

CSHM

PREPARATION GUIDE

VOLUME 1

2000 Sample Multiple-Choice Questions



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The information in this preparation guide have been compiled from texts recommended by ISHM for study, and represents the best current information on the various subjects. No guarantee, warranty of other representation is made as to the absolute correctness or sufficiency of any information contained in this preparation guide. OSHA Training Network assumes no responsibility in connection therewith; nor can it be assumed that all acceptable safety measures are contained in the preparation guide or that other or additional measures may not be required under particular or exceptional circumstances.

As this preparation guide will continue to be updated and revised on a periodic basis, contributions and comments from readers are invited. Additional volumes to this preparation guide will be produced and made available in the future.

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Introduction

This first volume of the CSHM Preparation Guide focuses on presenting approximately 2000 questions representative of those that can be expected on the CSHM exam. Do not attempt to memorize these questions as a strategy for study as none of the questions are derived from the exam.. Rather, focus on being familiar with the various subject areas.

An enormous amount of information is presented that closely mirrors the subject matter within the exam. Answering these questions, as one form of study, may be quite helpful in determining your academic strengths and weaknesses.

Certification Examinations

The Institute's CSHM certification examination is administered nation-wide a minimum of three times a year. Examination application deadlines and dates are posted at the Institutes website (www.ishm.org). The examination consists of 120 multiple-choice questions, each with four possible answers, and 20 extended answer questions. Five hours are allotted to complete the examination. Three hours are designated to respond to the multiple-choice questions, followed by a break, and ending with two hours to respond to the extended answer questions portion of the exam. A passing or cut score is determined using the expert judgments of a standards setting panel. This score will vary depending on the actual examination form utilized.

The certification examination measures an individual's mastery of the body of knowledge deemed appropriate as a result of a Job Practice Analysis conducted by the Institute. Preparation for the examination is best accomplished by mastering the body of knowledge recognized as appropriate for safety managers. The Institute uses exclusively four option multiple-choice items in its certification examinations for a number of reasons:

- 1. They are flexible and adaptable.
- 2. They tend to be more reliable than other formats.
- 3. They can accommodate a wide range of skills, knowledge and abilities to be measured.
- 4. They provide good sampling.
- 5. They have low chance scores.
- 6. They can be machine scored.

Multiple-choice items consist of three parts:

1. **Stem** - The stem states the problem or question to be answered.
2. **Correct Answer** - The correct answer is one of four potential options which represents the only correct response or the best correct response. ("Best" means a panel of experts would agree to this judgment.)
3. **Distractors** - Three distractors serve as incorrect responses. They are plausible, yet wrong, or not the best possible option.

The following is an example of the parts of a multiple-choice item:

Stem: Typically, the most unreliable tool utilized in the selection process is a(n):

- | | |
|-----------------|-------------------------|
| Correct Answer: | A. employment interview |
| Distractor: | B. selection test |
| Distractor: | C. physical examination |
| Distractor: | D. background check |

Items used on the Institute’s certification examinations were developed by certified safety and health managers who volunteer their services. A final review of each examination form was conducted by the Institute’s Board of Directors. Each examination form is carefully evaluated by the Board before being certified for use.

The three-step process of item development, item review and validation and examination review ensures that items are:

- clear, unambiguous and grammatically proper
- technically correct
- appropriate in terms of fairness--geographically, ethnically or culturally
- important for human resource professionals to know, and
- correctly coded to the ISHM Content Outline

Examination Preparation Methods, Strategies, and Resources

An important issue for examinees is preparation. There are a number of methods available in preparing for the ISHM examination. The selection of a method is a matter of individual preference based upon what best fits into one’s lifestyle. In the future, methods will range from the highly informal individual self-study to highly structured courses and workshops offered by professional organizations such as the National Safety Council, American Society of Safety Engineers, OSHA Training Network, and the National Safety Management Society.

Likewise, the strategy used to prepare for the certification examinations is equally important. Just like a world class athlete must “peak” at the precise moment of competition, so must an examinee on examination day. In addition to being able to master the safety management body of knowledge, the examinee should be both mentally and physically prepared to sit for the examination. Strategy is a critical element of preparation. The resources used to prepare are also critical elements of preparation. Sometimes the resources utilized will be a function of the preparation method selected. Other times, the potential examinee will have to select an appropriate resource from a wide range of possibilities. A mistake in selecting resources can significantly impact an examinee’s score.

Source: ISHM Electronic Certification Guide

AREA I; GENERAL AND BUSINESS MANAGEMENT

Area I. Topic A. Finance

1. A \$10,000 investment is worth \$18,000 after three years. What is the average annual percent interest rate earned on this investment? (Hint: $I=PxRxT$)
 - a. 18.3%
 - b. 21.5%
 - c. 26.6%
 - d. 32.2%
2. These insurance companies are owned by the life insurance policyholders:
 - a. captive
 - b. stock
 - c. mutual
 - d. paternal
3. Throughout history, the guiding principle of business economics in western countries has been:
 - a. maximizing profits
 - b. avoiding losses
 - c. maintaining a safe workplace
 - d. minimizing costs
4. A company may use this method to estimate future costs per unit of time:
 - a. predictive analysis
 - b. pareto diagrams or charts
 - c. history of losses or safety costs
 - d. cost-benefit analysis
5. These costs change with the volume of products sold or manufactured:
 - a. fixed costs
 - b. variable costs
 - c. sunk costs
 - d. total costs
6. These costs do not vary with volume even if no sales are made:
 - a. fixed costs
 - b. variable costs
 - c. sunk costs
 - d. total costs
7. Variable costs, when added to fixed costs, result in:
 - a. fixed costs
 - b. variable costs
 - c. sunk costs
 - d. total costs
8. This occurs when fixed costs are recovered from the sale of goods, but no profit is made:
 - a. upper control limit
 - b. money value point
 - c. break even point
 - d. drop dead point
9. Increases in the cost of doing business (CODB) due to a higher number of injuries, lower morale and productivity are examples of:
 - a. system consequences
 - b. natural consequences
 - c. expected consequences
 - d. unexpected consequences
10. Options give the decision-maker greater _____ by allowing him or her to choose from a number of solutions rather than being stuck with a go/no-go decision.
 - a. leadership
 - b. ability
 - c. authority
 - d. control

11. The area of financial management that supervises the acquisition and disposition of a firm's resources is called: (Finkler, 3)

- a. cost accounting
- b. accounting
- c. finance
- d. acquisitions

12. The formalized system designed to record the financial history of a firm is called: (Finkler, 3)

- a. financial accounting
- b. financial management
- c. historical finance
- d. historical accounting

13. This person provides financial information that might be used for making improved decisions regarding the future: (Finkler, 3)

- a. accounting manager
- b. financial manager
- c. financial accountant
- d. managerial accountant

14. This person performs the financial analysis using information provided by the managerial accountant: (Finkler, 4)

- a. accountant
- b. financial manager
- c. finance officer
- d. safety manager

15. Financial management is concerned with maximizing a firm's profits, or the bottom line. All of the following are measures of the bottom line, except: (Finkler, 4)

- a. return on investment (ROI)
- b. return on equity (ROE)
- c. return on assets (ROA)
- d. return on costs (ROC)

16. Which of the following refer to the two overriding goals of financial management? (Finkler, 4)

- a. profitability and viability
- b. profitability and market share
- c. market share and viability
- d. market share and assets

17. In reference to profitability, the greater the _____ we incur, the greater the _____ we demand: (Finkler, 4)

- a. profit, risk
- b. risk, profit
- c. viability, market share
- d. cost, profit

18. The measure of the amount of resources a firm has that are cash or are convertible to cash in the near-term, is called: (Finkler, 5)

- a. viability
- b. profit
- c. liquidity
- d. solvency

19. The measure of the amount of resources a firm has that are cash or are convertible to cash in the long-term, is called: (Finkler, 5)

- a. viability
- b. profit
- c. liquidity
- d. solvency

20. A firm's assets may be: (Finkler, 13)

- a. profitable or viable
- b. tangible or intangible
- c. long-term or short-term
- d. liquid or solvent

21. These assets have physical form and substance and are generally valued and shown on financial statements: (Finkler, 13)

- a. profit
- b. intangible
- c. long-term
- d. tangible

22. These assets consist of such items as good credit standing, skilled employees, and patents: (Finkler, 13)

- a. profit
- b. intangible
- c. long-term
- d. tangible

23. Which term below describes the obligations a firm has to outside creditors? (Finkler, 13)

- a. profits
- b. equity
- c. liabilities
- d. tangibles

24. All of the following are common liabilities, except: (Finkler, 13)

- a. money owed to equity
- b. money owed to suppliers
- c. money owed to employees
- d. money owed to the government

25. The value of the firm to its owners is called: (Finkler, 13)

- a. asset
- b. liability
- c. equity
- d. profit

26. A firm's assets equal: (Finkler, 14)

- a. equity plus stockholders' liabilities
- b. liabilities plus stockholders' equity
- c. profit minus liabilities plus equity
- d. profit plus stockholders' liabilities

27. This is called the fundamental equation of accounting: (Finkler, 14)

- a. assets = equity plus stockholders' liabilities
- b. assets = liabilities plus stockholders' equity
- c. assets = profit minus liabilities plus equity
- d. assets = profit plus stockholders' liabilities

28. This can be a person, department, project, division, or firm: (Finkler, 11)

- a. entity
- b. liability
- c. organization
- d. profit-center

29. The statement of a firm's financial position is commonly referred to as the: (Finkler, 16)

- a. entity equity statement
- b. break-even point
- c. balance sheet
- d. income statement

30. These two reports are the traditional financial statements that have been required in annual reports for many years: (Finkler, 19)

- a. income statement
- b. profit-loss statement
- c. balance sheet
- d. a and c above

31. A set of rules used as a basis for financial reporting is called: (Finkler, 31)

- a. Accepted Rules for Accountancy (ARA)
- b. Generally Accepted Accounting Principles (GAAP)
- c. Rules for Financial Accounting (RFA)
- d. Accepted Principles of Financial Accounting (APFA)

32. All of the following are key components of Generally Accepted Accounting Principles, EXCEPT: (Finkler, 31)

- a. conservation
- b. matching
- c. eliminating
- d. going concern

33. All of the following are key components of Generally Accepted Accounting Principles, EXCEPT: (Finkler, 31)

- a. liberalism
- b. matching
- c. materiality
- d. going concern

34. All of the following are key components of Generally Accepted Accounting Principles, EXCEPT: (Finkler, 31)

- a. consistency
- b. separating
- c. materiality
- d. objective evidence

35. All of the following are key components of Generally Accepted Accounting Principles, EXCEPT: (Finkler, 31)

- a. consistency
- b. full disclosure
- c. cost
- d. subjectiveness

36. This GAAP principle states that financial statements are prepared based upon the assumption that a firm will remain in business for the foreseeable future: (Finkler, 25-26)

- a. consistency
- b. full disclosure
- c. going concern
- d. objective evidence

37. This GAAP principle states that when reporting the financial position of the firm, sufficient consideration should be given to the various risks the firm faces: (Finkler, 25-26)

- a. conservatism
- b. full disclosure
- c. going concern
- d. objective evidence

38. This GAAP principle states that expenses should be recorded in the same accounting period as the revenues that they were responsible for generating: (Finkler, 25-26)

- a. conservatism
- b. full disclosure
- c. going concern
- d. matching

39. This GAAP term is used to describe the value of what was given up to acquire an item: (Finkler, 25-26)

- a. conservatism
- b. cost
- c. going concern
- d. matching

40. This GAAP principle states that financial reports should be based on such evidence as reasonable individuals could all agree upon within relatively narrow bounds: (Finkler, 25-26)

- a. conservatism
- b. objectivity
- c. going concern
- d. objective evidence

41. This GAAP principle states that errors in financial reports only require correction if they are material in amount. An error is material if any individual makes a different decision based upon the incorrect information resulting from the error than if he or she possessed the correct information: (Finkler, 25-26)

