

***Employee Training and Development, 8e (Noe)***

**Chapter 1 Introduction to Employee Training and Development**

1) \_\_\_\_\_ refers to training, formal education, job experiences, relationships, and assessments of personality, skills, and abilities that help employees prepare for future jobs or positions.

- A) Knowledge management
- B) Formal training
- C) Development
- D) Succession planning

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

2) Which of the following statements is true of human capital?

- A) Human capital is an organization's tangible asset.
- B) It is easy to imitate or purchase an organization's human capital.
- C) Motivation to deliver high-quality products and services is a part of human capital.
- D) Human capital is standardized in companies.

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

3) Informal learning \_\_\_\_\_.

- A) is developed and organized by a company
- B) is not required for the development of human capital
- C) cannot be controlled by the employees
- D) leads to the effective development of tacit knowledge

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

- 4) Which of the following is true of tacit knowledge?
- A) It is easily codified and transferred from person-to-person.
  - B) Formulas and definitions are examples of tacit knowledge.
  - C) It is best acquired through formal training and development.
  - D) It is best acquired through informal learning.

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

- 5) \_\_\_\_\_ is an example of tacit knowledge.
- A) Personal knowledge based on experience
  - B) Knowledge of formal processes
  - C) Knowledge of definitions
  - D) Knowledge of formulas

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

- 6) \_\_\_\_\_ refers to a systematic approach for developing training programs.
- A) Total quality management
  - B) Continuous learning
  - C) The Instructional System Design (ISD) model
  - D) Training and development

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-03 Discuss various aspects of the training design process.

Accessibility: Keyboard Navigation

Gradable: automatic

7) Which of the following statements is true of the Instructional System Design (ISD) model?

- A) The model is generally universally accepted.
- B) The model specifies an orderly, step-by-step approach to training design.
- C) The model eliminates the need for trainers to use their own judgment.
- D) The model has no underlying assumptions, which makes it very flexible.

Answer: B

Difficulty: 2 Medium

Learning Objective: 01-03 Discuss various aspects of the training design process.

Accessibility: Keyboard Navigation

Gradable: automatic

8) The fifth step in the training design process is to develop an evaluation plan that involves identifying \_\_\_\_\_.

- A) an appropriate training method
- B) the requirements for training
- C) employees with motivation and basic skills
- D) the types of outcomes training is expected to influence

Answer: D

Difficulty: 2 Medium

Learning Objective: 01-03 Discuss various aspects of the training design process.

Accessibility: Keyboard Navigation

Gradable: automatic

9) Which of the following steps of the training design process involves person and task analysis?

- A) ensuring transfer of training
- B) developing an evaluation plan
- C) conducting needs assessment
- D) monitoring and evaluating the program

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-03 Discuss various aspects of the training design process.

Accessibility: Keyboard Navigation

Gradable: automatic

10) The ADDIE model is most closely associated with:

- A) creating a learning organization
- B) formal training and development
- C) Informal learning
- D) knowledge management

Answer: B

Difficulty: 1 Easy

Learning Objective: 01-03 Discuss various aspects of the training design process.

Accessibility: Keyboard Navigation

Gradable: automatic

11) Which of the following is not included in the ADDIE model?

- A) analysis
- B) design and development
- C) implementation
- D) engagement

Answer: D

Difficulty: 2 Medium

Learning Objective: 01-03 Discuss various aspects of the training design process.

Accessibility: Keyboard Navigation

Gradable: automatic

12) \_\_\_\_\_ refers to the process of moving jobs from the U.S. to other locations in the world.

- A) Expatriation
- B) Job rotation
- C) Offshoring
- D) Insourcing

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

13) Which of the following intangible assets does training and development indirectly influence?

- A) human capital
- B) intellectual capital
- C) customer capital
- D) all of the above

Answer: C

Difficulty: 2 Medium

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

14) \_\_\_\_\_ capital refers to the sum of the attributes, life experiences, knowledge, inventiveness, energy, and enthusiasm that the company's employees invest in their work.

- A) Intellectual
- B) Human
- C) Talent
- D) Social

Answer: B

Difficulty: 1 Easy

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

15) Which of the following is an example of human capital?

- A) corporate culture
- B) patents
- C) customer loyalty
- D) work-related competence

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

16) Which of the following is not an example of human capital?

- A) corporate culture
- B) education
- C) tacit knowledge
- D) work-related competence

Answer: A

Difficulty: 2 Medium

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

17) Which of the following statements is not true of knowledge workers?

