# Legacy #hu) ̇M          Exam

## Practice Test Questions & Answer Key

The attached practice test questions are for the legacy CPTD Exam that was based on the ATD Competency Model (2013). These questions used to reside in the SkillTracker platform that will be retired on June 30, 2020. These practice questions should not be used to predict performance on the exam. The answers to the practice questions can be found on the last page of this document.

These questions should <u>not</u> be used for the revised CPTD exam based on the ATD Talent Development Capability Model. Sample questions for the new exam can be found here:  www.td.org/certification/sample-questions

**1. Which of the following activities applies to chaos theory as it relates to strategic development?**

A. Using gap analysis to clarify an organization's culture

B. Establishing methods to develop and contain information within a department

C. Reviewing the maintenance policies and procedures manual

D. Considering uncertainties of the future

**2. A supervisor assigns a project and explains its impact on the annual goals of the business. According to Hackman and Oldham, which of the motivating job characteristics is this an example of?**

A. Task Identity

B. Task Significance

C. Autonomy

D. Feedback

**3. Which of the following would be used to diagnose an organization's ability to adapt to remain successful and competitive?**

A. The ways outputs would change in response to external factors

B. The ways that competitors are expanding their product lines

C. Degree of regulatory compliance

D. Amount of training per employee

**4. Why is it important for the details of a change management program to identify how the employees will be personally involved in the change?**

A. Manages employee performance

B. Bridges performance and learning gaps

C. Fosters commitment to the change

D. Minimizes barriers to transformation

**5. A key method for a talent development professional who is dealing with a manager's resistance to change is to do which of the following?**

A. Ask the manager to describe the forces they feel are driving and restraining the change.

B. Recommend specific readings on the issue for the manager to read and develop from.

C. Secretly observe the manager's behaviors and draft a report to the manager's supervisor.

D. Create a specific action plan with the manager to implement the change.

**6. An organization has requested you provide training for a new initiative. After discussion, it becomes clear that there has been a breakdown of communication among stakeholders. You decide to divide learners into two groups. Group 1 consists of safety officers and their work locations are scattered throughout the country. Most of the time they are in the field and away from their offices. Group 2 consists of a large number of external customers. For security reasons, customers cannot access the company learning management system and they must be authorized to enter company locations. What would you recommend to help the organization facilitate acceptance of the new initiative through communication?**

A. Conduct a communication audit

B. Change communication media

C. Add more resources

D. Repeat messages several times

**7. Your department just underwent a business process change. You sense that employees are frustrated and unclear about the change. What is the first thing you should do?**

A. Wait for the process owner to approach you with a plan.

B. Design a refresher course on the new process.

C. Suggest to the process owner that a needs assessment might be in order.

D. Offer to provide just-in-time coaching.

**8. A leadership development program has participants identify prior successful learning experiences for use in future work performance creating a multiplier effect of positive experiences. This would be an example of which of the following?**

A. Role analysis technique (RAT)

B. Problem-based learning

C. Appreciative inquiry (AI)

D. Job enlargement

**9. Which pair is a primary factor in the characterization of the learning organization?**

A. The ability to innovate and generate ideas and the ability to generalize ideas for the purposes of sharing knowledge

B. The ability to hire the most talented performers and the ability to transfer their knowledge to the organizational members

C. A training function and an organization development function that facilitates learning activities

D. A research and development function and a product marketing function to create and market intelligence

**10. The manager of a help desk believes the answer to increasing employee productivity is to employ tight workplace controls and close supervision. Which motivation theory is this manager using?**

A. Theory Y

B. Theory X

C. Expectancy Theory

D. Equity Theory

**11. Which of the following approaches must be used to facilitate change using Appreciative Inquiry (AI)?**

A. Predicting future organizational scenarios

B. Rewarding participant feedback

C. Gathering stories of best practices

D. Identifying the organization's informal leaders

**12. You are doing a study of anomalies in organizational patterns. These anomalies would normally be considered "noise" or experimental error. Your goal is to find underlying order in apparently random data. This type of study is most closely related to:**

A. six sigma.

B. chaos theory.

C. systems thinking.

D. organizational change theory.

**13. A talent development professional has been asked by senior staff to facilitate a culture change surrounding the company's new vision statement. The company has a history of actively and enthusiastically embracing management fads. None of their past five initiatives have lasted more than a year. What will be most important to ensure a true culture shift occurs?**

A. A spectacular kickoff meeting

B. Increased communication from senior management

C. Periodic reviews and adjustments throughout the process

D. Visible support from the CEO early in the process

**14. What is the central premise of complexity theory?**

A. Order can emerge out of chaos.

B. Organizational systems are highly interdependent.

C. Knowledge evolves through many systems.

D. Learning organizations must master many variables to survive.

**15. A talent development professional is using Appreciative Inquiry (AI) as a method to facilitate organizational change. What is the desired outcome of the design phase?**

A. Reflective research

B. Provocative proposition

C. Tenacious tactics

D. Diligent discovery

**16. Creating stakeholder buy-in for a performance improvement solution and subsequent change aids the change management process. Which of the following is NOT a key practice for creating stakeholder buy-in?**

A. Listen to people's ideas and opinions.

B. Bring people on board early and get them involved.

C. Help people feel part of the solution.

D. Downplay the strategic nature of the solution for achieving organizational goals.

**17. Which of the following types of feedback is MOST likely to provide successful performance improvement?**

A. Provide feedback that relates to a modifiable behavior

B. Provide feedback at regularly scheduled intervals

C. Provide general feedback based on personal observations

D. Provide immediate feedback that addresses general behaviors

**18. A newly promoted executive is being coached on improving his negotiating skills. Which action would MOST help him improve this competency?**

A. Shadow a decision-maker and observe the skills that person uses

B. Speak in front of groups and check to see they are receiving your message correctly

C. Connect with a mentor to understand how he/she approaches making policy decisions

D. Identify ways to save costs on a work or community project then help implement the change

**19. What should a coach primarily focus on during the coaching process?**

A. The client's goals

B. The client's needs

C. The client's level of professionalism

D. The client's behaviors

**20. Which of the following is a key characteristic of someone who would benefit from coaching?**

A. A specialist

B. Open to support

C. Self-directed learner

D. Self-employed

**21. Which best indicates cognitive dissonance in a client?**

A. The client's perceptions about a situation conflict with your perceptions

B. The inability to correctly identify and interpret what people say

C. A lack of tolerance for an organization's culture and values

D. Contradictory attitudes, beliefs, emotions, or values

**22. You are a senior leader in the training department for a small organization. You manage a junior member of the team who is assigned to design an e-learning course. You have observed a decline in the quality of her work over the last four weeks; she does not willingly accept criticism or suggestions when reviewing her work, and she is not meeting deadlines. To understand what might be going wrong and work toward a solution, you coach the employee through a transformational learning exercise to reframe the context of her performance. Which of the following BEST describes the level of transformational learning you are participating in?**

A. Single-loop

B. Double-loop

C. Triple-loop

D. Quadruple-loop

**23. You are a senior leader in the training department for a small organization. You manage a junior member of the team who is assigned to design an e-learning course. You have observed a decline in the quality of her work over the last four weeks; she does not willingly accept criticism or suggestions when reviewing her work, and she is not meeting deadlines. You meet with the employee to discuss your concerns, and she explains that it is not possible for her to meet deadlines and produce quality work because she does not like the current structure of the team or her role within it. What type of response to conflict is she exhibiting?**

A. Avoiding

B. Competing

C. Collaborating

D. Combative

**24. During a coaching session, the client exhibits conflicting attitudes toward diversity. The coach wants to use a technique that will challenge the client to define the client's true attitudes. What coaching technique is most likely to accomplish this goal?**

A. Goal setting

B. Counseling

C. Socratic questioning

D. Journaling

**25. An executive asks a sales manager to provide peer coaching to a colleague who has shown a lack of skill in leading meetings. Mentoring and working with a consultant have not improved the colleague's performance. Which coaching approach would be most effective?**