- a. objectivity
- b. material evidence
- c. materiality
- d. objective evidence

42. This GAAP principle says that to avoid misleading users of financial reports, firms should generally use the same accounting methods from period to period: (Finkler, 25-26)

- a. repeated objectivity
- b. integrity
- c. materiality
- d. consistency

43. This GAAP principle says that financial reports should disclose any information needed to assure that the reports are a fair presentation: (Finkler, 25-26)

- a. full discloser
- b. fairness
- c. integrity of reports
- d. consistency

44. A value of an asset based on what is paid for the asset at the time it was acquired is called the: (Finkler, 34)

- a. net realizable value
- b. historical or acquisition cost
- c. price-level adjusted cost
- d. replacement cost

45. This method of valuing an asset measures what you could get for the asset if it were sold: (Finkler, 36)

- a. net realizable value
- b. historical or acquisition cost
- c. price-level adjusted historical cost (PLAHC)
- d. replacement cost

46. This method of valuing an asset measures its worth by determining how much profit the asset will contribute to the firm in the future: (Finkler, 36)

- a. net future value
- b. profit futures
- c. future profits
- d. replacement cost

47. This method of valuing an asset measures its value based on how much it would cost to replace the asset: (Finkler, 37)

- a. net future value
- b. profit futures
- c. future profits
- d. replacement cost

48. Obligations that are to be paid in cash within a year are called: (Finkler, 42)

- a. non-monetary obligations
- b. monetary obligations
- c. short-term obligations
- d. long-term obligations

49. Obligations that are to be paid in cash more than a year in the future are called: (Finkler, 42)

- a. non-monetary obligations
- b. monetary obligations
- c. short-term obligations
- d. long-term obligations

50. Obligations that are paid as goods or services are called: (Finkler, 42)

- a. non-monetary obligations
- b. monetary obligations
- c. short-term obligations
- d. long-term obligations

Area I. Topic B Cost Accounting

1. To identify potential hazards, what process is conducted in addition to hazard analysis?
 - a. injury reports
 - b. statistical data
 - c. risk assessment
 - d. fatalities
2. Which of the following is not one of the methods discussed by Brauer to express the cost of safety?
 - a. cost in dollars per \$100 of payroll
 - b. cost in terms of the number of items produced
 - c. cost in the number of hours a worker must work to cover a cost of loss
 - d. cost in terms of injury-free days
3. Which of the following is considered a direct accident cost?
 - a. cost to repair equipment damage
 - b. overtime pay
 - c. workers' compensation insurance
 - d. litigation expenses
4. All of the following are considered responsibilities of a labor/management safety and health teams, except:
 - a. make recommendations
 - b. enforce safety rules
 - c. estimate financial benefits of safety
 - d. design cost-effective safety programs
5. Which of the following is considered a direct cost when an accident occurs?
 - a. lost sales and canceled orders
 - b. hiring and training new workers
 - c. lowered morale and higher turnover
 - d. increased workers' compensation premiums
6. Which of the following is one common way to express safety costs?
 - a. lost-work-day incident rate
 - b. value-added percentage
 - c. dollars per \$100 of pay
 - d. annual incentive costs
7. According to Grimaldi and Simons, surveys indicate that the majority of people responsible for safety programs believe it is desirable to stress the:
 - a. cost of accidents
 - b. humanitarian imperative
 - c. legal requirements
 - d. social responsibility
8. According to Grimaldi and Simons, these costs are not readily available and require more thorough analysis:
 - a. uninsured costs
 - b. insured costs
 - c. legal costs
 - d. future costs
9. According to Grimaldi and Simons, all of the following are categories of uninsured costs, except:
 - a. lost-day injuries
 - b. doctor's cases
 - c. restricted duty cases
 - d. first-aid injuries
10. Which of the following is not considered a valid uninsured cost?
 - a. wages paid for work time lost
 - b. workers compensation pay for lost work time
 - c. extra cost due to overtime
 - d. cost-of-learning period of new worker
11. According to Grimaldi and Simons, this is the only basis for assessing an overhead cost for equipment made idle by an injury:
 - a. wages paid for work time lost
 - b. workers compensation pay for lost work time
 - c. if extra equipment and work space is required
 - d. cost for depreciation

12. According to Brauer, which of the following is the 'common denominator' to most effectively ensure safety goals are achieved?

- a. cost
- b. leadership
- c. accountability
- d. resources

13. According to Brauer, which of the following is not criteria for evaluating costs and benefits?

- a. cost-benefit ratio
- b. gross benefits
- c. rate of return
- d. payback period

14. In this type of analysis, the dollar values of all benefits and costs connected with program alternatives are estimated and then compared:

- a. cost-benefit analysis
- b. cost-per-hour analysis
- c. rate-of-return analysis
- d. unit production analysis

15. If a company's profit margin is 5% and the unit selling price of their product is \$25. How many units must be sold to cover a \$25,000 accident cost?

- a. 50,000 units
- b. 25,000 units
- c. 20,000 units
- d. 10,000 units

16. XYZ has averaged one carpal tunnel injury a year for the past three years. They decide to invest \$12,000 to improve the design of four workstations to prevent the recurring carpal tunnel injuries. Each injury averages \$35,000 in total accident costs. What will be the estimated return on the investment (ROI) over the next five years?

- a. 292%
- b. 1458%
- c. 3568%
- d. 8405%

17. ABC Environmental decides to invest \$20,000 to eliminate fall hazards that have averaged \$50,000 per accident. What is the estimated payback period in years for this investment? (TDMBA65)

- a. .4
- b. 1.2
- c. 3
- d. 5%

18. Expressing the cost to take corrective action and make improvements is better expressed as a/an _____ to communicate the notion that the employer will realize a financial return.

- a. expense
- b. investment
- c. expenditure
- d. price

19. How much business volume is required if a company's profit margin is 5%, 300 units are required to cover the loss, and the unit selling price is \$32.00? (Brauer 522)

- a. \$9,600
- b. \$96,000
- c. \$192,000
- d. \$1,920,000

20. Which of the following is not one of the ways to express the cost of safety? (Brauer 522)

- a. cost of accidents/illnesses per share
- b. volume of business necessary to cover loss
- c. dollars per \$100 of pay
- d. number of days to cover loss

Area I. Topic C. Employee Relations

1. Which of the following describe inconsistencies among attitudes or between attitudes and behavior? (Robbins, Management p. 314)

- a. dissonance
- b. incongruence
- c. psycho-behavioral
- d. congruence

2. Attitudes are _____ statements about objects, people, or events: (Robbins, Management p. 312)

- a. objective
- b. analytical
- c. evaluative
- d. subjective

3. Employees who work on stressful, dissatisfying tasks will experience a more positive outcome when this type of leadership is displayed:

- a. supportive
- b. contingency
- c. laissez faire
- d. participative

4. The observable actions of people is called: (Robbins, Management p. 312)

- a. performance
- b. intuition
- c. attitude
- d. behavior

5. The degree to which an employee identifies with his or her job, actively participates in it, and considers performance important to self-worth is called: (Robbins, Management p. 314)

- a. job satisfaction
- b. job involvement
- c. job commitment
- d. job support

6. This term describes a combination of traits that classifies a person: (Robbins, Management p. 316)

- a. position
- b. performance
- c. personality
- d. profession

7. This belief states there should be status and power differences among people in organizations: (Robbins, Management p. 316)

- a. authoritarianism
- b. machiavellianism
- c. structuralism
- d. huerism

8. A person who is willing to take a high risk is said to exhibit: (Robbins, Management p. 316)

- a. normal behavior
- b. poor safety attitude
- c. a lack of common sense
- d. risk propensity

9. The process of organizing and interpreting what we perceive is defined as: (Robbins, Management p. 317)

- a. selection
- b. perception
- c. analysis
- d. intuition

10. Safety _____ management skill is at the center of the safety program: (NSC, APM-AP, Chap15)

- a. behavior
- b. system
- c. program
- d. accident

11. Judging a person on the basis of personal perception of the group to which he or she belongs is called: (Robbins, Management p. 318)

- a. discriminating
- b. diversifying
- c. stereotyping
- d. halo effect

12. This law states that behavior is a function of its consequences: (Robbins, Management p. 319)

- a. law of effect
- b. law of consequences
- c. law of cause
- d. law of behavior

13. A major responsibility of the safety and health professional is to: (NSC, APM-AP, Chap15)

- a. dissect safety behaviors to understand their effects
- b. limit the number of feasible engineering controls
- c. manipulate variables causing inappropriate behavior
- d. reduce inappropriate behaviors primarily through discipline

14. This occurs when an impression of an individual is based on a single characteristic: (Robbins, Management p. 318)

- a. singling
- b. stereotyping
- c. halo effect
- d. unifocus

15. The theory, first proposed by David McClelland, that states achievement, power, and affiliation motivate employees is called the: (Robbins, Management p. 346)

- a. reinforcement theory
- b. goal-setting theory
- c. equity theory
- d. three-needs theory

16. This can be a great resource and tool to improve safety involvement and motivation: (NSC, APM-AP, Chap15)

- a. OSHA inspections
- b. safety and health committee
- c. internal policing
- d. corporate safety mother

17. The willingness to exert high levels of effort describes: (Robbins, Management p. 339)

- a. a need
- b. positive reinforcement
- c. a motivation
- d. accountability

18. An internal state that makes certain outcomes appear attractive describes: (Robbins, Management p. 339)

- a. a need
- b. positive reinforcement
- c. a motivation
- d. an assumption

19. Douglas McGregor believes managers that assume employees can learn to accept, even seek, responsibility are displaying this leadership approach: (Robbins, Management p. 341)

- a. Theory A
- b. Theory B
- c. Theory X
- d. Theory Y

20. Whether an employee works safely depends upon four factors. Which of the following is not one of them? (NSC, APM-AP, Chap15)

- a. initial training
- b. current needs
- c. present situation
- d. past experience

21. According to Douglas McGregor, managers that believe employees dislike work, must be coerced, controlled, or threatened with punishment is displaying this leadership approach: (Robbins, Management p. 341)

- a. Theory A
- b. Theory B
- c. Theory X
- d. Theory Y

22. What is the theory in which Maslow hypothesized that within every human being there exist lower-order and higher-order needs : (Robbins, Management p. 340)

- a. Hierarchy of Needs Theory
- b. Theory X and Y
- c. Motivation-Hygiene Theory
- d. Three-Needs Theory

23. Which type of leadership should you display to best assure your employees will gain confidence in their ability to achieve goals?

- a. supportive
- b. authoritarian
- c. achievement-oriented
- d. laissez faire

24. Whether an employee works safely depends upon four factors. Which of the following is not one of them? (NSC, APM-AP, Chap15)

- a. situational variables
- b. current needs
- c. present situation
- d. anticipated consequences

25. Psychologist Frederick Herzberg defines hygiene factors as: (Robbins, Management p. 342)

- a. factors that improve relationships
- b. factors that increase job satisfaction
- c. factors that eliminate dissatisfaction
- d. factors that reduce task avoidance

26. David McClelland's contemporary Three-Needs Theory proposes each of the following needs, except: (Robbins, Management p. 342)

- a. need for safety (nSaf)
- b. need for achievement (nAch)
- c. need for power (nPow)
- d. need for affiliation (nAff)

27. By understanding worker needs, a safety professional may: (NSC, APM-AP, Chap15)

- a. better identify non-compliance
- b. manipulate feasible engineering controls
- c. link company values to individual goals
- d. manage unique needs

28. Any consequence immediately following a response that increases the probability that the behavior will be repeated is called: (Robbins, Management p. 346)

- a. an outcome
- b. an incentive
- c. a reinforcer
- d. a referent consequence

29. Reinforcers are consequences that _____ the probability desired behaviors will be repeated: (Robbins, Management p. 347)

- a. influence
- b. decrease
- c. increase
- d. determine

30. It may be quite difficult to improve worker safety attitudes due to the influence of: (NSC, APM-AP, Chap15)

- a. past experiences and the emotions they provoke
- b. unreasonable workloads
- c. unpredictable work schedules
- d. disgruntled co-workers and former employees

31. J. Stacy Adams proposed in his Equity Theory, that employees perceive what they get from a job situation in relation to what they _____. (Robbins, Management p. 348)

- a. put into it
- b. consider important
- c. remove from it
- d. see as benefits from it

32. Which of the following is not one of Victor Vroom's expectancy theory variables or relationships that motivate employees? (Robbins, Management p. 351)

- a. attractiveness
- b. probability-value linkage
- c. performance-reward linkage
- d. effort-performance linkage

33. Steps involved in changing safety-related behaviors may include all of the following, except: (NSC, APM-AP, Chap15)

- a. provide training
- b. arrange positive consequences
- c. ignore undesired behaviors
- d. removing obstacles to safe behavior

34. Which of the following is not one of Victor Vroom's expectancy theory variables or relationships that motivate employees? (Robbins, Management p. 351)

- a. attractiveness
- b. probability-value linkage
- c. performance-reward linkage
- d. effort-performance linkage

35. What leadership approach should you, as a safety manager, want to demonstrate to best maintain a positive relationship with worker performance?

