul sits in a room where moving pictures that are identical to what he would see in a similar dangerous situation are projected onto the wall in front of him. He has a mock gun to shoot at computer-generated dangerous assailants as he practices his skills. This is an example of
- A.** programmed instruction.
 - B.** an intelligent tutoring system.
 - C.** intelligent computer-assisted instruction.
 - D.** virtual reality.
17. Which of the following training methods is generally the *least* expensive investment for a business?
- A.** Programmed instruction
 - B.** Intelligent tutoring system
 - C.** Intelligent computer-assisted instruction
 - D.** Virtual reality
18. Michael is learning how to program a spreadsheet through a training system that he accesses through his computer. The program gives him specific instructions and allows him to practice his skills after the instruction is given. This is an example of
- A.** programmed instruction.
 - B.** simulation.
 - C.** virtual reality.
 - D.** an intelligent tutoring system.
19. If an airline pilot wants to practice landing a particular plane in particular weather but can't practice on a real plane, which would be the *most* effective approach for computer-based training?
- A.** Programmed instruction
 - B.** Virtual reality

- C.** Intelligent tutoring system
- D.** Intelligent computer-assisted instruction

20. The Colin Corporation has many computer-based training courses from which their employees can choose. If employees want to access any of these courses, they simply go to a Web site and type in a password that was given to them. This allows them to manage current courses and start new courses in a time frame that works best for each employee. What type of delivery method does the Colin Corporation use?

- A.** Intranet
- B.** Local area network
- C.** Internet
- D.** CD-ROM distribution

Lesson 3—The Final Stages of Training and What Comes Next

Examination Number: 41270700

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Questions 1–20: Select the one best answer to each question.

1. The Quasar Corporation sent their quality control employees to a total quality management seminar, and the trainees said the training experience was enjoyable and that they'll be able to apply the skills they learned directly to their jobs. This is an example of

- A. reaction outcomes.
- B. learning outcomes.
- C. behavior outcomes.
- D. organizational results.

2. George is a trainer who is dealing with a difficult trainee. He talks to the trainee during the break and thanks her for her input. George also tells the trainee that her participation in the discussions is important, but she needs to give the other participants a chance to engage in the discussions as well. What type of trainee is George dealing with?

- A. Quiet trainee
- B. Talkative trainee
- C. Angry trainee
- D. The comedian

3. Jerri has 10 employees, and she must decide which 3 will attend the annual sales seminar. Which of the following decision roles of a manager is Susan using?

- A. Entrepreneur
- B. Disturbance handler
- C. Resource allocator
- D. Negotiator

4. Jeremy wasn't interested at all in reading and analyzing the process data collected through the training evaluation. Jeremy is *most* likely
- A.** a trainee.
 - B.** the training manager.
 - C.** a training professional in a different organization.
 - D.** the trainer.
5. Ben is a trainer for the Barrow Company. Today he's starting a new-hire orientation that will last a week. He wants to start off the program with an exercise to put the trainees at ease and help them to learn each other's names. Which would be the *most* effective training tool?
- A.** A consultant or seminar
 - B.** An on-the-job trainer
 - C.** An icebreaker
 - D.** A pilot program
6. Ronald just took an assessment that tested his knowledge of safety procedures and his ability to read and understand safety regulations. This assessment tested his _____ knowledge.
- A.** strategic
 - B.** procedural
 - C.** declarative
 - D.** compilation
7. Carol is a sales manager who sets very high sales goals for her employees. She expects them to perform at a high enough level to meet those goals. What style of management does Carol exhibit?
- A.** Participative style
 - B.** Supportive style
 - C.** Directive style
 - D.** Achievement style

8. Which of the following examples illustrates hostile-environment sexual harassment?
- A.** A male supervisor who works in a prominently female industry
 - B.** An employee who posts lewd posters and jokes on her office door
 - C.** An employee who continually calls her supervisor at home to discuss work-related issues
 - D.** A supervisor who demands sexual favors from an employee in return for giving that employee a promotion
9. Through training evaluation it was determined that a training course wasn't effective because none of the trainees applied the skills they were taught to their jobs. This is an example of _____ data.
- A.** process
 - B.** outcome
 - C.** job behavior
 - D.** cost/benefit
10. Determine the dollar value of improved performance given the following information:
- The total cost of training is \$25,000.
- There were 10 people trained.
- The benefit of the training will last for two years.
- The difference in performance between the trained parties and the untrained parties is .2.
- The dollar value of the untrained group's performance is \$17,000.
- A.** \$30,000
 - B.** \$33,000
 - C.** \$40,000
 - D.** \$43,000

11. Wilma is a manager who always allows her employees to determine how their work should be accomplished. She has excellent interpersonal skills and enjoys watching her employees find their own solutions to problems. What style of management does Wilma exhibit?
- A.** Participative style
 - B.** Supportive style
 - C.** Directive style
 - D.** Achievement style
12. Georgia is a manager who is going through training to develop his conceptual skills. One of the tools the training facilitator used with Georgia is known as action learning. What form of training is this?
- A.** Management/business games
 - B.** On-the-job training
 - C.** Decision making
 - D.** Managerial roles
13. Doreen's greatest strength as a manager is her ability to program a spreadsheet to develop annual budgets. Doreen's strength illustrates her
- A.** conceptual knowledge and skills.
 - B.** technical knowledge and skills.
 - C.** interpersonal knowledge and skills.
 - D.** personal traits.
14. Which of the following is an example of a manager who has a high nAut?
- A.** A manager who insists on working on projects independently of other managers
 - B.** A manager who always asks for performance feedback from his or her employees
 - C.** A manager who works hard because he or she eventually wants to be president of his or her company
 - D.** A manager who lets his or her employees take advantage of his or her good nature and becomes very unproductive

15. Seymour is a facilitator who is meeting with a group that just finished solving a large problem plaguing Remco Incorporated for years. Although this group solved a problem, their real purpose was to learn how to effectively work as a team. This is an example of

- A.** coaching.
- B.** mentoring.
- C.** executive development programs.
- D.** action learning.

16. Twelve years ago, Leah was hired by Zeke to be his assistant. Over the next twelve years, Leah attended college and graduate school and is now an executive for a multinational corporation. Throughout those twelve years, Zeke taught Leah everything he knew about running a business and still helps her with problems today. This is an example of

- A.** coaching.
- B.** mentoring.
- C.** executive development programs.
- D.** action learning.

17. Which of the following types of training deals with a legal issue in the workplace?

- A.** Orientation training
- B.** Executive development
- C.** Sexual harassment training
- D.** Team training

18. Which of the following is an example of a cost-effectiveness evaluation?

- A.** Comparing the cost of the training to the increase in employee morale
- B.** Comparing the cost of the training to the increase in knowledge of the organizational mission
- C.** Comparing the cost of the training to the cost savings to the number of manufacturing defects that have been reduced
- D.** Comparing the cost of the training to the change in employee attitudes

19. Lauren is the operations manager for the Kisinski Corporation. In addition to Lauren's normal job training, she's also being trained for her supervisor's position because upper management wants to promote her supervisor to the vice president level. This type of training is an example of
- A.** job rotation.
 - B.** special job assignments.
 - C.** team building.
 - D.** succession planning.
20. Which of the following is a *true* statement about a dry run?
- A.** Trainees are the only people who attend.
 - B.** It's not designed to actually train people.
 - C.** People who are involved with the training design shouldn't attend.
 - D.** It represents the final training product.