A. Model meeting skills hoping the example helps improve the colleague's skills.

B. Construct an agenda for each encounter to keep the coaching sessions on a pre-determined track.

C. Research issues and present conclusions to the colleagues to kick off the coaching sessions.

D. Employ questioning techniques to elicit responses from the colleague.

**26. Which is NOT a valid coaching technique?**

A. Active-listening and guiding the client towards desired outcomes

B. Directing the client to take specific career actions

C. Collaborative goal setting and performance support

D. Allowing the client to self-evaluate his/her performance

**27. You have one month to orient a new supervisor to the position and the company. Which approach should you use with this new employee?**

A. Structured mentoring

B. On the job training

C. Traditional mentoring

D. Developmental coaching

**28. You have been coaching Steve to reach his goal of improving his working relationships with others. Steve tells you how he was reprimanded for producing a product that contained inaccurate data. Steve angrily blamed his co-workers for giving him the incorrect data. What should you do in this coaching situation? (Choose the best response.)**

A. Focus on building rapport with Steve

B. Focus on empathizing with Steve

C. Help Steve focus on improving his working relationships

D. Help Steve explore relationship patterns in previous situations

**29. You are a TD professional who has been working as a coach for several years in a multistate insurance company. A client that you have been working with, and whom some believe may be the first female president of the company, has recently become distant. In the 18 months that you have worked with her, she has never missed a meeting. She has canceled the last two coaching meetings with you. This situation is sticky because she has been on a fast track to the top. What do you do? (Choose the best response.)**

A. Ask for a meeting and state, "I sense something has changed. Would you like to talk about it?"

B. Meet with your manager and tell her about the last couple of meetings with your client so that she can help you figure out what to do

C. Create an agreement that you will both sign to recommit to the relationship

D. Send her an email terminating the relationship since coaches are in short supply and big demand in your company

**30. Mary is an executive who needs advice before making an important decision on a sensitive work-related issue. With whom do you recommend Mary discuss her concerns before she makes a decision? (Choose the best response.)**

A. Internal Coach

B. Mentor

C. Counselor

D. External Coach

**31. A key coaching competency is how to ask powerful questions. Which of the following questions would be considered a powerful question in a coaching context?**

A. Why don't you apply for the Master's program?

B. What does success look like to you?

C. Do you think that would increase your chances for a promotion?

D. Wouldn't you like to make more money?

**32. You have a high-potential employee who values personal advice, assistance, and support from someone who is experienced and can help others move across the organization. The employee has a clear sense of purpose that would best be served by a relationship with a _____. (Choose the option that completes the sentence accurately.)**

A. Champion

B. Coach

C. Mentor

D. Talent Manager

**33. During your evaluation of a training intervention's effectiveness, some of the training participants moved into new job roles due to a department reorganization. The new job role uses different skills than those taught in the training. What type of variable does the department reorganization represent in your analysis?**

A. Confounding variable

B. Discrete variable

C. Dichotomous variable

D. Treatment variable

**34. According to Kirkpatrick's model, which level of training evaluation would occur if you measure the average number of leads submitted by participants following their sales training?**

A. Level 1

B. Level 2

C. Level 3

D. Level 4

**35. Open-ended comments from Level 1 assessments and interviews were collected as part of a learning program measurement strategy. What should be done when interpreting and reporting the qualitative data?**

A. Provide detailed responses in the report

B. Generalize the findings to the total sample population

C. Calculate the mean, mode, and median

D. Define response categories

**36. The annual benefit of a program is $300,000. The cost of the program is $100,000. What is the program's Benefit-Cost Ratio (BCR)?**

A. 3

B. 2

C. 1

D. 0.33

**37. Which question type should be used by talent development professionals when they develop research questions?**

A. Mager questions

B. Scaled questions

C. Rhetorical questions

D. True-false questions

**38. Your company, which has four locations, conducts a survey of employee attitudes about talent development. Question 5 of the survey is: How many years have you worked at the company? For question 5 of the employee survey, when would the mode be the MOST useful measure of central tendency?**

A. When a large number of employees have exactly the same number of years with the company

B. When the same number of employees have worked above a certain number of years as below

C. When analyzing the difference in training levels between employees with a low number of years vs. a high number of years

D. When correlating average number of years with location data from question 3

**39. Your company, which has four locations, conducts a survey of employee attitudes about talent development. Among the questions on the survey are these:  Question 7: Please rate the following statement on a 1-4 scale, where 1= strongly agree; 2= agree; 3= disagree; and 4=strongly disagree: "Training programs at this company have improved my effectiveness at my job." What type of question is question 7 of the employee survey?**

A. Likert scale

B. Semantic differential

C. Rank-order scale

D. Frequency scale

**40. Your company, which has four locations, conducts a survey of employee attitudes about talent development. Question 7 of the survey is: Please rate the following statement on a 1-4 scale, where 1= strongly agree; 2= agree; 3= disagree; and 4=strongly disagree: "Training programs at this company have improved my effectiveness at my job." A key stakeholder asks for the standard deviation for question 7 of the employee survey. What is the MOST likely reason for this request?**

A. The stakeholder wants to understand how well or poorly dispersed around the mean the answers are grouped.

B. The stakeholder wants to verify the independent variables used for the question.

C. The stakeholder wants to correlate responses on this question to question 3 of the survey.

D. The stakeholder wants to determine the ratio of "strongly agree" to "strongly disagree" responses.

**41. Your company conducts a survey of employee attitudes about talent development. Among the questions on the survey are these: Question 3: At what location do you work? What measurement scale is being used for question 3 of the employee survey?**

A. Nominal

B. Ordinal

C. Interval

D. Ratio

**42. The Senior Management of your company has been reviewing the organization's talent management process to assist them in forecasting their human resource needs for the next 3-5 years. They are also working on succession planning for critical roles in the organization. Their analyses reveal that at least 20% of the workforce could retire in the next 3-5 years. In addition, it reveals that a solid workforce plan is lacking, as internal skill sets are difficult to quantify, career development is not robust, and a large amount of institutional knowledge could be lost. You are the manager of the Talent Development department and senior management has asked you to create a plan for how your department will lead the organization in addressing these issues. Which of the following describes how well the evaluation instrument measures what it is intended to measure?**

A. Reliability

B. Fairness

C. Myers-Briggs Type Indicator

D. Validity

**43. The first activity in evaluation planning for a training course is to:**

A. organize a group of subject matter experts to review the course materials.

B. measure the participants' reactions to the training program.

C. report to the stakeholders that the course has been presented.

D. identify the need that the course is meant to address.

**44. What is the formula to calculate ROI?**

A. (initial investment - cost of investment) / cost of investment

B. (gain from investment - cost of investment) / interest earned

C. (gain from investment - cost of investment) / cost of investment

D. (initial investment - cost of investment) / interest earned

**45. Which method provides the most compelling evidence for the impact of e-learning but is sometimes infeasible in a business environment?**

A. Determining how many learners completed courses of study

B. Performing a trend line analysis, focusing on the point at which the e-learning was implemented

C. Soliciting input on the extent to which e-learning influenced a particular change

D. Employing a control group to isolate the effects of e-learning

**46. Which of the following is an example of a learning (Level 2) evaluation?**

A. Electronic survey

B. Participants' course feedback

C. Paper-and-pencil test

D. Management's feedback

**47. Your manager comes to you with a request for training. In your first meeting, you identify the business needs. Which level of evaluation does this support?**

A. 4

B. 1

C. 2

D. 3

**48. Which of the following has the most impact on the extent to which a research study's results can be generalized?**

A. Instrumentation

B. Sampling

C. Dissemination method

D. Target population size

**49. Which of the following are the basic quadrants of a balanced scorecard approach?**

A. Financial, customer, internal processes, and learning and growth

B. Cost, quality, time, and performance outcomes

C. Responsible, accountable, consulted, and informed

D. Planning, analysis, design, and control

**50. In the measurement of the distribution of a group of numbers, what represents the most commonly occurring number?**

A. Mode

B. Median

C. Standard deviation

D. Mean

**51. A trainer is performing a needs analysis and interviews every thirteenth employee from each department, who was selected from an alphabetical list of departmental personnel. What sampling method is the trainer using?**

A. Judgment sample

B. Stratified random sample

C. Simple random sample

D. Convenience sample

**52. A talent development professional evaluates learning interventions at the behavior level (Level 3). Which factor will facilitate the evaluation?**