- a. supportive
- b. authoritarian
- c. controlling
- d. laissez faire

36. Steps involved in changing safety-related behaviors may include all of the following, except: (NSC, APM-AP, Chap15)

- a. provide practice
- b. retraining when rules are violated
- c. finding a simpler way to do a job
- d. removing obstacles to safe behavior

37. Employees are most likely to strive for higher standards of performance when supervisors display what kind of leadership?

- a. supportive
- b. authoritarian
- c. achievement-oriented
- d. laissez faire

38. This occurs when someone is asked to pursue two objectives that work against each other: ? (Hodgetts, Human Relations, p.170)

- a. goal conflict
- b. catch 22
- c. goal incongruence
- d. goal mismatch

39. Safety managers must successfully understand and apply all of the following learning principles, except: (NSC, APM-AP, Chap15)

- a. reinforcement
- b. feedback
- c. practice
- d. duration

40. This strategy may work best in response to employees who are not motivated:

- a. reprimand
- b. install a reward system
- c. job transfer
- d. terminate the position

41. To best ensure safe, almost automatic behaviors occur, this learning principle should be applied: (NSC, APM-AP, 361)

- a. reinforcement
- b. feedback
- c. practice
- d. duration

42. Goals tend to be general and vague, but _____ must be observable, measurable and specific:

- a. management outcomes
- b. employee goals
- c. end states
- d. operational objectives

43. Safety managers must successfully understand and apply all of the following learning principles, except: (NSC, APM-AP, Chap15)

- a. transfer of training
- b. loss of learning
- c. customer-supplier relationship
- d. frequency

44. A motivated employee is more likely to think of his or her work as:

- a. important
- b. difficult
- c. worthless
- d. satisfying

45. The application of this important learning principle is important in helping make sure employees make safety a top priority: (NSC, APM-AP, 362)

- a. reinforcement
- b. primacy
- c. practice
- d. duration

46. Understanding the value of safety in the workplace describes this very important learning principle: (NSC, APM-AP, 361)

- a. reinforcement
- b. feedback
- c. practice
- d. meaningfulness

47. What will happen to the frequency of desired behaviors if they are ignored? (Daniels, 29)

- a. they will remain the same
- b. they will increase
- c. they will be extinguished
- d. they will eventually

48. Using eye-catching posters, slogans and other publicity are examples in applying this important learning principle: (NSC, APM-AP, 362)

- a. reinforcement
- b. feedback
- c. intensity
- d. duration

49. Depending on motivation, some thoughts are retained, while others are not. This idea expresses which learning principle below? (NSC, APM-AP, 361)

- a. reinforcement
- b. selective learning
- c. practice
- d. knowledge of results

50. Which of the following is NOT a critical factor in determining a person's motivation and satisfaction on the job?

- a. experienced meaningfulness
- b. knowledge of results
- c. placement of job
- d. experienced responsibility

51. Psychologists have found that this learning principle can often facilitate learning when recognition occurs only for safe work methods(NSC, APM-AP, 360)

- a. reinforcement
- b. feedback
- c. practice
- d. duration

52. When workers hear the same thing many times, the learning tends to be more effective. This idea expresses which principle below? (NSC, APM-AP, 361)

- a. reinforcement
- b. feedback
- c. practice
- d. frequency

53. An employee has achieved this level on Maslow's Hierarchy of Needs when he or she has achieved everything that he/she is capable of becoming: (NSC, APM-AP, 351)

- a. self-esteem
- b. self-actualization
- c. self-fulfillment
- d. self-awareness

54. People like to know how they are doing on the job. Not applying this principle defeats the goal of improved behavior and learning: (NSC, APM-AP, 361)

- a. reinforcement
- b. knowledge of results
- c. practice
- d. duration

55. This learning principle states that current learning can be influenced by past learning: (NSC, APM-AP, 362)

- a. reinforcement
- b. feedback
- c. practice
- d. transfer of learning

56. Whether or not a worker uses safe procedures and practices depends on: (NSC, APM-AP, 341)

- a. present situation
- b. past experiences
- c. workplace methods and design
- d. all of the above

57. What is learned last is usually most easily remembered. This idea expresses which learning principle below? (NSC, APM-AP, 362)

- a. reinforcement
- b. recall
- c. practice
- d. duration

58. According to William Bridges, change is _____ and transition is _____:

- a. physiological, psychological
- b. transient, permanent
- c. external, internal
- d. selective, imposed

59. This error occurs when safety managers assume most people are somewhat alike in their characteristics: (NSC, APM-AP, 341)

- a. common-special paradox
- b. the average worker syndrome
- c. common sense error
- d. average-person fallacy

60. According to William Bridges, change is _____ and transition is _____:

- a. physiological, psychological
- b. transient, permanent
- c. external, internal
- d. selective, imposed

61. Psychologists have found that this learning principle can often facilitate learning when recognition occurs only for safe work methods(NSC, APM-AP, 360)

- a. reinforcement
- b. feedback
- c. practice
- d. duration

Area I. Topic D. Ethics and Law

1. Morality means all of the following, except:

- a. The quality of being in accord with standards of right or good conduct.
- b. The quality of being in accord with a profession's ethics.
- c. A system of ideas of right and wrong conduct.
- d. Standards governing the conduct of members of a profession.

2. Ethics means all of the following, except:

- a. Standards governing the conduct of members of a profession.
- b. A principle of right or good conduct.
- c. Always right or good moral conduct.
- d. A system of moral principles or values.

3. According to Rachels, the conscientious moral agent is someone who _____:

- a. is concerned with those who occupy positions of power
- b. carefully sifts facts and examines their implications
- c. always accepts principles of conduct
- d. hesitates to listen to reason

4. The proponents of relativism argue all of the following, except:

- a. Ethics are relative to the general conditions
- b. It's impossible to decide on matters of right and wrong
- c. Do not search the soul to discover the truth
- d. Everything is gray...rarely black or white

5. Proponents of _____ argue that no one can make a moral judgment about another person's behavior:

- a. cultural relativism
- b. role relativism
- c. naive relativism
- d. social relativism

6. _____ relativism states that the role or position assumed by the individual may require actions that violate personal ethics, but do not violate organizational ethics:

- a. cultural relativism
- b. role relativism
- c. naive relativism
- d. social relativism

7. Which one of the following reflects social relativism?

- a. when in Rome...do as the Romans
- b. position description
- c. individual moral values
- d. industry best practices

8. Cultural relativism argues all of the following, except:

- a. Cultural relativism argues all of the following, except?
- b. There is no universal moral code
- c. Moral values vary around the world
- d. Paying bribes may be acceptable practice

9. This ethical perspective holds that an action is justified if it provides the greatest benefit for the greatest number of people:

- a. natural law
- b. universalism
- c. utilitarianism
- d. absolutism

10. _____ propounds that any action is condonable if the motive behind the action is good, since the results of a person's actions are so often not in his or her control:

- a. natural law
- b. universalism
- c. utilitarianism
- d. absolutism

11. When an injury is caused by two or more persons, each of which failed in a legal duty, they are in: (Hammer, 19)

- a. tort
- b. joint tort
- c. contributory tort
- d. punitive tort

12. Under this principle, any person who conducts work that involves abnormal risk to others is strictly liable for injury or damage that results, even if the work was conducted with care: (Hammer, 19)

- a. hazardous workplace
- b. unsafe instrumentality
- c. dangerous instrumentality
- d. ultrahazardous operations

13. Under this principle, a person who is aware of a danger and its extent, and knowingly exposes himself, assumes all risks and cannot recover damages even though he is injured through no fault of his own: (Hammer, 19)

- a. liability
- b. contributory negligence
- c. master-servant relationship
- d. assumption of risk

14. A wrongful act or failure to exercise due care for which civil legal action may result is called a: (Hammer, 19)

- a. tort
- b. joint tort
- c. contributory tort
- d. punitive tort

15. Ethics may be thought of as a set of two basic relationships. The first relationship is between _____ and _____. The second relationship exists between _____ and _____:

- a. action, belief, antecedents, behavior
- b. behavior, belief, antecedents, action
- c. belief, antecedents, behavior, belief
- d. antecedents, belief, belief, behavior

16. Organizational ethics is the application of ethics to organizational _____ and _____:

- a. policies, structure
- b. relationship, activities
- c. policies, relationships
- d. structure, activities

17. The implied, enforced, or felt obligation of the employer to serve or protect the interests of all internal and external stakeholders describes the _____ school of ethics:

- a. social relativism
- b. cultural relativism
- c. organizational responsibility
- d. social responsibility

18. The _____ is a set of written and unwritten rules and assumptions about acceptable or expected interrelationships among various segments of society:

- a. social contract
- b. regulatory standard
- c. moral imperative
- d. legal writ

19. Which principle states that in the long run, those who do not use power in a manner society considers responsible will tend to lose it?

- a. The Law of the Bottom Line
- b. The Law of Corporate Responsibility
- c. The Iron Law of Responsibility
- d. The Rule of Business Law

20. Benefits of assuming social responsibility include all of the following, except:

- a. Fulfillment of long term self interests
- b. Short term limitation of regulation
- c. Improved image as an honorable cooperate citizen
- d. Assure stakeholder approval

21. Adam Smith argued that an employer is led by an _____ to promote an end which was not part of his intention, nor is it always the worse for society that it was no part of it:

- a. act of God
- b. uncommon intuition
- c. intentional social pressure
- d. invisible hand

22. Nobel Prize winner, Milton Friedman describes the social responsibility school of business ethics as a fundamentally _____:

- a. flawed view
- b. subversive doctrine
- c. pervasive dogma
- d. outdated perspective

23. Milton Friedman believes corporations play a socially responsible role by _____ that support social action in a relatively free market economy:

- a. paying taxes
- b. complying with regulations
- c. promoting groups
- d. spearheading laws

24. Civil laws address the private rights of individuals and organizations to _____:

- a. obtain compensation for loss
- b. prevent a loss from occurring
- c. obtain damages for egregious conduct
- d. a and b above

25. Under tort law, punitive damages are possible if the defendant's conduct is egregious and had any of the following, except:

- a. malicious intent
- b. gross negligence
- c. malfeasance
- d. willful disregard for the rights of others

26. _____ laws deal with harmful acts or crimes against individuals, society or the government:

- a. Civil
- b. Criminal
- c. Tort
- d. Statutory

27. The _____ is considered by many the first formal codification of statutory law:

- a. Code of Federal Regulations
- b. Code of Ammanrah
- c. Code of Social Responsibility
- d. Code of Hammurabi

28. All of the following must occur prior to a bill becoming a law:

- a. be approved by Congress
- b. ratified by the states
- c. signed by the president
- d. a and c above

29. All of the following must occur prior to a bill becoming a law:

- a. be approved by Congress
- b. ratified by the states
- c. signed by the president
- d. a and c above

30. The laws enacted by Congress become codes and grouped into a published body of laws called the _____:

- a. Federal Code of Regulations
- b. United States Code
- c. United States Administrative Rules
- d. Federal Administrative Rules