- A) They generally have limited employment opportunities in other companies because their knowledge and expertise tends to be firm specific
- B) They are common in organizations that value intangible assets
- C) They typically do not perform manual labor
- D) They share knowledge and collaborate with others

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

18) Which of the following visas is for individuals in highly skilled and technical occupations involving the completion of higher education?

- A) H-1A
- B) H-1B
- C) H-2A
- D) H-2b

Answer: B

Difficulty: 2 Medium

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

- 19) Which of the following statements is true of Millennials?
- A) They are also known as Generation X or Baby Boomers.
  - B) They grew up during a time when the divorce rate doubled.
  - C) They are often considered to be workaholics and rigid in conforming to rules.
  - D) They are believed to have high levels of self-esteem, sometimes the point of narcissism.

Answer: D

Difficulty: 2 Medium

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

- 20) Which generational cohort is characterized as the "Me" generation?

- A) Generational Z
- B) Millennials
- C) Generation X
- D) Baby Boomers
- E) Traditionalists

Answer: D

Difficulty: 2 Medium

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

- 21) Which generational cohort is characterized as valuing skepticism, informality, and practicality?

- A) Generational Z
- B) Millennials
- C) Generation X
- D) Baby Boomers

Answer: C

Difficulty: 2 Medium

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

22) \_\_\_\_\_ is a companywide effort to continuously improve the ways people, machines, and systems accomplish work.

- A) Stakeholder management
- B) Diversity management
- C) Total quality management
- D) Talent management

Answer: C

Difficulty: 1 Easy

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

23) A core value of \_\_\_\_\_ is the prevention of the occurrence of errors in a product or service rather than detection and correction.

- A) ISD
- B) ADDIE
- C) HRM
- D) TQM

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

24) \_\_\_\_\_ involves highly trained employees known as Champions, Master Black Belts, Black Belts, and Green Belts.

- A) Six Sigma
- B) Lean manufacturing
- C) Instructional Systems Design
- D) TQM

Answer: A

Difficulty: 1 Easy

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic



25) \_\_\_\_\_ refer to teams that are separated by time, geographic distance, culture, or organizational boundaries that rely almost exclusively on technology to interact and complete their projects.

- A) Quality circles
- B) Virtual teams
- C) Six Sigma teams
- D) Ad hoc teams

Answer: B

Difficulty: 1 Easy

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

26) Which of the following is not a criterion for the Baldrige Award?

- A) Strategic planning
- B) Workforce focus
- C) Legal compliance
- D) Customer focus

Answer: C

Difficulty: 2 Medium

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

27) The ATD competency model \_\_\_\_\_.

- A) describes how to effectively design training interventions
- B) describes companywide effort to continuously improve the ways people and systems accomplish work
- C) specifies what it takes for an individual to be successful in the training field
- D) is a framework to analyze competition in an industry to formulate a training strategy

Answer: C

Difficulty: 2 Medium

Learning Objective: 01-05 Discuss the key roles for training professionals.

Accessibility: Keyboard Navigation

Gradable: automatic

- 28) According to the ATD competency model, a business partner \_\_\_\_\_.
- A) determines how workplace learning can be best used to help meet the company's business strategy
  - B) plans and monitors the delivery of learning and performance solutions to support the business
  - C) designs, delivers, and evaluates learning and performance solutions
  - D) uses business industry knowledge to create training that improves performance

Answer: D

Difficulty: 3 Hard

Learning Objective: 01-05 Discuss the key roles for training professionals.

Accessibility: Keyboard Navigation

Gradable: automatic

- 29) In the ATD competency model, a \_\_\_\_\_ plans, obtains, and monitors the effective delivery of learning and performance solutions to support the business.
- A) project manager
  - B) learning strategist
  - C) business partner
  - D) knowledge worker

Answer: A

Difficulty: 2 Medium

Learning Objective: 01-05 Discuss the key roles for training professionals.

Accessibility: Keyboard Navigation

Gradable: automatic

- 30) Training activities are said to be outsourced when they are provided by \_\_\_\_\_.
- A) in-house consultants
  - B) company managers
  - C) company trainers
  - D) individuals outside the company

Answer: D

Difficulty: 1 Easy

Learning Objective: 01-04 Describe the amount and types of training occurring in U.S. companies.

Accessibility: Keyboard Navigation

Gradable: automatic

31) Which of the following statements is true?

- A) The reporting relationship between human resource management and the training function is standard across companies.
- B) Including training as part of the human resource function allows training to be decentralized to better respond to unique needs in different business units.
- C) Organizational development professionals are seldom responsible for training.
- D) For training and development to succeed, employees, managers, training professionals, and top managers all have to take ownership.