A. The organization's Learning Management System (LMS)

B. Successful completion of post-tests

C. Ready access to the work setting

D. A repository of employee appraisals

**53. An assessment of on-the-job performance is an example of which level of evaluation?**

A. Results (Level 4)

B. Behavior (Level 3)

C. Reaction (Level 1)

D. Learning (Level 2)

**54. Which is of LEAST concern when administering an assessment?**

A. The assessment was used successfully by other, similar companies.

B. You can repeat the measurement in the same way over time.

C. The tool is equitable for all who take the assessment.

D. The assessment measures what you intended it to measure.

**55. Which action is beyond the scope of a task analysis?**

A. Breaking down major activities into steps

B. Obtaining approval of completed analysis

C. Distributing findings to management

D. Developing performance standards

**56. According to Maslow's Hierarchy of Needs, what happens when a need is satisfied?**

A. The bond between employer and workforce is strengthened

B. A person can achieve the next level of the hierarchy

C. The need can be used as bargaining leverage

D. The need for that motivation is lessened

**57. A talent development professional is having difficulty getting a subject matter expert (SME) motivated to provide the technical content needed to complete a course design. According to James Goldsmith (2000), what is the best technique to use to motivate the SME?**

A. Tighten the deadline for feedback

B. Let the SME develop the objectives

C. Talk to his or her boss

D. Give the SME's work increased recognition

**58. You are designing a course to enable supervisors to conduct effective performance appraisals. Which verb should you include in your learning objective?**

A. Define

B. Demonstrate

C. Describe

D. Compare

**59. You have been assigned to determine if a manufacturing area is following safety guidelines. Which needs assessment method should you use?**

A. Observations

B. Performance audits

C. Interviews

D. Surveys

**60. A newly formed division of a large corporation that is not openly discussing conflicting needs. You are performing a needs assessment. Why should you use a focus group to collect data?**

A. It will take less planning than other options

B. You can note non-verbal behaviors

C. It will save time by including multiple people

D. You can include Influential stakeholders

**61. Because of the copyright registration process, which of the following will a creator of training materials be allowed to do?**

A. Claim their idea is protected

B. Assign fair use privileges to others

C. Collect royalties for use of the work by others

D. Reproduce the copyrighted work for profit

**62. A curriculum designer was assigned to create a training program with far too many topics to cover adequately in the required time frame.  What is the best solution to this problem?  The curriculum designer should:**

A. Create a criticality rubric with SMEs

B. Sequence the content with SMEs.

C. Create evaluation tasks that accurately measure a learner's ability to meet objectives.

D. Perform quality review for objectives (QRO)

**63. A supervisor in the Department of Transportation organizes a team of training facilitators to redesign a mandatory safety course on the handling of hazardous materials. The half-day course is currently organized into three 50-minute slide presentations. Participants receive a thick binder containing copies of the slide shows and numerous government publications on hazardous materials. The supervisor has directed the team to recruit some employees for a pilot test of the redesigned course. This test should take place during what phase of the ISD process?**

A. Overall evaluation plan

B. Formative evaluation plan

C. Summative evaluation plan

D. Return-on-Investment evaluation plan

**64. A talent development professional has just published a training curriculum. Which is an exclusive right granted by the copyright?**

A. Protect the processes within the copyrighted work

B. Assign fair use rights

C. Protect the talent development professional from liability

D. Reproduce the copyrighted work

**65. Which method of personality testing classifies learners' preferences for thinking in four different modes based on brain function?**

A. Dominance Influential Steady Consistent (DISC) Personality Profile

B. Myers-Briggs Type Indicator

C. Silver and Hanson's Learning Style Inventory

D. Hermann Brain Dominance Instrument

**66. What should be the most important quality to consider when selecting a subject matter expert (SME) to work on a training project?**

A. Knowledge level of the SME in the content area

B. Degree to which the SME likes to lead training

C. Quality of ratings the SME received on performance reviews

D. Interest of the SME in working on the training project

**67. According to Malcolm Knowles' theory on adult learning, which is the best example of the orientation to learning principle?**

A. Motivation is external, and learners learn because they must reach the next level of understanding.

B. The instructor is the expert and is expected to impart wisdom to the learners.

C. A calm, relaxed physical and mental state is the optimum state for peak learning.

D. Learning should be life-centered and relevant both personally and on the job.

**68. According to Malcolm Knowles, what does the term  andragogy  refer to?**

A. The technique of identifying a learner&#39;s style

B. The process of teaching adults

C. The developmental needs of a learner

D. The proper way to assess knowledge

**69. Allowing learners to take charge of their own learning is an example of which adult learning principle?**

A. Readiness

B. Experience

C. Authority

D. Autonomy

**70. What should the essential components of a leadership development program address?**

A. Formal and informal training methods.

B. The specific performance needs of the organization and the manager/leader.

C. The competencies and roles of managers/leaders at all levels.

D. A variety of programs to strengthen leadership development.

**71. A talent development professional has been asked to provide a daylong leadership seminar by a stakeholder. What combination of elements must be included for the instructional system?**

A. A list of appropriate media to be used, an outline of the learning elements, and a project plan

B. A list of required knowledge and skills, an outline of the content, and a test or evaluation

C. A checklist of required knowledge, a subject matter expert, and required materials

D. A needs analysis, a design template, and a list of appropriate media to ne used

**72. What type of delivery would be necessary in developing rapid training implementation for geographically dispersed workforce?**

A. Asynchronous e-learning

B. Blended learning

C. Multimedia-based learning

D. Synchronous virtual learning


**73. Which is an example of an accelerated learning (AL) technique?**

A. Incorporating technology into the learning environment

B. Pacing facilitation to address the individual learner's needs

C. Creating a multi-sensory environment using music, color, and movement

D. Mapping learning to eliminate redundancy in training


**74. The use of subject matter experts (SMEs) in the design process must be limited to those SMEs who possess:**

A. recent experience.

B. training backgrounds.

C. ISD backgrounds.

D. senior level experience.


**75. By experiencing an activity, participants discover principles by observing several specific related facts. What type of learning is this?**

A. Internal

B. Intentional

C. Inductive

D. Intuitive


**76. An effective accelerated learning (AL) environment includes:**

A. individual learning tasks.

B. frequent tests.

C. a two-dimensional approach.

D. visually appealing materials.

**77. You want to develop a training session for a high-power distance culture. Which instructional method should you use?**

A. Lecture

B. Experimentation

C. Role play

D. Fishbowl

**78. Which is the key component of an audience analysis?**

A. Audience expectations

B. Delivery methods

C. Audience perception

D. Post-session evaluations

**79. Company XYZ is adding five new stamping machines, which are identical in design and operation to 20 stamping machines currently operated by 20 machine operators and 20 assistant machine operators. The operators for the new equipment will be selected from the pool of current assistant machine operators. Which of the following is the most cost effective instructional method for training the new operators?**

A. Structured on-the-job training

B. Classroom-based lecture

C. E-learning from the vendor

D. Simulation-based training

**80. An instructional designer is developing a course to teach learners how to use a new human resource system. The current system has been in place for 10 years, and all of the staff have been in their roles for more than 10 years. Which of the following is NOT a challenge to developing effective training?**

A. Adult learners bring previous knowledge and experience.

B. Adult learners are pressed for time.

C. Adult learners have different motivational levels.

D. Adult learners are objective-oriented.

**81. A talent development professional is preparing the objectives, the evaluation plan, and sequence of content for a new training program. Which step of the ADDIE model is being performed?**

A. Implementation

B. Development

C. Design

D. Analysis

**82. A talent development professional is conducting a needs assessment. Which step helps the TD professional uncover problems and related trends?**

A. Select data-collection method.

B. Analyze the data.

C. Identify necessary data.

D. Collect the data.

**83. Employers must ensure that employees with disabilities have reasonable accommodations in classroom training and e-learning. Which provision is an example of a reasonable accommodation?**

A. Hydraulic lift

B. Privately hired transportation

C. Hearing aids

D. Large-print materials

**84. You are developing a formal succession plan for your organization and you begin by establishing the scope. What does this include?**