31. Public Law 102—77 was enacted by the _____ Congress:

- a. 102nd
- b. 77th
- c. could be either
- d. not enough information

32. OSHA Act of 1970 is also called the _____ Act:

- a. Employee Protection
- b. Reagan-Pope
- c. Employee Right to Know
- d. Williams-Steiger

33. For a law to be formally enacted, what two acts must be passed by congress?

- a. regulatory and appropriations
- b. authorization and appropriations
- c. appropriations and empowerment
- d. agency and budgetary

34. What is the purpose of an appropriation act?

- a. assigns responsibility to a government agency
- b. limit appropriations to the governing agency
- c. provides the money for the regulatory activities
- d. empowers a government agency

35. An authorization act does all of the following, except:

- a. assigns responsibility to a government agency
- b. limit appropriations to the governing agency
- c. provides the money for the regulatory activities
- d. empowers a government agency

36. Federal agencies propose and adopt regulations and standards published as the _____:

- a. Code of Federal Regulations
- b. Federal Register
- c. United States Code
- d. Federal Administrative Rules

37. Which of the following is not in the Federal Register?

- a. federal agency regulations
- b. congressional proclamations
- c. proposed rules and notices
- d. Executive orders

38. What is the purpose of publishing a proposed rule in the Federal Register?

- a. establishes formal history
- b. creates a permanent record
- c. notifies state agencies
- d. notifies the public

39. The OSHA Act applies to all employers _____, except state and local governments:

- a. with one or more employees
- b. in the private sector
- c. in both private and public sectors
- d. of two or more workers

40. The OSHA Act authorizes federally-approved state plans so long as they _____:

- a. equal or exceed OSHA inspection schedules
- b. are fully funded
- c. are as effective as the federal program
- d. remain under federal oversight

41. Each of the below are types of OSHA standards, except:

- a. national consensus standards
- b. permanent standards
- c. temporary review standards
- d. emergency temporary standards

42. Which of the following are the most common type of OSHA regulation:

- a. consensus
- b. emergency
- c. temporary
- d. permanent

43. Why does OSHA rarely issue Emergency Temporary Standards (ETS)?

- a. The need for ETS's has significantly decreased.
- b. ETS's remain in effect for only six months.
- c. Courts do not allow most ETS's to become effective.
- d. Funding for ETS's have dried up.

44. Before issuing a permanent standard, OSHA must find that a significant risk exists in the workplace. How does OSHA determine risk?

- a. workplace and other studies
- b. OSHA 300 Log results
- c. regulatory standard
- d. legal writ

45. All of the following Acts have placed restraints on OSHA's rulemaking ability, except:

- a. Regulatory Flexibility Act
- b. Business Liability Act
- c. Paperwork Reduction Act
- d. Small Business Regulatory Enforcement Fairness Act

46. The general duty clause is breached when a firm's employees are exposed to hazards that meet all of the following requirements, except:

- a. The hazard is recognized as harmful by the individual employer.
- b. The hazard is also covered by an adequate specific rule.
- c. The hazard is recognized as harmful by industry.
- d. The hazards is likely to cause death or serious harm.

47. Which of the following is not considered a successful employer defense against alleged OSHA violations?

- a. compliance poses a financial burden
- b. compliance is infeasible
- c. lack of control on a multi-employer worksite
- d. unpreventable employee conduct

48. An employer may be able to defend against an OSHA violation if it can be demonstrate all of the following, except:

- a. employee breached safety rules
- b. safety rules were effectively conveyed
- c. safety rules are uniformly enforced
- d. the unsafe practice did not cause injury

49. All of the following are OSHA penalty classifications, except:

- a. willful
- b. de minimis
- c. general
- d. serious

50. Which of the following is not a consideration the Secretary of Labor must consider in proposing penalties?

- a. good faith
- b. prior violation history
- c. employer size
- d. employer ability to pay

51. The Secretary does not have unreviewable prosecutorial discretion to do which of the following?

- a. nullify rules
- b. withdraw citations
- c. reach settlements
- d. eliminate penalties

52. At an administrative hearing, both OSHA and the employer may _____:

- a. cross examine
- b. call witnesses
- c. introduce evidence
- d. all of the above

53. What can OSHA do when it identifies an imminent danger?

- a. immediate abatement
- b. removal of employees from exposure
- c. close the place of business
- d. a and b above

54. OSHA can seek criminal penalties in all of the following instances except:

- a. someone falsely reports information to OSHA
- b. willful violations of specific standards
- c. willful violations of the general duty clause
- d. someone provides advance notice of an OSHA inspection

55. Which of the following is not considered an employee right by OSHA?

- a. challenge the abatement remedy
- b. file a complaint with OSHA
- c. accompany inspectors
- d. review relevant standards

56. What must the Secretary show to prove discrimination against an employee.

- a. adverse treatment was a secondary cause
- b. adverse treatment was the primary cause
- c. adverse treatment was the substantial cause
- d. adverse treatment was the sole cause

57. OSHA regulations also grant employees a right to know all of the following, except:

- a. trade secret information
- b. exposure information
- c. hazardous substances on the job
- d. medical records

58. You are contacted by an attorney and asked, as a CSHM, to act as an expert witness for a fee. You should:

- a. counter with a flat fee
- b. accept the offer
- c. thank the attorney but decline the offer
- d. request more money for services rendered

59. To be enforceable, a contract must meet each of the criteria below, except:

- a. An exchange of consideration
- b. Legality of the subject
- c. Competency of the parties
- d. Equality of the consideration

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- a. An exchange of consideration
- b. Legality of the subject
- c. Competency of the parties
- d. Equality of the consideration

61. Which of the following is TRUE about civil and criminal law? (Brauer, 29)

- a. Civil law deals with persons and organizations
- b. Criminal violations deal only with persons
- c. Criminal law deals with private rights
- d. Civil law deals with harmful acts

62. Laws enacted by Congress and codified and logically grouped in a body of laws is called the: (Brauer, 29)

- a. Code of Federal Regulations (CFR)
- b. National Code of Law (NCL)
- c. United States Code (USC)
- d. Uniform Code of Federal Justice (UCFJ)

63. Administrative law that is proposed and adopted by federal agencies is called: (Brauer, 30)

- a. Code of Federal Regulations (CFR)
- b. National Code of Law (NCL)
- c. United States Code (USC)
- d. Uniform Code of Federal Justice (UCFJ)

64. Civil laws address the private rights of individuals and organizations to: (Brauer, 29)

- a. obtain compensation for loss
- b. prevent a loss from occurring
- c. obtain damages for egregious conduct
- d. answers a and b above

65. Under tort law, punitive damages are possible if the defendant's conduct is egregious and had any of the following except? (Hammer, 18)

- a. malicious intent
- b. gross negligence
- c. malfeasance
- d. willful disregard for the rights of others

66. This term is in usage for common persons now referred to as employer, employee, or worker, and for visitor, any third part such as a guest, customer, visitor, or member of the general public: (Hammer, 19)

- a. master
- b. servant
- c. stranger
- d. all of the above

67. That degree of care exercised by a prudent man in observance of his legal duties toward others is called: (Hammer, 19)

- a. reasonable care
- b. great care
- c. due care
- d. slight care

68. The degree of care that a very prudent and cautious person would undertake for the safety of others is called: (Hammer, 19)

- a. reasonable care
- b. great care
- c. due care
- d. slight care

69. That degree of care less than that which a prudent man would exercise. is called: (Hammer, 19)

- a. reasonable care
- b. great care
- c. due care
- d. slight care

70. Every person has a legal duty to this care for the safety of others and avoid injury to others if possible: (Hammer, 19)

- a. reasonable care
- b. great care
- c. due care
- d. slight care

71. Under this principle, an owner, lessor, or other party responsible for premises must anticipate to foresee all possible risks to which the public might be subjected during their use, to maintain them in a safe condition, and to provide warnings of any unsafe or unusual condition: (Hammer, 19)

- a. due diligence
- b. foreseeability
- c. foreseeable anticipation
- d. foreseeability applied to the workplace

72. Under this principle, any foreseeable act that places a rescuer in the same danger as in an injured person the rescuer is attempting to aid is considered negligence by the person who committed the initial act: (Hammer, 19)

- a. due diligence
- b. foreseeability
- c. foreseeable anticipation
- d. foreseeability applied to the premises

73. Under this principle, any foreseeable act that places a rescuer in the same danger as in an injured person the rescuer is attempting to aid is considered negligence by the person who committed the initial act: (Hammer, 19)

- a. due diligence
- b. foreseeability
- c. foreseeable anticipation
- d. foreseeability applied to the premises

74. Which of the following is the major ethical principle that applies to employee safety education? (NSC, OHS, 238)

- a. autonomy
- b. universalism
- c. utilitarianism
- d. relativity

75. Which of the following is an important ethical consideration made by safety managers? (NSC, OHS, 238)

- a. autonomy
- b. confidentiality of records
- c. privacy
- d. all of the above

76. This ethical principle relates to the actions taken to improve the welfare of others: (NSC, OHS, 238)

- a. autonomy
- b. privacy
- c. beneficence
- d. control

77. Compensation to an injured person for the loss he has suffered and may continue to suffer is called: (Hammer, 19)

- a. contributory damages
- b. compensatory damages
- c. punitive damages
- d. several damages

78. Awards made in some states to compensate an injured party for intentional, malicious, or outrageous misconduct by the defendant, usually made so that the latter will not repeat the offense is called: (Hammer, 19)

- a. contributory damages
- b. compensatory damages
- c. punitive damages
- d. criminal damages

79. The duty of an owner or user of land to keep his workplace in a condition that is reasonably safe for those lawfully there expresses what principle? (Hammer, 19)

- a. safe workplace
- b. safe premises
- c. safe and healthful workplace
- d. safe and healthful premises

80. Under this principle, a person who keeps, maintains, transports, or stores a dangerous creature, device or substance is liable for injury or damage, regardless of fault, even when he exercises due care: (Hammer, 19)

- a. hazardous workplace
- b. unsafe instrumentality
- c. dangerous instrumentality
- d. ultrahazardous operations

81. A person who owes a legal duty must exercise the same care that a reasonably prudent man would observe under similar circumstances. Which term below describes this duty? (Hammer, 19)

- a. due diligence
- b. standard of reasonable prudence
- c. great and prudent care
- d. necessary prudence

82. The relationship between the plaintiff's injuries and the defendant's failure to exercise a legal duty, such as reasonable care, is called the: (Hammer, 19)

- a. surface cause
- b. root cause
- c. proximate cause
- d. negligent cause

83. If Bob playfully pushes bin a crowded space, so Ralph is hit by the bin, loses his balance, falls and is injured. Bob's push is which cause of Raph's accident? (Hammer, 19)

- a. surface cause
- b. root cause
- c. proximate cause
- d. negligent cause

84. An obligation to rectify or recompense any injury or damage for which the liable person has been held responsible is called: (Hammer, 19)

- a. liability
- b. common liability
- c. strict liability
- d. general liability

85. A growing concept that a manufacturer of a product is liable for injuries due to defects without a necessity for plaintiff to show negligence or fault is called: (Hammer, 19)

- a. liability
- b. common liability
- c. strict liability
- d. general liability

86. A failure to exercise a reasonable amount of care or to carry out a legal duty so that injury or property damage occurs to another is called: (Hammer, 19)

- a. reckless conduct
- b. negligence
- c. negligence perse
- d. gross negligence

87. This form of negligence requires no proof of negligence, since it involves acts or the omission of acts of which no careful person would have been guilty: (Hammer, 19)

- a. reckless conduct
- b. negligence
- c. negligence perse
- d. gross negligence

88. Conduct involving failure to use even slight care, a complete lack of regard for the safety of others, or intentional failure to perform a required and apparent duty regardless of the severity of the consequences of his act is considered: (Hammer, 19)

- a. reckless conduct
- b. negligence
- c. negligence perse
- d. gross negligence

89. Outrageous and reckless disregard for other's rights or well-being and of possible consequences is called: (Hammer, 19)