Answer: D

Difficulty: 2 Medium

Learning Objective: 01-04 Describe the amount and types of training occurring in U.S. companies.

Accessibility: Keyboard Navigation

Gradable: automatic

32) Companies cannot gain a competitive advantage solely through their training practices.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

33) Training differs from development in that training tends to be more future-focused.

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

34) Tacit knowledge tends to be the primary focus of formal training and employee development.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

35) Informal learning cannot be used to develop explicit knowledge.

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

36) Training and development has a direct influence on the development of social capital, but an indirect influence on the development of customer capital.

Answer: TRUE

Difficulty: 2 Medium

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: automatic

37) There is no one universally accepted instructional systems development model.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-03 Discuss various aspects of the training design process.

Accessibility: Keyboard Navigation

Gradable: automatic

38) The ISD model includes five steps: analysis, design, delivery, implementation, and evaluation.

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-03 Discuss various aspects of the training design process.

Accessibility: Keyboard Navigation

Gradable: automatic

39) Ensuring transfer of training is the final step in the ISD model.

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-03 Discuss various aspects of the training design process.

Accessibility: Keyboard Navigation

Gradable: automatic

40) Due to globalization, the supply for talented employees now exceeds the demand.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

41) Treating employees differently based on their age, such as only inviting younger employees to attend training, can result in adverse legal consequences.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

42) One of the most significant talent management challenges today centers around the retirement of the Traditionalist generational cohort.

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

43) Decreasing numbers of Americans are participating in the gig economy.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

44) Social networking facilitates decentralized decision making.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

45) Despite its potential benefits, there are a number of challenges associated with social media for training and development.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

46) Quality circles refer to teams that are separated by time, geographic distance, culture, and/or organizational boundaries and that rely almost exclusively on technology to interact and complete their projects.

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

47) A type of organization that embraces a culture of lifelong learning, enabling all employees to continually acquire and share knowledge is known as a "talent organization."

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

48) Augmented reality refers to smart eyewear technology and camera technology that gives employees hands-free, voice-activated access to procedures and checklists and live access to experts using tablet computers.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-04 Describe the amount and types of training occurring in U.S. companies.

Accessibility: Keyboard Navigation

Gradable: automatic

49) Non-traditional employment refers to hiring increased numbers of immigrants and minorities.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: automatic

50) When training is provided by consulting firms, it is said to be outsourced.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-04 Describe the amount and types of training occurring in U.S. companies.

Accessibility: Keyboard Navigation

Gradable: automatic

51) According to the ATD competency model, foundational competencies are used to a different extent in each role or specialization.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-05 Discuss the key roles for training professionals.

Accessibility: Keyboard Navigation

Gradable: automatic

52) Regarding training roles, a project manager designs, develops, delivers, and evaluates learning and performance solutions.

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-05 Discuss the key roles for training professionals.

Accessibility: Keyboard Navigation

Gradable: automatic

53) Unlike organizational development professionals, talent management professionals typically focus on training as well as team building, conflict management, employment development, and change management.

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-05 Discuss the key roles for training professionals.

Accessibility: Keyboard Navigation

Gradable: automatic

54) ATD stands for the Association for Training and Development.

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-06 Identify appropriate resources (e.g., journals and websites) for learning about training research and practice.

Accessibility: Keyboard Navigation

Gradable: automatic

55) Online learning is least used for mandatory and compliance training.

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-04 Describe the amount and types of training occurring in U.S. companies.

Accessibility: Keyboard Navigation

Gradable: automatic

56) Average training expenditures per employee have declined over the last several years due to technology.

Answer: FALSE

Difficulty: 1 Easy

Learning Objective: 01-04 Describe the amount and types of training occurring in U.S. companies.

Accessibility: Keyboard Navigation

Gradable: automatic

57) The use of instructor-led classroom training has decreased from 70% in 2010 to 40 in 2016.

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-04 Describe the amount and types of training occurring in U.S. companies.

Accessibility: Keyboard Navigation

Gradable: automatic

58) Artificial intelligence is the most frequently used type of technology-based learning.

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-04 Describe the amount and types of training occurring in U.S. companies.

Accessibility: Keyboard Navigation

Gradable: automatic

59) On average, more training occurs in a formal classroom environment today compared to



online learning.

Answer: TRUE

Difficulty: 1 Easy

Learning Objective: 01-04 Describe the amount and types of training occurring in U.S. companies.

Accessibility: Keyboard Navigation

Gradable: automatic

60) The use of technology-based learning delivery remained stable from 2011 to 2016.

Answer: FALSE

Difficulty: 2 Medium

Learning Objective: 01-04 Describe the amount and types of training occurring in U.S. companies.