A. Identifying job functions and responsibilities

B. Analyzing gaps and priorities

C. Identifying an evaluation plan and potential leaders

D. Analyzing attrition data and retirement projections

**85. Which of the following approaches are used by proactive organizations to attract and retain employees?**

A. Develop a comprehensive, holistic, and measurable workforce plan to close gaps.

B. Learning is freely available throughout the organization.

C. Learning is designed for Generations X and Millennial employees.

D. View talent and workforce planning as two separate processes.

**86. An employee states that they are not happy with their current career path and want to transfer to another department. What stage of Super's Developmental Framework is this employee in?**

A. Growth

B. Exploratory

C. Establishment

D. Maintenance

**87. A questionnaire that asks people (superiors, direct reports, peers, etc.) how well a manager performs in a number of behavioral areas is known as which of the following?**

A. Individual Development Plan

B. Performance Gap Analysis

C. 360 Degree Feedback Evaluation

D. Personality Inventory Assessment

**88. What is the PRIMARY reason for 360-degree feedback assessments?**

A. Aid in an employee's career planning.

B. Benchmark an employee relative to other employees.

C. Identify an employee's weaknesses.

D. Determine whether an employee is promotable.

**89. The Senior Management of your company has been reviewing the organization's talent management process to assist them in forecasting their human resource needs for the next 3-5 years. They are also working on succession planning for critical roles in the organization. Their analyses reveal that at least 20% of the workforce could retire in the next 3-5years. In addition, it reveals that a solid workforce plan is lacking, as internal skill sets are difficult to quantify, career development is not robust, and a large amount of institutional knowledge could be lost. You are the manager of the Talent Development department and senior management has asked you to create a plan for how your department will lead the organization in addressing these issues. What workforce planning approach would you implement FIRST as part of your plan?**

A. Assess the current talent capabilities

B. Work with HR on an external recruitment plan

C. Put together a training program to develop internal talent

D. Establish a clear succession plan for senior level positions to ensure talent is ready to step into the vacated jobs

**90. Which tool should you use to obtain a well-rounded and broad assessment of an employee's performance?**

A. 360-degree feedback

B. Human resource audit

C. Leadership assessment

D. Personality inventory instrument

**91. What is the most significant cause for low job performance?**

A. Organizational culture

B. Poor performance feedback

C. No career planning

D. Low compensation

**92. Which of the following is most focused on replacement hiring?**

A. Developing a staffing strategy that is consistent with the organization's goals

B. Looking for a qualified candidate to fill an empty position

C. Long-term development of the organization's talent pool

D. Before a position becomes vacant, planning for who will fill it

**93. According to the Uniform Guidelines on Employee Selection Procedures, an organization that uses testing methods for employee selection must keep records that detail testing impact by which of the following categories?**

A. Profession

B. Title

C. Gender

D. Applicant address

**94. Which of the following is NOT a step in the Workforce Planning Process?**

A. Develop a knowledge management system

B. Determine the business context

C. Envision the future needs

D. Assess the current realities

**95. As part of the onboarding process, a training department creates an incentive program of gift cards to new employees who complete a training program within the first 60 days of hire. Which area of HR practice is used?**

A. Recruitment process

B. Performance management

C. Compensation plan

D. Talent management

**96. When you review a client's past job performance, which type of feedback should you provide first?**

A. Developmental

B. Experiential

C. Evaluative

D. Collaborative

**97. The use of a generic competency model would be most appropriate for which job/position?**

A. Forensic Accountant

B. Machine Operator

C. Operations Manager

D. Research Chemist

**98. Which best describes D.E. Super's theory of career development?**

A. It states that career choice is determined through interviews that deal with six types of work environments.

B. It uses tests to determine best career choice that are based on individual interests.

C. It emphasizes that choice of occupation is highly influenced by a person's self-image.

D. It uses concepts from psychology and is considered behavioral career counseling.

**99. A talent development professional is designing a training program for a sales force and selects a business approach that will focus on improving customer satisfaction and reducing defects. What data-driven approach should be used to improve the business cycles?**

A. Six Sigma

B. Appreciative Inquiry

C. After Action Review

D. Rapid Prototyping

**100. The primary value of an after-action review process for a knowledge management system is to:**

A. Identify database changes required for project activities.

B. Provide individual performance review at project completion.

C. Provide employees with a forum for formal recognition.

D. Facilitate measurement for continuous improvement.

**101. An organization has knowledge management goals of capturing tacit knowledge from retiring employees. What would be the BEST outcome from capturing the requirements?**

A. Knowledge map

B. Knowledge exchange

C. Knowledge repository

D. Knowledge base

**102. The Senior Management of your company has been reviewing the organization's talent management process to assist them in forecasting their human resource needs for the next 3-5 years. They are also working on succession planning for critical roles in the organization. Their analyses reveal that at least 20% of the workforce could retire in the next 3-5years. In addition, it reveals that a solid workforce plan is lacking, as internal skill sets are difficult to quantify, career development is not robust, and a large amount of institutional knowledge could be lost. You are the manager of the Talent Development department and senior management has asked you to create a plan for how your department will lead the organization in addressing these issues. The process of connecting knowledge, education, policy, process, practical application, and expertise is called?**

A. Tacit Knowledge

B. Knowledge mapping

C. Knowledge exchange

D. Knowledge base

**103. A TD professional is working with a team of specialists who require a collaborative, information-sharing environment to help them stay up-to-date on the latest technology advancements. Based on this information, what can be said about this group and KM? (Choose the best response.)**

A. The collaborative requirements align with the goals of KM

B. The highly technical nature of this group does not fit the goals of KM

C. The group cannot get up-to-date on the technologies quickly enough using KM

D. The goals of KM are limited to the value the Internet can provide

**104. Knowledge mapping is done primarily for:**

A. organizational leadership improvement.

B. administrative budgeting.

C. creation of an enterprise-wide resource.

D. information technology development and budgeting.

**105. Which of the following benefits is LEAST likely to be associated with an effective Knowledge Management (KM) program?**

A. Fostering innovation by encouraging the free flow of ideas

B. Streamlining operations and reducing costs by eliminating redundant processes

C. Improving customer service by streamlining response time

D. Increasing visibility of talent development efforts in the organization

**106. Which of the following scenarios describes an individual using explicit knowledge?**

A. Writing an instructor guide using a template she developed on a previous project

B. Writing a white paper on how to facilitate a distance learning course

C. Conducting a high-level needs analysis based on her prior experience on a similar project

D. Using a job aid that lists the steps learners use to log on to the computer system


**107. A talent development professional needs to understand a current work process. Which business process approach should be used?**

A. Analysis

B. Mapping

C. Redesign

D. Conference


**108. What evaluation technique should your organization use to compare a modified workflow process against high-performing organizations?**

A. Benchmarking

B. Return on Investment (ROI)

C. Six Sigma DMAIC

D. Six Sigma IPO


**109. You are responsible for developing a soft skills training program for 600 sales professionals who work in four different time zones. Which is the BEST delivery method?**

A. Online classroom

B. Instructor-led game

C. Published learning journal

D. Online simulation


**110. What is the FIRST priority in using any learning technology?**

A. Develop methods for keeping up with new technology developments

B. Understand what is available to learners and what is available to use

C. Ensure training staff can deliver using new technology

D. Understand your organization's technological capacity

**111. What is the PRIMARY benefit of a Learning Content Management System (LCMS)?**

A. It offers competency mapping or skill gap analysis.

B. It includes learner profile management.

C. It manages registration and prerequisite screening.

D. It combines courses and learning materials.

**112. Which of the following is a benefit of e-learning delivery?**

A. It reaches a small audience.

B. Everyone has access to the technology.

C. It is appropriate for all learning styles.

D. It offers convenient and fast delivery.

**113. A trainer wants to accelerate a learning curve by supporting learners before and after a workshop and encouraging relationships among the learners. What interactive, real-time social learning tool should the trainer use?**

A. Blogs

B. Learning wiki

C. Shared workspaces

D. Social bookmarking

**114. A training manager wants to leverage the organization's existing materials to rapidly develop courses. Which of the following technology solutions would BEST facilitate this process?**