- a. willful conduct
- b. contributory negligence
- c. negligence perse
- d. gross negligence

90. Outrageous disregard that indicates not only a complete lack of care such as could be considered gross negligence, but an intention to exercise no care at all, is considered: (Hammer, 19)

- a. reckless conduct
- b. contributory negligence
- c. negligence perse
- d. gross negligence

91. When an injured person's care for his own safety was less than that reasonable for a prudent man under existing conditions, he thought to demonstrate: (Hammer, 19)

- a. reckless conduct
- b. contributory negligence
- c. negligence perse
- d. gross negligence

92. When a employer is held liable for any negligence of his employee acting within the scope of his employment this concept is applies: (Hammer, 19)

- a. liability
- b. contributory negligence
- c. master-servant relationship
- d. gross negligence

Area I. Topic E. Organization Structure

1. According to Brauer, safety begins in an organization with: (Brauer, p. 517)
 - a. an audit by OSHA consultants
 - b. strong first-line supervisor accountability
 - c. a policy that states the importance of safety
 - d. a baseline audit of hazards
2. This department has much flexibility in selecting machinery, tools, equipment and materials used in the organization: (NSC, APM-AP, 78)
 - a. operations
 - b. human resources
 - c. purchasing
 - d. safety
3. Who are the internal customers of the safety function?
 - a. human resource department
 - b. all employees in the organization
 - c. the employer
 - d. OSHA and workers' compensation insurer
4. Safety policies assign all of the following, except: (Brauer, 517)
 - a. authority
 - b. responsibility
 - c. accountability
 - d. leadership
5. For most organizations there are two major components, line and _____: (Brauer, 518)
 - a. group
 - b. staff
 - c. support
 - d. department
6. Which of the following is not considered a primary objective of a safety and health program? (NSC, APM-AP, 74)
 - a. institute a system of negative reinforcement to secure compliance
 - b. motivate, educate, and train to identify and correct hazards
 - c. engineer safe design into machines, tools, equipment
 - d. comply with established safety and health standards
7. Before any safety and health program can perform effectively, it must: (NSC, APM-AP, 74)
 - a. gain the commitment of top management and administration
 - b. gain the support of top management
 - c. gain the support of administration
 - d. all of the above
8. Which of the following major organizational components generally take care of business matters such as finance and accounting? (Brauer, 518)
 - a. sales
 - b. staff
 - c. operations
 - d. line
9. Which of the following is true concerning the staff element? (Brauer, 518)
 - a. assist and facilitate getting work done
 - b. have authority over line elements
 - c. take care of special matters like security
 - d. may be involved in research and development
10. According to Brauer, safety must: (Brauer, 518)
 - a. be owned by fist-line supervisors and their employees
 - b. have authority over line elements
 - c. be a part of every organizational element
 - d. report to human resources to be most effective

11. According to Pope, the vary nature and process of management is designed to: (Pope, 3)

- a. avoid flawed practices
- b. control conditions and behaviors
- c. engineer safe design into machines, tools, equipment
- d. manage exposure to hazards

12. According to Pope, accidents should be considered: (Pope, 3)

- a. lapses in common sense
- b. performance errors
- c. due to lack of education
- d. the final domino

13. According to Pope, to best get managerial interest, safety specialists must give answers to questions that do all of the following, EXCEPT: (Pope, 3)

- a. use technical jargon
- b. are couched in their language and interests
- c. are supported by positive reasoning
- d. do not reflect pious pontification

14. According to Pope, managing for error-free performance cannot: (Pope, 3)

- a. rely on staff functions
- b. involve technicians
- c. exist on rule and law alone
- d. work with and through systems

15. According to Pope, each of the following is a safety management universal, EXCEPT: (Pope, 4)

- a. Industrial excellence is the product of management quality
- b. Management quality get things done without operational mishaps
- c. Operational mishaps are the results of human error
- d. Operational mishaps represent windows of opportunity

16. According to Pope, which of the following is NOT one of the six safety management universals? (Pope, 4)

- a. Industrial excellence is the product of sound safety engineering
- b. Safety management is an integral part of the total organizational effort
- c. Personal harm and property damage are symptoms of operational mishaps
- d. Industrial safety is a subject included in degree programs

17. According to Pope, accidents are symptoms of: (Pope, 4)

- a. lack of knowledge
- b. inadequate enforcement
- c. corporate illness
- d. industrial disinterest

18. According to Pope, operational errors represent an: (Pope, 5)

- a. a sign of fear in the workplace
- b. indictment of management's ability to direct and control
- c. a signal that employees are ill-trained
- d. a message that supervisors are not performing

19. James Pope believes OSHA has overlooked a very important management principle first pointed out by James D. Moody. This principle states that organization begins when: (Pope, 4)

- a. people combine their efforts for a given purpose
- b. people come together for mutual benefit
- c. people have common concerns
- d. people see themselves as apart from other groups

20. According to Pope, the systems safety manager must learn how to think and act as a manager with skills to get things done as a: (Pope, 4)

- a. consultant, not a cop
- b. team member, not a technician
- c. advisor, not a inspector
- d. people person, not a task master

21. Which of the following is not considered a primary objective of a safety and health program? (NSC, APM-AP, 74)

- a. gain and maintain support at all levels
- b. motivate, educate, and train to identify and correct hazards
- c. engineer safe design into machines, tools, equipment
- d. limit OSHA injuries claims to reduce workers' compensation premiums

22. All of these employees are considered the safety eyes and ears, except: (NSC, APM-AP, 76)

- a. employee representatives
- b. foremen
- c. supervisors
- d. managers

23. Foremen and employee representatives share responsibility for safety with top management. There responsibilities include all of the following, except: (NSC, APM-AP, 76)

- a. inspect for hazards
- b. detect hazards
- c. enforce safety rules
- d. correct hazards

24. Supervisor safety responsibilities include all of the following, except: (NSC, APM-AP, 76)

- a. evaluate performance
- b. encourage compliance
- c. oversee employee performance
- d. compliance with safety policies and rules

25. 'A messy house can't be a safe house,' describes an idea related to this very important workplace priority: (NSC, APM-AP, 76)

- a. corrective intervention
- b. preventive maintenance
- c. good housekeeping
- d. unsafe performance

26. Which of the following is not one of the four main components of effective preventive maintenance? (NSC, APM-AP, 77)

- a. scheduling periodic maintenance
- b. accurate recordkeeping
- c. timely work request submission
- d. providing spare parts control

27. Preventive maintenance schedules can be set up based on all of the following factors, except: (NSC, APM-AP, 77)

- a. total hours used
- b. age of the machine
- c. past experience
- d. manufacturer's recommendation

28. Employees make the safety and health program work. They are responsible for all of the following behaviors, except: (NSC, APM-AP, 77)

- a. reporting injuries
- b. compliance
- c. disciplining
- d. reporting hazards

29. Employees should be introduced to the safety program on their first day of work. According to the National Safety Council, a three-prong approach is most effective. Which of the following is not one of these three-pronged strategies? (NSC, APM-AP, 78)

- a. detail management commitment to safety
- b. cover general company policies and rules
- c. discuss general safety policies and rules
- d. Explain specific safety rules

30. Which group represents the greatest deterrent to damage, injuries, and health problems in an organization? (NSC, APM-AP, 78)

- a. managers
- b. supervisors
- c. foremen
- d. employees

31. According to Pope, support for the safety function is needed by: (Pope, 11)

- a. first-line supervisors
- b. top management
- c. employees
- d. from all line and staff officials

32. According to Pope, which of the following is not one of the three generally accepted operational levels? (Pope, 11)

- a. production
- b. top management
- c. staff
- d. executive

33. According to Pope, this organizational level is the inspection area where unsafe acts and conditions are policed: (Pope, 11)

- a. line production
- b. top management
- c. staff services
- d. executive

34. According to Pope, managers working at this organizational level have a great deal of indirect control on the line, but do so without authority to command: (Pope, 12)

- a. line production
- b. top management
- c. staff services
- d. executive

35. According to Pope, managers working at this organizational level have a number of safety specialists working at various locations: (Pope, 12)

- a. line production
- b. top management
- c. staff services
- d. executive

36. This document identifies responsibilities of the safety specialist and are kept in personnel files: (Pope, 14)

- a. job analysis
- b. position description
- c. functional statement
- d. performance review

37. This document confers authority to make broad decisions and to engage in safety activities: (Pope, 14)

- a. job analysis
- b. position description
- c. functional statement
- d. performance review

38. According to Pope, managers do not admit having _____ as the term is not part of management language: (Pope, 19)

- a. common sense
- b. mishaps
- c. errors
- d. accidents

39. According to Pope, safety management is successful when: (Pope, 20)

- a. decision-making is mutually binding
- b. decision-making is participatory
- c. information is widely disseminated
- d. all of the above

40. All of the following reflect the new doctrine promoted by Pope and Creswell, EXCEPT: (Pope, 20)

- a. Most mistakes reveal administrative oversights
- b. Safety is considered important and meaningful to most managers
- c. Safety specialists must learn the organization and process of management
- d. Causes of operational errors are important when considered management failures

41. According to Pope, this function is primarily responsible for compensation, labor relations, employment, program review, and training: (Pope, 18)

- a. Personnel
- b. Supply and Logistics
- c. Engineering
- d. Finance

42. According to Pope, this function is primarily responsible for procurement, contracts, transportation, records, disposal, and administrative services: (Pope, 18)

- a. Personnel
- b. Supply and Logistics
- c. Engineering
- d. Finance

43. According to Pope, this function is primarily responsible for design, construction, standards, and repair: (Pope, 18)

- a. Personnel
- b. Supply and Logistics
- c. Engineering
- d. Finance

44. According to Pope, this function is primarily responsible for internal auditing, accounting, budget, claims and contract appeals: (Pope, 18)

- a. Personnel
- b. Supply and Logistics
- c. Engineering
- d. Finance

45. Which of the following is not one of the Pope's eight safety business activities for serving management? (Pope, 18)

- a. prepare and improve plans to improve management
- b. plan, direct, and control an intramanagement communications system
- c. report findings to functional heads on an ad-hoc basis
- d. ensure department heads are held accountable for accident rates

46. Which of the following is not one of the Pope's eight safety business activities for serving management? (Pope, 81)

- a. administer the technical control program
- b. monitor excessive costs of repairs and maintenance
- c. rely on the employee-management safety advisory committee
- d. provide the company with a quality-assurance management program

47. Which of the following is not one of the Pope's eight safety business activities for serving management? (Pope, 81)

- a. report findings to functional heads on an ad-hoc basis
- b. respond and reply to employee complaints in a timely manner
- c. train and manage a corps of collateral-duty safety and health specialists
- d. identify unreliable production processes and nonconformance problems

48. According to Pope, every manager must know what the business of safety management is in order to: (Pope, 81)

- a. improve that manager's own effectiveness
- b. rely on safety managers to control the safety function
- c. give safety some consideration in making decisions
- d. know how to report safety problems

49. According to Pope, what is the effect of considering the industrial employee the principal recipient of safety services? (Pope, 81-82)

- a. it leaves management out of the safety equation
- b. it results in error-free performance in a top-down structure
- c. it places error-free performance at the bottom of the totem pole
- d. it ensure root cause analysis is never considered

50. According to Pope, as a staff officer, a safety specialist should not be dealing directly with employees. This is the prerogative of: (Pope, 82)

- a. the safety director
- b. other customers
- c. line managers
- d. other employees

51. According to Pope, a well-planned and smartly-directed safety function will get things done by, with and through: (Pope, 81)

- a. solid enforcement
- b. other managers
- c. engineering
- d. employees

52. According to Pope, a safety specialist's role with management becomes that of a: (Pope, 81)

- a. inspector
- b. internal auditor
- c. reviewer
- d. counselor

53. According to Pope, a safety specialist's job is to: (Pope, 81)

- a. treat management as customers
- b. evaluate the quality of management
- c. advise managers
- d. all of the above