Accessibility: Keyboard Navigation

Gradable: automatic

61) Name and describe the different ways that learning occurs in a company.

Answer: Formal training and development refers to training and development programs, courses, and events that are developed and organized by the company. Typically, employees are required to attend or complete these programs, which can include face-to-face training programs and online programs.

Informal learning is also important for facilitating the development of human capital. Informal learning refers to learning that is learner initiated, involves action and doing, is motivated by an intent to develop, and does not occur in a formal learning setting. Informal learning occurs without a trainer or instructor, and its breadth, depth, and timing is controlled by the employee. It occurs on an as-needed basis and may involve an employee learning either alone or through face-to-face or technology-aided social interactions.

Knowledge management refers to the process of enhancing company performance by designing and implementing tools, processes, systems, structures, and cultures to improve the creation, sharing, and use of knowledge. Knowledge management contributes to informal learning.

Difficulty: 2 Medium

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: manual

62) Name and describe the four types of capital described in the text and identify which are most directly influenced by training and development?

Answer: The four types of capital include human capital, intellectual capital, social capital, and customer capital.

- Human capital refers to the sum of the attributes, life experiences, knowledge, inventiveness, energy, and enthusiasm that a company's employees invest in their work.
- Intellectual capital refers to the codified knowledge that exists within a company.
- Social capital refers to relationships among individuals within a company.
- Customer capital refers to the value of relationships with persons or other organizations outside the company.

Training and development have a direct influence on human and social capital because they affect education, work-related know-how and competence, and work relationships. Training and development can have an indirect influence on customer and social capital by helping employees better serve customers and by providing them with the knowledge needed to create patents and intellectual property.

Difficulty: 2 Medium

Learning Objective: 01-02 Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

Accessibility: Keyboard Navigation

Gradable: manual

63) Describe why some have criticized the Instruction System Design (ISD) model.

Answer: Some have criticized the ISD model for a number of reasons. The training design process rarely follows the neat, orderly, step by-step approach. Furthermore, adhering to the model may represent an administrative burden and be too costly. The ISD model also implies an end point. However, the training process is more dynamic, fluid, and iterative. Many companies claim to use an instructional design approach, but dilute its application. The ISD model certainly has value. Yet, the training design process should be flexible enough to adapt to changing business needs. Although it may not be realistic to follow the ISD model in a pure linear fashion, it is important that organizations focus on each of its component parts.

Difficulty: 2 Medium

Learning Objective: 01-03 Discuss various aspects of the training design process.

Accessibility: Keyboard Navigation

Gradable: manual

64) Describe the core values of Total Quality Management (TQM).

Answer: Total Quality Management (TQM) is a companywide effort to continuously improve the ways people, machines, and systems accomplish work. Core values of TQM include the following:

- Methods and processes are designed to meet the needs of internal and external customers.
- Every employee in the company receives training in quality.
- Quality is built into a product or service so that errors are prevented from occurring rather than being detected and corrected.
- The company promotes cooperation with vendors, suppliers, and customers to improve quality and hold down costs.
- Managers measure progress with feedback based on data.

Difficulty: 2 Medium

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: manual

65) Discuss how new technology has improved training and development. In addition, describe some of the limitations of using smartphones or notebooks for training.

Answer: Advances in sophisticated technology are changing the delivery of training, making training more realistic, and giving employees the opportunity to choose where and when they will work. New technologies allow training to occur at any time and any place. Technology has many advantages, including reduced travel costs, greater trainee accessibility, consistent diversity, and the ability to access experts. Technological advances have enhanced the capability for social networking and the ability to learn from others. Despite its potential advantages, many companies are uncertain as to whether they should embrace new technology for training. For example, some organizations may fear that employees may waste time with social networking and that it is difficult to ensure employee engagement and compliance with such training.

Difficulty: 2 Medium

Learning Objective: 01-01 Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

Accessibility: Keyboard Navigation

Gradable: manual

66) What are the roles that training and development professionals can take according to the ATD competency model?

Answer: The roles that training and development professionals can take include learning strategist, business partner, project manager, and professional specialist:

- Learning strategist: determines how workplace learning can be used to help meet the company's business strategy
- Business partner: uses business and industry knowledge to create training that improves performance
- Project manager: plans, obtains, and monitors the delivery of learning and performance solutions to support the business
- Professional specialist: designs, develops, delivers, and evaluates learning and performance systems

Difficulty: 2 Medium

Learning Objective: 01-05 Discuss the key roles for training professionals.

Accessibility: Keyboard Navigation

Gradable: manual