A. Learning content management system

B. Document management system

C. Collaborative learning suite

D. Enterprise intranet portal

**115. You are a Chief Learning Officer (CLO) working on a social learning project. Many of the key stakeholders within the organization are resisting your social media solutions, saying that governance will be too difficult to enforce, and your solutions could violate legal and compliance regulations. Which of these strategies will BEST help you overcome this organizational resistance?**

A. Start small, with an internal tool like a microblog and simple rules about how to use it.

B. Require all key stakeholders to use the social media solution once a week.

C. Ensure all users are aware of the organization's governance approach.

D. Provide a cost/benefit analysis for the social media solution and its components.

**116. Which of the following is the BEST method for determining a vendor's capability?**

A. Alignment of the philosophy between the vendor and the organization

B. Reviewing the vendor's marketing materials

C. Competitive pricing in the market place

D. Determining the vendor's project management capability

**117. An organization has requested you provide training for a new initiative. After discussion, it becomes clear that there has been a breakdown of communication among stakeholders. You decide to divide learners into two groups. Group 1 consists of safety officers and their work locations are scattered throughout the country. Most of the time they are in the field and away from their offices. Group 2 consists of a large number of external customers. For security reasons, customers cannot access the company learning management system and they must be authorized to enter company locations. You recommend online learning for Group 1. Which of the following is the MOST suitable for them?**

A. Synchronous training

B. Coaching

C. Asynchronous training

D. Virtual classroom training

**118. The project manager for a large initiative has directed that 1,500 domestic and international employees attend a quick training session to learn about updated codes that are being implemented. She did not include the training manager in the project meetings and learns that the international teams cannot utilize the corporate Learning Management System (LMS) to track completion. Since delaying the initiative is not an option, she informs the training manager of the issue but lets him know that nothing can be changed. The training was developed via an e-learning module which can only be tracked via the LMS. What would be the BEST option for delivery for the training manager?**

A. Publish the module in a format that will enable it to be distributed outside of the Learning Management System (LMS) for attendees to access.

B. Send a representative to the international locations to administer an instructor-led training.

C. Convert the module to a presentation and email it to the international teams, along with a paper exam, and ask them to be honest about administration of the content.

D. Hold one large synchronous training event via a web-based meeting.

**119. An organization needs to provide motor skills training on the operation of a new instrument. The employees work two shifts in two locations. The organization has a dedicated staff of trainers and a well-developed intranet. Which training delivery option should be used for the training need?**

A. Synchronous online instructor-led training

B. Asynchronous web-based training

C. Classroom instructor-led training

D. Self-study workbook

**120. A talent development professional is considering implementing a new learning technology in their organization. Which area must be considered in this selection?**

A. Bandwidth requirements

B. Learner characteristics

C. WLP staff characteristics

D. Courseware requirements

**121. Which feature best represents synchronous e-learning sessions?**

A. Interactive email correspondence

B. Onscreen guided tours

C. Virtual classroom participation

D. Group seminar discussion

**122. A talent development professional has been asked to design an e-learning program for call-center operators. Which point should be considered important while building the program?**

A. Incoporate as much rapid image movement as possible

B. E-learning is more effective than classroom training

C. Synchronous training is more effective than asynchronous

D. Include multiple user-tests throughout the program

**123. A trainer recently leveraged a live webcast to help a group actively participate and communicate in real time. The webcast included tools such as chat panels, white boards, and polling questions. What types of communication tools are these?**

A. Asynchronous

B. Peer rating

C. Spontaneous

D. Synchronous

**124. Compared to traditional learning tools, social networking tools can be particularly useful in applying which type of knowledge?**

A. Procedural

B. Tacit

C. Declarative

D. Explicit

**125. An Electronic Performance Support System (EPSS) should be used when tasks:**

A. are performed frequently.

B. are relatively difficult to perform.

C. have minor implications if performed inadequately.

D. have to be performed in emergency situations.

**126. An organization's director of training must select a learning information system to support the learning function. The selected system must support employee learning delivered asynchronously at the employee's work station. The learning results and data must be readily available to the organization's human resources system. Which system would best satisfy these requirements?**

A. Learning Support System (LSS)

B. Learning Content Management System (LCMS)

C. Collaborative Learning Software

D. Learning Management System (LMS)

**127. In which situation would an Electronic Performance Support System (EPSS) be useful?**

A. The task requires immediate and frequent updates.

B. The performance problem is caused by an environmental barrier.

C. The task related to the performance problem is relatively easy to perform.

D. The task is performed frequently.

**128. Learning content management systems (LCMSs) help organizations and instructional designers to:**

A. manage the creation, editing, and publication of instructional content.

B. perform year-end inventory of all training data.

C. store key bits of information that are critical to senior leadership.

D. keep all information on a training course in one place.

**129. An organization needs to purchase a tool to keep track of the training that each of its employees needs and has completed. Which tool should it purchase?**

A. Learning Management System (LMS)

B. Learning Content Management System (LCMS)

C. Electronic Performance Support System (EPSS)

D. Bulletin Board System (BBS)

**130. Web-based delivery is best suited for which type of competence?**

A. Attitudinal

B. Psychomotor

C. Cognitive

D. Procedural

**131. How is a Gantt chart used?**

A. To help design the sequence of training content within the module

B. To determine the learning objectives and goals of the module

C. To implement a training plan to deliver the module

D. To track the steps and milestones in the development of the module

**132. Training managers should understand an organization's history, mission, goals, strategy, tactics, vision, and plans. Collectively, this is known as which of the following?**

A. Culture or value system

B. Business state

C. Environmental factors

D. Organizational structure

**133. A talent development professional is managing an organization's learning function. They divide work into jobs, assign those jobs to people, and delegate authority. What leadership function are they performing?**

A. Planning

B. Organizing

C. Directing

D. Controlling

**134. In selecting a vendor during a Request for Proposal (RFP) process, what is the BEST way to evaluate multiple proposals aligned with organizational priorities?**

A. Calculating the cost-benefit analysis of the vendors

B. Calculating the return on investment of the vendors

C. Comparing the weighted criterion scores of the vendors

D. Comparing the time-lines and project plans of the vendors

**135. According to Kouzes and Posner, which behavior best demonstrates the leadership skills of the manager while conducting annual performance reviews with trainers?**

A. Discussing how individual performance impacts budget results

B. Delegating authority for an upcoming training project

C. Setting up the performance goals for the coming year

D. Discussing ways to actualize the department vision in their day-to-day work

**136. In project planning, a Gantt chart can be used in which of the following ways?**

A. Compare the budgeted costs to actual costs.

B. Identify required resources for project completion.

C. Describe the workforce characteristics required.

D. Show an overview of project activities with a timetable.

**137. The project manager for a large initiative has directed that 1,500 domestic and international employees attend a quick training session to learn about updated codes that are being implemented. She did not include the training manager in the project meetings and learns that the international teams cannot utilize the corporate Learning Management System (LMS) to track completion. Since delaying the initiative is not an option, she informs the training manager of the issue but lets him know that nothing can be changed. What should the training manager's NEXT step be?**

A. Inform the project manager that he would be happy to train the teams according to the plan.

B. Schedule a meeting with the project executives to explain the flaws with the approach and to have them step in and explain to the project manager that the approach must be reevaluated.

C. Acknowledge that the approach will be difficult but also that all projects have difficulties.

D. Schedule a meeting with the project manager and the manager of the international teams to try and come up with an alternate approach or schedule for the international teams.

**138. The project manager for a large initiative has directed that 1,500 domestic and international employees attend a quick training session to learn about updated codes that are being implemented. She did not include the training manager in the project meetings and learns that the international teams cannot utilize the corporate Learning Management System (LMS) to track completion. Since delaying the initiative is not an option, she informs the training manager of the issue but lets him know that nothing can be changed. The project manager has uncovered a flaw in some of the codes that had previously been approved and dispersed for the training material to be built on. What would be the BEST way for the training manager to respond?**

A. Give an honest estimate to the project manager about the time needed to rework the current training material to confirm that it can be done.

B. Provide alternative methods of delivery for the changes that can be utilized along with the already-developed content.

C. Tell the project manager that the updated information will be incorporated into the next round of training, but will not be in the current training as the deadline has passed.