54. According to Pope, all of the following reasons explain why employees and first-line supervisors are NOT the safety specialist's only customers? (Pope, 81)

- a. they do not provide budgets for safety activities
- b. they do not control safety specialist salaries
- c. they do not receive services from safety specialists
- d. they do not dictate the quality of amount of safety assistance

55. According to Pope, to best obtain top management support, safety specialists must give answers to questions that: (Pope, 82)

- a. do not reflect pious pontification
- b. are couched in their language and interests
- c. are supported by positive reasoning
- d. all of the above

56. According to Pope, safety management is successful when: (Pope, 20)

- a. decision-making is mutually binding
- b. decision-making is participatory
- c. information is widely disseminated
- d. all of the above

57. Mintzberg (1981) provides an organizational classification that may be useful in application to occupational safety and health. Which of the following is not one of Mintzberg's five classifications? (NSC, OSH, 276)

- a. simple structures
- b. complex structures
- c. machine bureaucracies
- d. professional bureaucracies

58. Mintzberg (1981) provides an organizational classification that may be useful in application to occupational safety and health. Which of the following is not one of Mintzberg's five classifications? (NSC, OSH, 276)

- a. simple structures
- b. divisional forms
- c. adhocracies
- d. matrix structures

59. According to Mintzberg this organizational structure, common in small manufacturing operations, uses direct supervisors and a top person who orchestrates the activities of others: (NSC, OSH, 276)

- a. simple structure
- b. divisional form
- c. adhocracy
- d. machine bureaucracy

60. According to Mintzberg this organizational structure, classically seen in fast food operations, is characterized by work coordinated through rules, procedures and technology: (NSC, OSH, 276)

- a. simple structure
- b. divisional form
- c. adhocracy
- d. machine bureaucracy

61. According to Mintzberg this organizational structure, common in healthcare facilities, relies on the standardized performance of trained employees: (NSC, OSH, 276)

- a. simple structure
- b. professional bureaucracy
- c. adhocracy
- d. machine bureaucracy

62. According to Mintzberg this organizational structure, used by most Fortune 500 companies, is essentially a series of independent entities loosely integrated by an administrative overlay and common service or product: (NSC, OSH, 276)

- a. simple structure
- b. professional bureaucracy
- c. divisional form
- d. machine bureaucracy

63. According to Mintzberg this organizational structure, common in consulting and advertising, offers flexible coordinating mechanisms: (NSC, OSH, 276)

- a. adhocracy
- b. professional bureaucracy
- c. divisional form
- d. machine bureaucracy

64. Traditionally, this organizational structure is good at introducing innovation: (NSC, OSH, 276)

- a. adhocracy
- b. professional bureaucracy
- c. divisional form
- d. machine bureaucracy

65. Studies indicate this organizational structure is better at introducing innovation than a mechanized bureaucracy: (NSC, OSH, 276)

- a. adhocracy
- b. professional bureaucracy
- c. divisional form
- d. machine bureaucracy

Area I. Topic F. Training and Development

1. According to Herzberg, this is the single strongest motivator:
 - a. pay
 - b. status
 - c. achievement
 - d. fear
2. Which of the following is not required to do a job safely and efficiently?
 - a. substantial salary
 - b. thorough orientation
 - c. effective training
 - d. adequate resources
3. According to ANSI/ASSE Z490.1-2001, this level of evaluation measures what the learner knows and can do immediately after training.
 - a. Level I, Reaction
 - b. Level II, Learning
 - c. Level III, Application
 - d. Level IV, Business Results
4. Ultimately, the _____ is accountable to law to ensure adequate employee safety training:
 - a. safety manager
 - b. employer
 - c. safety committee
 - d. resource manager
5. Most effective safety training requires all of the following, except:
 - a. evaluation of knowledge
 - b. a supportive safety culture
 - c. demonstration to prove skills
 - d. appropriate humor during presentation
6. The critical requirement to help make sure safety training truly effective is:
 - a. Support from supervisors and top executive management
 - b. A safety manager with a good sense of humor
 - c. A training staff with at least 10 years of experience
 - d. Have only outside trainers for safety and health issues
7. The primary purpose of safety training is:
 - a. to help ensure safe performance
 - b. to increase awareness
 - c. to comply with OSHA
 - d. to improve reputation
8. To be successful, safety training must include all of the following, except:
 - a. management commitment
 - b. slides and videos
 - c. adequate funding
 - d. integration into operations training
9. Which of the following is not an appropriate use for safety training records?
 - a. to prove compliance
 - b. to defend in a lawsuit
 - c. to prove employee is ill-prepared
 - d. to evaluate the training program
10. Which of the following is least effective use of safety training program:
 - a. to educate new employees on company safety policies
 - b. to train employees on safe procedures and practices
 - c. to retrain employees whenever they violate safety rules
 - d. to educate employees on the importance of safe behavior

11. The first step in training process occurs by asking what question?

- a. what are the costs?
- b. how much time will it take?
- c. can the problem be solved by training?
- d. how will the training affect productivity?

12. A learning objective states:

- a. what the training process will be like
- b. what learners will gain
- c. what trainers will do in the training process
- d. what learners will be able to do at the end of training

13. Safety education helps us understand the _____ consequences of performance:

- a. positive and negative
- b. contingent and natural
- c. natural and system
- d. short-term and long-term

14. In this OJT step the trainee becomes familiar with each step of the job and why it is important:

- a. introduction
- b. trainer show and tell
- c. learner show and tell
- d. conclusion

15. Documenting training on safe work procedures should include:

- a. student and instructor signatures
- b. statement of intent to comply
- c. statement of competency
- d. all of the above

16. Education may be thought of as anything that affects our _____, _____ and _____ (SKA's):

- a. skills, karma, associations
- b. skills, knowledge, attitudes
- c. skills, knowledge, abilities
- d. b or c above

17. According to ANSI/ASSE Z490.1-2001, this level of evaluation measures the impact of safety training on profitability:

- a. Level II, Learning
- b. Level III, Application
- b. Level IV, Business Results
- d. Level V, Return on Investment

18. According to the text, an effective learning objective contains all of the following, except:

- a. It states the target learner attitude toward the subject
- b. It states an observable behavior/action
- c. It states a time limit within which the performance will occur.
- d. It states a quantifiable level of acceptable performance.

19. According to the text, to most effectively relate/connect with the audience, the instructor should be similar to the audience in every respect, except:

- a. language
- b. expertise
- c. dress
- d. age

20. Which one of the following is not a basic strategy to consider in sequencing the course content in safety training?

- a. general to the specific
- b. simple to complex
- c. practical to theoretical
- d. step by step

21. If employees are not following the procedures and practices they learned in training, this is the likely root cause:

- a. lack of motivation
- b. poor worker attitude
- c. non-supportive safety culture
- d. pressure from supervisor

22. According to ANSI/ASSE Z490.1-2001, this level of evaluation measures what the learner thought about the training received:

- a. Level I, Reaction
- b. Level II, Learning
- c. Level III, Application
- d. Level IV, Business Results

23. If employees are not following the procedures and practices they learned in training, this is the likely cause:

- a. lack of motivation
- b. poor worker attitude
- c. non-supportive safety culture
- d. pressure from supervisor

24. Which of the following are appropriate questions to ask if it appears training did not give employees the level of knowledge and skill expected?

- a. was content unnecessary?
- b. was something missing?
- c. was material confusing?
- d. all of the above

25. It's important that the training change or test be conducted on a small scale to:

- a. limit variables
- b. decrease entropy
- c. increase randomness
- d. reduce control

26. Which of the following is not a method of evaluating training?

- a. supervisor observation
- b. written tests
- c. student reaction sheet
- d. workplace improvement

27. According to ANSI/ASSE Z490.1-2001, this level of evaluation measures what the learner knows and can do on the job:

- a. Level I, Reaction
- b. Level II, Learning
- c. Level III, Application
- d. Level IV, Business Results

28. This level of evaluation measures the performance of the training event by gathering data from students and others about the quality of the training event:

- a. Level I, Reaction
- b. Level II, Learning
- c. Level III, Application
- d. Level IV, Business Results

29. As a safety trainer, one of the best ways you can help to protect your employer is to ensure:

- a. attendance rosters
- b. adequate accountability
- c. strong documentation
- d. OSHA avoidance

30. In most instances, for technical safety training, documentation should be:

- a. reviewed for accuracy
- b. retained for at least three years
- c. a formal attendance roster
- d. a formal certification

31. Maintaining adequate training records can do all of the following, except:

- a. ensure training was effective
- b. verify training was conducted
- c. defend against negligence claims
- d. provide evidence of effort

32. To make sure training is presented so that its organization and meaning are clear, you should do all of the following, except:

- a. reinforce by summarizing
- b. relate new information to goals
- c. detailed personal opinion
- d. provide overview of material

33. Relating the training to the interests, skills and experiences of employees will help to:

- a. ensure employees pay attention
- b. improve skills
- c. improve knowledge
- d. motivate employees

34. Relating the training to the interests, skills and experiences of employees will help to:

- a. ensure employees pay attention
- b. improve skills
- c. improve knowledge
- d. motivate employees

35. Which of the following will help a trainer make sure he or she is comprehending what the student is asking?

- a. replay the question
- b. rephrase the question
- c. repeat the question
- d. respond to the question

36. Hostility in the training situation is, ultimately, an outward manifestation of inward apprehension or fear. Which strategy might best be used by a trainer to reduce apprehension in a non-judgmental way?

- a. determine root causes
- b. feel felt found
- c. take a break
- d. hold your ground

37. To ensure employees transfer the adequate knowledge and skills from the learning activity to the job, the learning situation should:

- a. actualize the learner
- b. compartmentalize the learning
- c. simulate the job
- d. stimulate the learner

38. If the lesson does not unfold in a building, reinforcing way, which of the following training strategies most likely needs improvement?

- a. media
- b. objectives
- c. sequencing
- d. logistics

39. This training strategy is considered the best overall training strategy in demonstrating adequate knowledge and skill to perform procedures and practices:

- a. Job Safety Analysis (JSA)
- b. On the Job Training (OJT)
- c. Task Analysis (TA)
- d. Classroom Training

40. Computer-based training (CBT) is growing in popularity because employees can fit short training sessions into their busy schedules at work or at home. To best meet the intent of OSHA law, CBT must:

- a. be intuitive in its presentation
- b. provided in both html and pdf formats
- c. assure timely feedback
- d. include student-trainer interaction

41. These guidelines require goals and objectives be written for safety training:

- a. ORS 654.1200
- b. NFPA 234.003-2
- c. ANSI/ASSE Z490.1-2001
- d. OAR 437-001-0760

42. Which of the following statements is considered a good example of a training goal?

- a. Increase appreciation for safety in the workplace
- b. Present the elements of a safety management system
- c. Learn how to complete an accident investigation procedure
- d. Students will be able to identify respirator defects

43. Which of the following statements is considered a good example of a learning goal?

- a. Show students how to conduct a safety inspection
- b. Inform employees about the company's safety policies and rules
- c. Learn how to complete an accident investigation
- d. Teach new employees how to insert ear plugs

44. Which of the five criteria for learning objectives is missing from the following statement? At the end of training, when asked by the instructor, the student will know all steps of the oil spill cleanup procedure.

- a. condition
- b. performer
- c. action
- d. standard

45. Which of the five criteria for learning objectives is missing from the following statement? At the end of training, each employee will be able to select the most appropriate respirator for the task.

- a. condition
- b. performer
- c. action
- d. standard

46. Which of the five criteria for learning objectives is missing from the following statement? At the end of training, when presented with a requirement to perform a simulated lockout/tagout procedure, each employee will be able to perform the lockout/tagout procedure.

- a. condition
- b. performer
- c. action
- d. standard

47. Which of the five criteria for learning objectives is missing from the following statement? At the end of training, when presented with a requirement to perform a simulated lockout/tagout procedure, correctly perform all steps of the lockout/tagout procedure.