D. Ask the project manager if she thinks the codes will change again and suggest to wait and update the content after the next change.

**139. What solution would address reducing the training budget by 30% and allow participants greater flexibility?**

A. Reduce all classroom training offered by 30%.

B. Replace some classroom training with asynchronous e-learning.

C. Replace classroom training with job aids.

D. Convert classroom training to asynchoronous e-learning.

**140. A company wants to create training for security officers who will need to learn how to use a new time-keeping system for clocking in and clocking out. The intervention that will meet this need is a job aid focused on:**

A. supporting the security officer with procedural information on how and when.

B. coaching the security officer with information addressing the question, "How might I approach this task?"

C. providing the security officer with quality standards.

D. informing the security officer by providing information of who, what, why, when and/or where.

**141. A talent development manager has received a request for training from the warehouse manager who has identified some specific training objectives. If the talent development manager is recognized as a business partner within the organization who has interdepartmental credibility, what will the next step be?**

A. Write training goals to align warehouse employees with the organization's strategic objectives.

B. Conduct a needs analysis to identify specific performance factors.

C. Create the class that the warehouse manager has asked for.

D. Develop pre- and post-test for the warehouse manager's requested class.

**142. The total cost of ineffective e-learning includes the cost of:**

A. development plus implementation.

B. instructional designer salaries plus missed schedule deadlines.

C. poor performance and missed opportunities.

D. the software platform plus integration.

**143. Which is NOT relevant to the fair use rules of copyright?**

A. The ideas expressed in the work

B. Purpose and character of the use

C. Nature of the copyrighted work

D. Amount or substantiality of the portion used

**144. Strategic Planning is the process of:**

A. establishing short-term objectives for the organization.

B. systematically organizing the future of the organization.

C. creating a budget and allocating adequate resources.

D. developing a vision and mission.

**145. A training director conducts a SWOT analysis to gauge any impact on his organizational business goals. He takes an inventory of events occurring outside his organization, noting a recent political election, new research, and that a competitor opened a second plant in another country. This is known as conducting what kind of analysis?**

A. Budget forecasting

B. Executive reporting

C. Liabilities assessment

D. Environmental scan

**146. You are developing learning materials for an international not-for-profit organization. While conducting research, you find a job aid on the internet that is exactly what is needed. The job aid is located on an individual's web site, not a corporate or a governmental web site, and there is no copyright marking on the job aid. What should you do?**

A. Put the individual's web site on the job aid and use it; not-for-profit use is allowed under the "Fair Use" doctrine.

B. Use the job aid as it currently exists; there are no restrictions on its use.

C. Add the organization's logo on the job aid and use it.

D. Seek the author's permission to use the job aid for your organization; it is most likely copyright protected.

**147. The essence of Systems Thinking requires what mind shift?**

A. Understanding cause and effect chains

B. Understanding archetypal patterns

C. Seeing processes of change

D. Seeing interrelationships

**148. Which of the following is an example of a performance intervention?**

A. Root cause analysis

B. Summative evaluation

C. Process redesign

D. New product research

**149. A talent development professional facilitating a meeting may use the Nominal Group Technique (NGT) to accomplish which of the following?**

A. Comparing potential solutions against a list of unprioritized key factors

B. Selecting items from a list based on the probability of organizational support

C. Making item decisions that address multiple criteria and solutions

D. Recording and prioritizing a lot of information or numerous alternatives

**150. According to the Gilbert Model, which is identified as a personal factor?**

A. Information

B. Resources

C. Incentives

D. Capacity

**151. The marketing team is finding it difficult to meet deadlines. The marketing director asks a performance consultant to meet with the team to help sort out the issues. What is the role of the performance consultant in this situation?**

A. Project Manager

B. Facilitator

C. Monitor

D. Analyst

**152. Which visual tool is used to systematically describe actions and behaviors in a sequential flow?**

A. Ishikawa diagram

B. Flow chart

C. Gantt chart

D. Process map

**153. A key stakeholder encourages the Chief Learning Officer (CLO) to create a strategy for learning around the entire staff, all of the organizational structures and processes, and key critical outputs. What knowledge base construct is the key stakeholder referring to?**

A. System

B. Program

C. Network

D. Project

**154. Which two influences have the GREATEST impact on the motivation of employees within a workplace environment?**

A. Salary and job title

B. Learning and development opportunities

C. Management and performance

D. Peers and workspace

**155. An organization has requested you provide training for a new initiative. After discussion, it becomes clear that there has been a breakdown of communication among stakeholders. You decide to divide learners into two groups. Group 1 consists of safety officers and their work locations are scattered throughout the country. Most of the time they are in the field and away from their offices. Group 2 consists of a large number of external customers. For security reasons, customers cannot access the company learning management system and they must be authorized to enter company locations. For Group 1, which evaluation can be an assessment of on-the-job performance?**

A. Formative Evaluation

B. Kirkpatrick's Level 3 Evaluation

C. Summative Evaluation

D. The Phillips ROI Methodology

**156. You are a senior leader in the training department for a small organization. You manage a junior member of the team who is assigned to design an e-learning course. You have observed a decline in the quality of her work over the last four weeks; she does not willingly accept criticism or suggestions when reviewing her work, and she is not meeting deadlines. After speaking to the employee, you recognize that she is not motivated to contribute to the team because she does not feel her efforts are recognized by others. Which of the following might be an appropriate performance solution?**

A. Rewarding good behavior by recognizing her during a one-on-one meeting

B. Organizing a team building retreat and encouraging her to lead a group discussion

C. Offering her an opportunity to report her work with the full team

D. Recognizing her contributions during a team meeting

**157. The project manager for a large initiative has directed that 1,500 domestic and international employees attend a quick training session to learn about updated codes that are being implemented. She did not include the training manager in the project meetings and learns that the international teams cannot utilize the corporate Learning Management System (LMS) to track completion. Since delaying the initiative is not an option, she informs the training manager of the issue but lets him know that nothing can be changed. What is the root of the issue in the scenario?**

A. The importance of training and delivery is often overlooked by project teams.

B. The time necessary to develop and deliver training is longer than people think it should be.

C. Project managers are often unwilling to adjust schedules when it is necessary to do so.

D. Training should be represented in all project stages to build agreement on the approach.

**158. A department manager calls because team members are not performing at the desired level. Your needs assessment reveals that the team lacks some required skills. Which would be the best intervention choices?**

A. Mentoring, job shadowing

B. Coaching, job aids

C. Job aids, training

D. Training, mentoring

**159. What is the primary desired outcome of Human Performance Improvement (HPI)?**

A. Attainment of organizational goals

B. Expanded attention on the organization's vision

C. Increased skills and knowledge

D. Continued focus on the organization's mission

**160. "Performance is a function of both behavior and accomplishment of a person or group of people." Based on this definition, which of the following statements demonstrates a sales representative's performance?**

A. Creating marketing materials that are tailored to the client

B. Delivering a presentation to clients that generates discussion

C. Conducting a product demo that increases sales

D. Exceeding sales quotas that result in a bonus

**161. A talent development (TD) professional is contacted by the sales manager of the company. Sales have dropped 20% below target in the last month and the manager has requested training. What should the TD professional do first?**

A. Design an enhanced incentive program.

B. Suggest changes to the current sales target.

C. Observe the sales agents' current performance.

D. Ask the manager what the desired level of performance is.

**162. A company hires a performance consultant to address some poorly defined performance issues within the organization. The performance consultant's first step would be to do which of the following?**

A. Identify the specific cause of the performance issue.

B. Conduct a performance assessment.

C. Analyze the gap between the desired and actual performance.

D. Develop a performance reward program.

**163. A manufacturing organization known for efficiency and high performance has begun experiencing turf battles between senior department managers involved in different stages of the manufacturing process. What should you recommend to improve the organization?**

A. Alter the manufacturing process to limit the managers' involvement.

B. Debrief involved managers to clearly outline the organization's performance expectations.

C. Implement a conflict management intervention program for involved managers.

D. Design a training program to help involved managers better understand their role in the manufacturing process.

**164. Which of the following statements best describes a self-organizing meeting?**

A. Participants are placed in cross-functional teams to work on problems with communication.

B. The facilitator assigns participants to problem-solving groups.

C. The facilitator provides a lot of hands-on facilitation.

D. Participants are expected to discuss topics and issues of mutual concern.

**165. What best represents a guiding principle for the way human performance is developed and changed?**

A. Learning can be fun; it does not need to be boring.

B. People are motivated to learn when they see how it will help them perform on the job.

C. Content presented must be job relevant and close in time to when people need it.

D. Expected performance must be defined and reinforced by managers.

**166. Collective rationalization, self-censorship, and illusion of invulnerability are all symptoms of:**

A. group think.

B. a destructive conflict.

C. a dysfunctional group.

D. defective decision making.

**167. A talent development manager has been asked by a supervisor to conduct a time management training session to address missed deadlines. Rather than create a time management training course, the training manager decides to investigate the problem by collecting data from key staff members who can provide information about this perceived need. Which method of data collection should the training manager use to collect information in a short time to allow for sharing of ideas?**

A. Observation

B. Focus group

C. Individual informal discussion

D. Interview

**168. Business analysis tasks include doing which of the following?**

A. Designing a company-wide training plan

B. Creating a predetermined number of goals

C. Conducting a benchmark study of competitors

D. Assessing for apparent knowledge or skill gaps

**169. During an initial meeting, a client comments to the performance consultant, "Pollution levels at our utility company need to decrease over the next two years." What level of need has been described?**

A. Performance need

B. Business need

C. Work environment need

D. Capability need

**170. A team has been working on a project for a period of time. At this point, the team is beginning to exhibit more cooperation and understanding of each other. Overall, they are becoming a more cohesive group. In which stage of group development is the team operating?**

A. Adjourning

B. Performing

C. Norming

D. Forming

**171. A performance improvement consultant is asked to find out why counselors in a mental health clinic are not keeping good case records. The consultant follows a structured flowchart to determine the importance of the problem and the results of either solving the problem or ignoring it. Having determined that keeping better case records is crucial to the success of the clinic, the consultant then tries to determine whether a skill deficiency is the cause. What model of performance improvement is the consultant using in this scenario?**

A. Harless' Front-End Analysis Model

B. International Society for Performance Improvement's HPT Model

C. Mager and Pipe's Model for Analyzing Performance Problems

D. Holloway-Mankin's Performance DNA Model

**172. May 1 is the planned launch date for Concordia's latest luxury SUV. To prepare for the launch, Concordia's international sales force will participate in a series of high-profile training events. Which of the following is NOT a cultural or global factor that should be considered in staging these events around the world?**

A. Revenue targets for the new model

B. Cultural traditions such as local holidays

C. Local norms for social interactions at the events

D. Economic factors such as payment methods and local currencies

**173. During a training session, a participant talks for great lengths of time. The talent development professional should use which of the following phrases?**

A. "What does anyone else think about this point?"

B. "I'm not clear on how that fits the issue we're talking about."

C. "We are really short on time so we need to speed this along."

D. "Could you summarize your idea in a few words so that I can write it down?"

**174. During training, a talent development professional was asked several questions and they did not know the answer. The talent development professional became frustrated and did not recover well. What should have been done to prevent this from occurring?**

A. Anticipated questions that might be asked and planned answers

B. Practiced not showing emotions during training

C. Invited a Subject Matter Expert to sit in on her classes

D. Asked for all questions to be written and replied after class

**175. You are leading a training session. Which facilitation technique should you use in order to meet the classroom needs of participants who prefer the Sensing-Thinking (ST) learning style?**

A. Use personal stories from the facilitator's experience to illustrate points.

B. Provide concrete evidence to gain participant's trust.

C. Establish a flexible learning atmosphere to engage participants in big-picture thinking.

D. Give immediate feedback to participants in clear and concise terms.

**176. You created a new job aid as a part of your employment with the training division of X Corporation and published it on your firm's "training tips" website, which is accessible by the general public. What is the copyright status of the job aid?**

A. It is copyright protected, and the copyright is owned by the X Corporation, your employer.

B. It has no copyright protection since it was posted on a website accessible by the general public.

C. It is copyright protected, and the copyright is owned by you, the author.

D. It has no copyright protection since it was not registered with the U.S. Copyright Office.

**177. Which listening technique is demonstrated when listeners effectively use eye contact, gestures, and movement in order to increase understanding while responding to questions?**

A. Empathetic listening

B. Reflective listening

C. Active listening

D. Assertive listening

**178. An organization has requested you provide training for a new initiative. After discussion, it becomes clear that there has been a breakdown of communication among stakeholders. You decide to divide learners into two groups. Group 1 consists of safety officers and their work locations are scattered throughout the country. Most of the time they are in the field and away from their offices. Group 2 consists of a large number of external customers. For security reasons, customers cannot access the company learning management system and they must be authorized to enter company locations. Why might classroom training be a difficult option for Group 1?**

A. It is a large group

B. They are geographically dispersed

C. The group prefers hands on training

D. The group prefers to read the user manual

**179. Which of the company's proposed self-paced training initiatives demonstrates utilizing an active training approach?**

A. Self-paced software course that employs simulation training for the workflow process steps, and interactive role play scenarios for the customer service processes.

B. Self-paced pre-recorded instruction webinar with an accompanying step-by-step workflow process guide for the workflow process steps, and a separate off-the-shelf audio course on customer service for service/sales processes.

C. Self-paced software course that employs simulation training for the workflow process steps, and a separate off-the-shelf audio course on customer service for the service/sales processes.

D. Self-paced software training that employs interactive role play scenarios for the customer service processes and a pre-recorded instruction webinar with an accompanying step-by-step workflow process guide for the workflow process steps.

**180. What is the term "wait time" commonly used to define?**

A. the period between the issuance of a survey and the collection of responses.

B. the time estimated for individual responses to questions.

C. the time required to analyze the responses to a series of interviews.

D. the silence after a question has been answered.

**181. When dealing with a participant who talks too much, a trainer should use which response to redirect the conversation?**

A. "I'm not sure that's what we were discussing."

B. "Let's be sure that everyone has had a chance to speak."

C. Could you summarize your ideas?"

D. "You're talkative today, aren't you?"

**182. Which is the most effective way to open a learning session?**

A. Ask questions to check for understanding.

B. Record attendance.

C. Conduct an ice-breaker.

D. Hand out materials.

**183. Which of the following is a good flipchart technique?**

A. Using a single color to make it easy to read

B. Using 8 to 10 lines per page

C. Using lettering that is about 1-inch high

D. Using a bullet for each point

**184. Which is the most important factor a training manager should consider when seeking trainers?**

A. Expertise in the subject matter

B. Focus on the learners

C. Knowledge of the audio visual equipment

D. A previous working relationship with the learners

**185. What technique creates an active learning environment?**

A. Delivering a colorful presentation

B. Having a corporate executive provide input

C. Telling relevant stories about the topic

D. Performing a brainstorming session

**186. A trainer, who is most comfortable teaching in a lecture format, presents complex instructions to a medium-sized group. Afterwards, participants begin an animated discussion restating the information just presented. Which action should the trainer take to best facilitate learning transfer?**

A. Lead the discussion through thought-provoking questions

B. Summarize the discussion and continue with the course lecture

C. Participate in the discussions through active listening

D. Transition to the next section of the course

**187. A talent development professional conducted a day-long training seminar in Japan for the first time, and the participants asked no questions. What cultural differences could explain this situation?**

A. Japan is a high power distance culture characterized by conformity.

B. Japan is a low power distance culture characterized by impersonal interactions.

C. Japan is a high power distance culture characterized by an emphasis on equality.

D. Japan is a low power distance culture characterized by low dependence.

**188. Which of the following delivery methodologies is best for large, dispersed groups of learners when the subject matter is highly cognitive in nature, and just-in-time training is required?**

A. Classroom training

B. Self-directed learning

C. Job aids

D. Blended learning

**189. A talent development professional is preparing to deliver a highly interactive program to an audience of 16 participants. The program involves some lecture and individual work, as well as frequent, sometimes lengthy, small group exercises. Which room set up is best for this type of program?**