- a. condition
- b. performer
- c. action
- d. standard

48. If the problem is one that can be solved, in whole or in part, by training then the next step is to:

- a. determine what training is needed
- b. determine if non-training solutions are needed
- c. determine who is responsible for training
- d. determine if OSHA requires the training

49. It is important to conduct the needs assessment process to gather information about the learner and the task so that the trainer can:

- a. meet specific learner wants
- b. design appropriate training
- c. satisfy employer needs
- d. best comply with OSHA

50. The first step in the training process is a basic one; to determine ____:

- a. employee and task needs
- b. the subject of training
- c. if adequate time is available
- d. if a problem can be solved by training

51. No amount of training is likely to reduce workplace risk unless you make it ____:

- a. a higher priority than production
- b. interesting to learners
- c. the responsibility of the safety committee
- d. part of a sound safety management system

52. Before determining if a discrepancy is caused by a lack of knowledge, skills or abilities, the trainer needs to:

- a. describe the actual safety performance
- b. retest the employee
- c. interview the employee
- d. consider non-training options

53. Before determining if a discrepancy is caused by a lack of knowledge, skills or abilities, the trainer needs to:

- a. describe the actual safety performance
- b. retest the employee
- c. interview the employee
- d. consider non-training options

54. If, after interviewing the employee, the trainer determines an employee has not performed the task before, the trainer needs to:

- a. conduct a practice session
- b. conduct formal training
- c. merely provide feedback
- d. analyze training resources

55. According the Mager's Training Decision Tree (see resource page), if a an employee demonstrates lack of knowledge or skill in accomplishing a task that is rarely performed, an appropriate response would be to:

- a. analyze resources
- b. provide feedback
- c. conduct formal training
- d. conduct practice

56. According the Mager's Training Decision Tree (see resource page), if a an employee demonstrates lack of knowledge or skill in accomplishing a task that is accomplished often, an appropriate response would be to:

- a. analyze resources
- b. provide feedback
- c. conduct formal training
- d. conduct practice

57. According to Mager's Training Decision Tree (see resource page), if an employee does not exhibit a deficiency of knowledge or skill in accomplishing a task, all of the following non-training options may be appropriate solutions to the performance discrepancy, except:

- a. resources
- b. supervision
- c. education
- d. enforcement

58. According to Mager's Training Decision Tree (see resource page), this management system failure may take various forms such as pressure to work fast, or defective tools:

- a. failure to provide resources
- b. failure to provide adequate supervision
- c. failure to provide adequate enforcement
- d. failure to provide adequate leadership

59. According to Mager's Training Decision Tree (see resource page), a performance discrepancy may be actually caused by a non-training failure such as ignoring safety violations and encouraging, not insisting on compliance. These examples represent a:

- a. failure to provide resources
- b. failure to provide adequate supervision
- c. failure to provide adequate enforcement
- d. failure to provide adequate leadership

60. According to Mager's Training Decision Tree (see resource page), a performance discrepancy may be actually caused by a non-training failure such as failing to detect and correct hazards when identified: This examples represent a:

- a. failure to provide resources
- b. failure to provide adequate supervision
- c. failure to provide adequate enforcement
- d. failure to provide adequate leadership

61. whenever hazardous procedure or practice is trained, when is the trainer required to evaluate the employee's knowledge and skills?

- a. after exposure to actual hazards
- b. before exposure to actual hazards
- c. during exposure to actual hazards
- d. if OSHA standards mandate

62. To ensure the goals of safety training are met, line managers must be able to do all of the following, except: (NSC, APM-A&P, 365)

- a. be trained and be able to train using safe and efficient methods
- b. ensure others are assigned to conduct effective training
- c. support organizational health and safety policies and procedures
- d. be trained in proper methods of leadership and supervision

63. The responsibility for safety and health training typically falls upon: (NSC, APM-A&P, 365)

- a. first line supervisors
- b. human resource managers
- c. safety and health professionals
- d. consultants

64. It is important that safety managers work with all levels of management to ensure safety training is: (NSC, APM-A&P, 365)

- a. adequate
- b. timely
- c. accurate
- d. mandatory

65. There are several ways safety professionals can identify training needs. Which of the following is not one of them? (NSC, APM-A&P, 365)

- a. stay current on new or revised regulatory standards
- b. analyze inspection reports
- c. review accident investigation reports
- d. review litigation cases

66. All of the following are considered by the NSC as proactive methods for determining training needs, except: (NSC, APM-A&P, 366)

- a. conduct surveys and safety audits
- b. review safety inspection reports
- c. requests by other managers
- d. employee opinion surveys and interviews

67. Safety training is best used only to: (NSC, APM-A&P, 366)

- a. improve a knowledge or skill deficiency
- b. enforce safety rules
- c. improve poor worker attitudes
- d. correct poor engineering

68. Safety training is most effective when used to: (NSC, APM-A&P, 366)

- a. improve a knowledge or skill deficiency
- b. enforce safety rules
- c. improve poor worker attitudes
- d. correct poor engineering

69. Safety training policy statements should: (NSC, APM-A&P, 366)

- a. take priority over other operational training policies
- b. written to work together with other company policies
- c. be written as independent stand-alone documents
- d. focus on employee and supervisor training

70. Effective safety training policies will: (NSC, APM-A&P, 366)

- a. usually take precedence over production schedules
- b. unavoidably compete with other production-related training
- c. define training for all levels of the organization
- d. design safety training as the first response to unsafe behaviors

71. Workers will more likely consider safety as a part of operations when the safety training budget: (NSC, APM-A&P, 366)

- a. is included as part of the human resource department budget
- b. is controlled by safety and health committees
- c. is divided into separate accounts
- d. is combined with other training programs

72. The decision to train workers in safety is made by: (NSC, APM-A&P, 367)

- a. comparing the cost of training against the cost of no training
- b. determining OSHA training requirements
- c. analyzing accident history
- d. weighing probability, exposure, and severity risks

73. Adequate safety training budgets will provide all the following elements of a strong safety training program, except: (NSC, APM-A&P, 367)

- a. providing adequate recordkeeping
- b. meeting all regulatory requirements
- c. planning training needs after an accident occurs
- d. eliminating or controlling known hazards

74. Safety training records will include all of the following, except: (NSC, APM-A&P, 367)

- a. identify instructors
- b. disciplinary history
- c. content and methods of instruction
- d. results of training effectiveness

75. Safety training records are especially valuable for which of the following purposes? (NSC, APM-A&P, 367)

- a. demonstrate the comprehensive nature of training to lawyers
- b. identify strengths and weaknesses of the safety program
- c. to fulfill legal obligations
- d. all of the above

76. A safety training program is needed under all of the following conditions, except: (NSC, APM-A&P, 367)

- a. when disciplinary is required
- b. for all new or reassigned employees
- c. when new equipment or processes
- d. when employee performance needs improvement

77. A safety training program is needed under all of the following conditions, except: (NSC, APM-A&P, 367)

- a. whenever procedures are revised
- b. when new information is available or required
- c. when employees are introduced to workplace hazards
- d. whenever employees register an unsubstantiated safety complaint

78. When an employee is transferred within a facility, which of the following training is least likely to be required? (NSC, APM-A&P, 367)

- a. applicable material safety data sheets
- b. location of safety equipment
- c. evacuation procedures
- d. use of fire extinguishers

79. Which of the following is not necessarily a symptom that safety training is needed? (NSC, APM-A&P, 367-368)

- a. high employee turnover
- b. increasing accident rates
- c. increased number of safety suggestions
- d. higher accident rates than industry average

80. Which of the following is not necessarily a symptom that safety training may be needed? (NSC, APM-A&P, 367-368)

- a. increase in the rate of hazard reporting
- b. excessive waste or scrap materials
- c. changing regulatory requirements
- d. lower job satisfaction

81. Which of the following is not necessarily a symptom that safety training may be needed? (NSC, APM-A&P, 367-368)

- a. increased hazard reporting
- b. excessive waste or scrap materials
- c. changing regulatory requirements
- d. lower job satisfaction

82. The first step in developing a safety training program is to: (NSC, APM-A&P, 368)

- a. identify learner needs
- b. write curriculum
- c. develop program goals
- d. a and c above

83. This is often referred to as a blueprint for training: (NSC, APM-A&P, 368)

- a. training policy
- b. lesson plan
- c. operational objective
- d. training goal

84. On-the-job training (OJT) is widely used because: (NSC, APM-A&P, 370)

- a. no formal lesson plan is required
- b. the cost of training is minimal
- c. it allows the worker to produce during the training
- d. a material data safety sheet can be used

85. For on-the-job training (OJT) to be successful, which of the following must be present or occur: (NSC, APM-A&P, 370)

- a. a detailed written script to ensure consistency
- b. the trainer must possess adequate knowledge and skills
- c. available classroom and media
- d. the trainer must be a lead-person or supervisor

86. A popular variation to on-the-job training is called: (NSC, APM-A&P, 370)

- a. just-in-time training (JIT)
- b. job instruction training (JIT)
- c. formal classroom training
- d. walkaround tour training

87. These training strategies are used to encourage participation from a selected audience: (NSC, APM-A&P, 371)

- a. case studies
- b. conference methods
- c. group techniques
- d. brainstorming

88. This training method is widely used in business and industry because it brings the knowledge of each participant to the group: (NSC, APM-A&P, 371)

- a. case study
- b. conference method
- c. group technique
- d. brainstorming

89. This training technique encourages each participant to present many ideas on a specific issue: (NSC, APM-A&P, 372)

- a. case study
- b. conference method
- c. group technique
- d. brainstorming

90. This training technique involves the use of an actual or fictitious situation to improve problem-solving skills: (NSC, APM-A&P, 372)

- a. case study
- b. conference method
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- d. brainstorming

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- d. brainstorming

98. whenever hazardous procedure or practice is trained, when is the trainer required to evaluate the employee's knowledge and skills?

- a. after exposure to actual hazards
- b. before exposure to actual hazards
- c. during exposure to actual hazards
- d. if OSHA standards mandate

99. To ensure the goals of safety training are met, line managers must be able to do all of the following, except: (NSC, APM-A&P, 365)

- a. be trained and be able to train using safe and efficient methods
- b. ensure others are assigned to conduct effective training
- c. support organizational health and safety policies and procedures
- d. be trained in proper methods of leadership and supervision

100. The responsibility for safety and health training typically falls upon: (NSC, APM-A&P, 365)

- a. first line supervisors
- b. human resource managers
- c. safety and health professionals
- d. consultants

101. It is important that safety managers work with all levels of management to ensure safety training is: (NSC, APM-A&P, 365)

- a. adequate
- b. timely
- c. accurate
- d. mandatory

102. There are several ways safety professionals can identify training needs. Which of the following is not one of them? (NSC, APM-A&P, 365)

- a. stay current on new or revised regulatory standards
- b. analyze inspection reports
- c. review accident investigation reports
- d. review litigation cases

103. All of the following are considered by the NSC as proactive methods for determining training needs, except: (NSC, APM-A&P, 366)

- a. conduct surveys and safety audits
- b. review safety inspection reports
- c. requests by other managers
- d. employee opinion surveys and interviews

104. Safety training is best used only to: (NSC, APM-A&P, 366)

- a. improve a knowledge or skill deficiency
- b. enforce safety rules
- c. improve poor worker attitudes
- d. correct poor engineering

105. Safety training is most effective when used to: (NSC, APM-A&P, 366)

- a. improve a knowledge or skill deficiency
- b. enforce safety rules
- c. improve poor worker attitudes
- d. correct poor engineering

106. Safety training policy statements should: (NSC, APM-A&P, 366)

- a. take priority over other operational training policies
- b. written to work together with other company policies
- c. be written as independent stand-alone documents
- d. focus on employee and supervisor training

107. Effective safety training policies will: (NSC, APM-A&P, 366)

- a. usually take precedence over production schedules
- b. unavoidably compete with other production-related training
- c. define training for all levels of the organization
- d. design safety training as the first response to unsafe behaviors

108. Workers will more likely consider safety as a part of operations when the safety training budget: (NSC, APM-A&P, 366)

- a. is included as part of the human resource department budget
- b. is controlled by safety and health committees
- c. is divided into separate accounts
- d. is combined with other training programs