A. Conference style

B. Theater

C. Rounds

D. U-Shaped

**190. You need to select a training delivery method. Your goals include (a) cost effectiveness, (b) low amount of trainer travel, and (c) low amount of trainee time away from work. Immediate trainee feedback in real time is not required. Which delivery method would best address this situation?**

A. Facilitator-led classroom event

B. Blended e-learning event

C. Synchronous e-learning event

D. Asynchronous e-learning event

**191. Which delivery method is best for developing higher-order thinking skills and stimulating interpersonal exchanges?**

A. Classroom training

B. Job aids

C. Blogs

D. Self-directed learning

**192. Which activity will achieve the greatest transfer of learning?**

A. Partner with managers to review the expected training outcomes and how to support the change in performance.

B. Have participants list what they are going to do on the job as a result of training.

C. Build in plenty of practice opportunities during the training session.

D. Send a follow up e-mail to participants after the session to remind them of concepts learned.


**193. A talent development professional is most likely to succeed in drawing out quiet or non-participative group members by doing which of the following?**

A. Restating in the facilitator's own words what a group member has said

B. Redirecting questions and comments back to the group when opinions are sought

C. Calling on the group members by name and asking directly for their input

D. Asking group members to look at the big picture when caught up in detail


**194. A TD professional has decided to design a class that improves the kinds of judgments made by HR professionals who make decisions regarding job accommodations for employees with disabilities.  The goal of the training is to improve the decisions made regarding whether or not an accommodation needs to be made from a legal perspective, and if so, what kind of accommodation should be made.  What level of learning is most likely the target of this training program?**

A. Application

B. Analysis

C. Synthesis

D. Evaluation


**195. The Environmental Services department in a hospital makes sure that the entire facility, such as patient rooms, common areas, and surgical areas are clean in order to prevent harm to the patient from the environment.  A TD professional has been asked to design a training class that helps the department's new employees learn and perform the hospital's prescribed sequence of steps and methods that ensure cleaning standards are properly maintained. What level of learning is most likely the target of this training program?**

A. Knowledge

B. Comprehension

C. Application

D. Analysis

**196. A moving rental company has experienced a number of complaints from renters who have had difficulty dropping off equipment during business hours.  The TD professional needs to design learning objectives for a course to address this issue.  Which of the following should occur first by the TD professional?**

A. Determine what performance issue(s) need to be addressed.

B. Develop and write the learning objectives.

C. Decide if the training needs to build skills or change attitudes.

D. Determine the desired level of learning.

**197. A TD professional works for a cheesecake manufacturing company.  Most of the employees who produce the cheesecakes have a different primary language than English, and some of them don't speak English at all.  A new line of bite-sized, mini-cheesecakes will start production soon, and a group of employees has been selected for training on the new production line.  Based on this information, which of the following learning methods would be best to choose for this training course.**

A. Video-based

B. Lecture

C. Gaming

D. Open-ended questions

**198. A TD professional at a broadcast company trains news reporters who are new to the job on the procedures for submitting a story to the news editor.  The procedural steps are presented in an acronym, such that when the first letters of each step of the procedure are in the proper order, they spell a word.  What is the goal for using an acronym in the training program?**

A. To make it easier to learn the steps

B. To use memory techniques

C. To make the training content more dynamic

D. To help learners use it once on the job

**199. A TD professional in a city's Community Safety and Outreach program has prepared an informational training program for the public to learn pool safety. The program uses a jingle, which is a short song, with the ABCs of pool safety to teach tips on how to prevent children from drowning. A jingle used in a training program is a type of _____.**

A. learning application

B. memory technique

C. blended learning

D. support technique

**200. A TD professional was preparing some new instructional materials on improving customer service. While preparing one of the units, the TD professional found a table that categorized appropriate verbal responses to customers. The table was found in some other copyrighted training materials that the TD professional's company had purchased for use two years ago. Because the company had physical ownership of copyrighted materials that they purchased, the TD professional inserted the table into the new materials and attributed credit to the publisher. Which of the following statements best describes compliance with copyright law in the above scenario.**

A. The TD professional's company had rights of physical ownership, which does not require requesting permission for use from the publisher.

B. The TD professional provided attribution by citing the source, which does not require requesting permission for use from the publisher.

C. The TD professional's company had first sale rights, yet needs to request permission from the publisher to reproduce the table in the new material.

D. The TD professional had inserted the table in new material, which is a new fixed written format that transfers the copyright protections for the table to the new material.

# Legacy CPTD Exam Answer Key

| Question Number | Correct Answer | Question Number | Correct Answer | Question Number | Correct Answer |
|---|---|---|---|---|---|
| 1 | D | 45 | D | 89 | A |
| 2 | B | 46 | C | 90 | A |
| 3 | A | 47 | A | 91 | B |
| 4 | C | 48 | B | 92 | B |
| 5 | A | 49 | A | 93 | C |
| 6 | A | 50 | A | 94 | A |
| 7 | D | 51 | B | 95 | C |
| 8 | C | 52 | C | 96 | C |
| 9 | A | 53 | B | 97 | C |
| 10 | B | 54 | A | 98 | C |
| 11 | C | 55 | D | 99 | A |
| 12 | B | 56 | B | 100 | D |
| 13 | C | 57 | D | 101 | D |
| 14 | A | 58 | B | 102 | B |
| 15 | B | 59 | A | 103 | A |
| 16 | D | 60 | B | 104 | C |
| 17 | A | 61 | D | 105 | D |
| 18 | A | 62 | A | 106 | D |
| 19 | A | 63 | B | 107 | B |
| 20 | B | 64 | D | 108 | A |
| 21 | D | 65 | D | 109 | D |
| 22 | B | 66 | A | 110 | B |
| 23 | B | 67 | D | 111 | D |
| 24 | C | 68 | B | 112 | D |
| 25 | D | 69 | D | 113 | B |
| 26 | B | 70 | B | 114 | A |
| 27 | A | 71 | B | 115 | A |
| 28 | D | 72 | D | 116 | A |
| 29 | A | 73 | C | 117 | C |
| 30 | D | 74 | A | 118 | A |
| 31 | B | 75 | C | 119 | C |
| 32 | C | 76 | D | 120 | B |
| 33 | A | 77 | A | 121 | C |
| 34 | C | 78 | A | 122 | D |
| 35 | D | 79 | A | 123 | D |
| 36 | A | 80 | D | 124 | B |
| 37 | B | 81 | C | 125 | B |
| 38 | A | 82 | B | 126 | D |
| 39 | A | 83 | D | 127 | A |
| 40 | A | 84 | D | 128 | A |
| 41 | A | 85 | A | 129 | A |
| 42 | D | 86 | B | 130 | C |
| 43 | D | 87 | C | 131 | D |
| 44 | C | 88 | A | 132 | A |

# Legacy CPTD Exam Answer Key

| Question Number | Correct Answer |
|---|---|
| 133 | B |
| 134 | C |
| 135 | D |
| 136 | D |
| 137 | D |
| 138 | B |
| 139 | B |
| 140 | A |
| 141 | B |
| 142 | C |
| 143 | A |
| 144 | B |
| 145 | D |
| 146 | D |
| 147 | D |
| 148 | C |
| 149 | D |
| 150 | D |
| 151 | B |
| 152 | D |
| 153 | A |
| 154 | C |
| 155 | B |
| 156 | D |
| 157 | D |
| 158 | C |
| 159 | A |
| 160 | C |
| 161 | D |
| 162 | B |
| 163 | C |
| 164 | D |
| 165 | D |
| 166 | A |
| 167 | B |
| 168 | C |
| 169 | B |
| 170 | C |
| 171 | C |
| 172 | A |
| 173 | D |
| 174 | A |
| 175 | D |

| Question Number | Correct Answer |
|---|---|
| 176 | A |
| 177 | C |
| 178 | B |
| 179 | A |
| 180 | D |
| 181 | B |
| 182 | C |
| 183 | D |
| 184 | B |
| 185 | D |
| 186 | C |
| 187 | A |
| 188 | B |
| 189 | C |
| 190 | D |
| 191 | A |
| 192 | A |
| 193 | C |
| 194 | D |
| 195 | B |
| 196 | A |
| 197 | A |
| 198 | D |
| 199 | B |
| 200 | C |