109. The decision to train workers in safety is made by: (NSC, APM-A&P, 367)

- a. comparing the cost of training against the cost of no training
- b. determining OSHA training requirements
- c. analyzing accident history
- d. weighing probability, exposure, and severity risks

110. Adequate safety training budgets will provide all the following elements of a strong safety training program, except: (NSC, APM-A&P, 367)

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115. When an employee is transferred within a facility, which of the following training is least likely to be required? (NSC, APM-A&P, 367)

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- d. use of fire extinguishers

116. Which of the following is not necessarily symptoms that safety training is needed? (NSC, APM-A&P, 367-368)

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- d. higher accident rates than industry average

117. Which of the following is not necessarily a symptom that safety training may needed? (NSC, APM-A&P, 367-368)

- a. increase in the rate of hazard reporting
- b. excessive waste or scrap materials
- c. changing regulatory requirements
- d. lower job satisfaction

Answer Key

Area I. Topic A. Finance

1. c. 26.6%
2. c. mutual
3. a. maximizing profits
4. c. history of losses or safety costs
5. b. variable costs
6. a. fixed costs
7. d. total costs
8. c. break even point
9. b. natural consequences
10. b. ability
11. c. finance
12. b. financial management
13. d. managerial accountant
14. c. finance officer
15. d. return on costs (ROC)
16. a. profitability and viability
17. b. risk, profit
18. b. profit
19. d. solvency
20. b. tangible or intangible
21. d. tangible
22. b. intangible
23. c. liabilities
24. a. money owed to equity
25. c. equity
26. b. liabilities plus stockholders' equity
27. b. assets = liabilities plus stockholders' equity
28. b. liability
29. c. balance sheet
30. d. a and c above
31. b. Generally Accepted Accounting Principles (GAAP)
32. c. eliminating
33. a. liberalism
34. b. separating
35. d. subjectiveness
36. c. going concern
37. a. conservatism
38. d. matching
39. b. cost
40. b. objectivity
41. c. materiality
42. d. consistency
43. a. full discloser
44. b. historical or acquisition cost
45. a. net realizable value
46. c. future profits
47. d. replacement cost
48. c. short-term obligations
49. d. long-term obligations
50. a. non-monetary obligations

Area I. Topic B. Cost Accounting

1. c. risk assessment
2. d. cost in terms of injury-free days
3. d. litigation expenses
4. b. enforce safety rules
5. d. increased workers' compensation premiums
6. c. dollars per \$100 of pay
7. a. cost of accidents
8. a. uninsured costs
9. c. restricted duty cases
10. b. workers compensation pay for lost work time
11. c. if extra equipment and work space is required
12. a. cost
13. b. gross benefits
14. a. cost-benefit analysis
15. c. 20,000 units
16. b. 1458%
17. a. .4
18. b. investment
19. c. \$192,000
21. d. number of days to cover loss

Area I. Topic C. Employee Relations/HR

1. a. dissonance
2. c. evaluative
3. a. supportive
4. d. behavior
5. b. job involvement
6. c. personality
7. a. authoritarianism
8. d. risk propensity
9. b. perception
10. a. behavior
11. c. stereotyping
12. a. law of effect
13. c. manipulate variables causing inappropriate behavior
14. c. halo effect
15. d. three-needs theory
16. b. safety and health committee
17. c. a motivation
18. a. a need
19. d. Theory Y
20. a. initial training
21. c. Theory X
22. a. Hierarchy of Needs Theory
23. c. achievement-oriented
24. d. anticipated consequences
25. c. factors that eliminate dissatisfaction
26. a. need for safety (nSaf)
27. d. manage unique needs
28. c. a reinforcer
29. c. increase
30. a. past experiences and the emotions they provoke
31. a. put into it
32. b. probability-value linkage
33. c. ignore undesired behaviors
34. b. probability-value linkage
35. a. supportive
36. c. finding a simpler way to do a job
37. c. achievement-oriented
38. a. goal conflict
39. d. duration
40. b. install a reward system
41. c. practice
42. d. operational objectives
43. c. customer-supplier relationship
44. a. important
45. b. primacy
46. d. meaningfulness
47. a. they will remain the same
48. c. intensity
49. b. selective learning
50. d. experienced responsibility
51. a. reinforcement
52. d. frequency
53. b. self-actualization
54. b. knowledge of results
55. d. transfer of learning
56. d. all of the above
57. b. recall
58. c. external, internal
59. d. average-person fallacy
60. c. external, internal
61. a. reinforcement

Area I Topic D. Ethics and Law

1. b. The quality of being in accord with a profession's ethics.
2. c. Always right or good moral conduct.
3. b. carefully sifts facts and examines their implications
4. a. Ethics are relative to the general conditions
5. c. naive relativism
6. b. role relativism
7. d. industry best practices
8. a. Cultural relativism argues all of the following, except?
9. c. utilitarianism
10. c. utilitarianism
11. a. Type I ethics
12. b. Type II ethics
13. b. Type II ethics
14. a. Type I ethics
15. d. antecedents, belief, belief, behavior
16. b. relationship, activities
17. d. social responsibility
18. a. social contract
19. c. The Iron Law of Responsibility
20. b. Short term limitation of regulation
21. d. invisible hand
22. b. subversive doctrine
23. a. paying taxes
24. d. a and b above
25. c. malfeasance
26. b. Criminal
27. d. Code of Hammurabi

28. d. a and c above
29. d. a and c above
30. b. United States Code
31. a. 102nd
32. d. Williams-Steiger
33. b. authorization and appropriations
34. c. provides the money for the regulatory activities
35. b. limit appropriations to the governing agency
36. a. Code of Federal Regulations
37. b. congressional proclamations
38. d. notifies the public
39. a. with one or more employees
40. c. are as effective as the federal program
41. c. temporary review standards
42. a. consensus
43. c. Courts do not allow most ETS's to become effective.
44. a. workplace and other studies
45. b. Business Liability Act
46. b. The hazard is also covered by an adequate specific rule.
47. a. compliance poses a financial burden
48. d. the unsafe practice did not cause injury
49. c. general
50. d. employer ability to pay
51. a. nullify rules
52. d. all of the above
53. d. a and b above
54. c. willful violations of the general duty clause
55. a. challenge the abatement remedy
56. c. adverse treatment was the substantial cause
57. a. trade secret information
58. c. thank the attorney but decline the offer
59. d. Equality of the consideration
60. d. Equality of the consideration
61. a. Civil law deals with persons and organizations
62. c. United States Code (USC)
63. a. Code of Federal Regulations (CFR)
64. d. answers a and b above
65. c. malfeasance
66. d. all of the above
67. a. reasonable care
68. b. great care
69. d. slight care
70. c. due care
71. b. foreseeability
72. d. foreseeability applied to the premises
73. d. foreseeability applied to the premises
74. a. autonomy
75. d. all of the above
76. c. beneficence
77. b. compensatory damages
78. c. punitive damages
79. b. safe premises
80. c. dangerous instrumentality
81. b. standard of reasonable prudence
82. c. proximate cause
83. c. proximate cause
84. a. liability
85. c. strict liability
86. b. negligence
87. c. negligence perse
88. d. gross negligence
89. a. willful conduct
90. a. reckless conduct
91. b. contributory negligence
92. c. master-servant relationship
93. d. assumption of risk
94. a. tort
95. b. joint tort
96. d. ultrahazardous operations

Area I. Topic E. Organizational Structure

1. c. a policy that states the importance of safety
2. c. purchasing
3. b. all employees in the organization
4. d. leadership
5. b. staff
6. a. institute a system of negative reinforcement to secure compliance
7. a. gain the commitment of top management and administration
8. b. staff
9. b. have authority over line elements
10. c. be a part of every organizational element
11. a. avoid flawed practices
12. b. performance errors
13. a. use technical jargon
14. c. exist on rule and law alone
15. c. Operational mishaps are the results of human error
16. a. Industrial excellence is the product of sound safety engineering
17. c. corporate illness
18. b. indictment of management's ability to direct and control
19. a. people combine their efforts for a given purpose
20. b. team member, not a technician

21. d. limit OSHA injuries claims to reduce workers' compensation premiums
22. d. managers
23. c. enforce safety rules
24. b. encourage compliance
25. c. good housekeeping
26. c. timely work request submission
27. a. total hours used
28. c. disciplining
29. a. detail management commitment to safety
30. d. employees
31. d. from all line and staff officials
32. b. top management
33. a. line production
34. c. staff services
35. c. staff services
36. b. position description
37. c. functional statement
38. d. accidents
39. d. all of the above
40. b. Safety is considered important and meaningful to most managers
41. a. Personnel
42. b. Supply and Logistics
43. c. Engineering
44. d. Finance
45. d. ensure department heads are held accountable for accident rates
46. c. rely on the employee-management safety advisory committee
47. b. respond and reply to employee complaints in a timely manner
48. a. improve that manager's own effectiveness
49. c. it places error-free performance at the bottom of the totem pole
50. c. line managers
51. b. other managers
52. d. counselor
53. d. all of the above
54. c. they do not receive services from safety specialists
55. d. all of the above
56. d. all of the above
57. b. complex structures
58. d. matrix structures
59. a. simple structure
60. d. machine bureaucracy
61. b. professional bureaucracy
62. c. divisional form
63. c. divisional form
64. d. machine bureaucracy
65. a. adhocracy

Area I. Topic F. Training and Development

1. c. achievement
2. a. substantial salary
3. b. Level II, Learning
4. b. employer
5. d. appropriate humor during presentation
6. a. Support from supervisors and top executive management
7. a. to help ensure safe performance
8. b. slides and videos
9. c. to prove employee is ill-prepared
10. c. to retrain employees whenever they violate safety rules
11. c. can the problem be solved by training?
12. d. what learners will be able to do at the end of training
13. c. natural and system
14. b. trainer show and tell
15. d. all of the above
16. d. b or c above
17. d. Level V, Return on Investment
18. a. It states the target learner attitude toward the subject
19. b. expertise
20. c. practical to theoretical
21. c. non-supportive safety culture
22. a. Level I, Reaction
23. c. non-supportive safety culture
24. d. all of the above
25. a. limit variables
26. d. workplace improvement
27. c. Level III, Application
28. a. Level I, Reaction
29. c. strong documentation
30. d. a formal certification
31. a. ensure training was effective
32. c. detailed personal opinion
33. d. motivate employees
34. d. motivate employees
35. b. rephrase the question
36. b. feel felt found
37. c. simulate the job
38. c. sequencing
39. b. On the Job Training (OJT)
40. d. include student-trainer interaction
41. c. ANSI/ASSE Z490.1-2001

42. b. Present the elements of a safety management system
43. c. Learn how to complete an accident investigation
44. c. action
45. a. condition
46. d. standard
47. b. performer
48. a. determine what training is needed
49. b. design appropriate training
50. d. if a problem can be solved by training
51. d. part of a sound safety management system
52. c. interview the employee
53. c. interview the employee
54. b. conduct formal training
55. d. conduct practice
56. b. provide feedback
57. c. education
58. d. failure to provide adequate leadership
59. c. failure to provide adequate enforcement
60. b. failure to provide adequate supervision
61. b. before exposure to actual hazards
62. b. ensure others are assigned to conduct effective training
63. c. safety and health professionals
64. d. mandatory
65. d. review litigation cases
66. c. requests by other managers
67. a. improve a knowledge or skill deficiency
68. a. improve a knowledge or skill deficiency
69. b. written to work together with other company policies
70. c. define training for all levels of the organization
71. d. is combined with other training programs
72. a. comparing the cost of training against the cost of no training
73. c. planning training needs after an accident occurs
74. b. disciplinary history
75. d. all of the above
76. a. when disciplinary is required
77. d. whenever employees register an unsubstantiated safety complaint
78. d. use of fire extinguishers
79. c. increased number of safety suggestions
80. a. increase in the rate of hazard reporting
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82. d. a and c above
83. b. lesson plan
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89. d. brainstorming
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