

Student name: _____

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

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

true

false

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

true

false

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

true

false

Informal learning cannot be used to develop explicit knowledge.

true

false

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

true

false

There is no one universally accepted instructional systems development model.

true

false

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

true

false

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

true

false

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

true

false

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

true

false

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

true

false

Decreasing numbers of Americans are participating in the gig economy.

true

false

Social networking facilitates decentralized decision making.

true

false

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

true

false

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.

true

false

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."

true

false

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.

true

false

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

true

false

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

true

false

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

true

false

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

true

false

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

true

false

ATD stands for the Association for Training and Development.

true

false

Online learning is least used for mandatory and compliance training.

true

false

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

true

false

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

true

false

On average, more training occurs in a formal classroom environment today compared to online learning.

true

false

Training and development can have a direct impact on customer and social capital by helping employees better serve customers and by providing them with the knowledge they need to create patents and intellectual property.

true

false

The primary implication of the aging workforce is that performance and learning among older workers tend to be adversely affected.

true

false

Research suggests that employees of different generations do not substantially differ in their learning styles.

true

false

The objective of Six Sigma is to create a total business focus on serving the customer.

true

false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

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

Knowledge management

Formal training

Development

Succession planning

Which of the following statements is true of human capital?

Human capital is an organization's tangible asset.

It is easy to imitate or purchase an organization's human capital.

Motivation to deliver high-quality products and services is a part of human capital.

Human capital is standardized in companies.

Informal learning _____.

is developed and organized by a company

is not required for the development of human capital

cannot be controlled by the employees

leads to the effective development of tacit knowledge

Which of the following is true of tacit knowledge?

It is easily codified and transferred from person-to-person.

Formulas and definitions are examples of tacit knowledge.

It is best acquired through formal training and development.

It is best acquired through informal learning.

_____ is an example of tacit knowledge.

Personal knowledge based on experience

Knowledge of formal processes

Knowledge of definitions

Knowledge of formulas

_____ refers to a systematic approach for developing training programs.

Total quality management

Continuous learning

The Instructional System Design (ISD) model

Training and development

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

The model is generally universally accepted.

The model specifies an orderly, step-by-step approach to training design.

The model eliminates the need for trainers to use their own judgment.

The model has no underlying assumptions, which makes it very flexible.

The fifth step in the training design process is to develop an evaluation plan that involves identifying _____.

an appropriate training method

the requirements for training

employees with motivation and basic skills

the types of outcomes training is expected to influence

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

ensuring transfer of training

developing an evaluation plan

conducting needs assessment

monitoring and evaluating the program

The ADDIE model is most closely associated with

creating a learning organization.

formal training and development.

informal learning.

knowledge management.

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

analysis

design and development

implementation

engagement

_____ refers to the process of moving jobs from the U.S. to other locations in the world.

Expatriation

Job rotation

Offshoring

Insourcing

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

human capital

intellectual capital

customer capital

All of these choices are correct

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

Intellectual

Human

Talent

Social

Which of the following is an example of human capital?

corporate culture

patents

customer loyalty

work-related competence

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

corporate culture

education

tacit knowledge

work-related competence

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

They generally have limited employment opportunities in other companies because their knowledge and expertise tend to be firm specific.

They are common in organizations that value intangible assets.

They typically do not perform manual labor.

They share knowledge and collaborate with others.

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

H-1A

H-1B

H-2A

H-2b

Which of the following statements is true of Millennials?

They are also known as Generation X or Baby Boomers.

They grew up during a time when the divorce rate doubled.

They are often considered to be workaholics and rigid in conforming to rules.

They are believed to have high levels of self-esteem, sometimes the point of narcissism.

_____ is a companywide effort to continuously improve the ways people, machines, and systems accomplish work.

Stakeholder management

Diversity management

Total quality management

Talent management

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

ISD

ADDIE

HRM

TQM

_____ involves highly trained employees known as Champions, Master Black Belts, Black Belts, and Green Belts.

Six Sigma

Lean manufacturing

Instructional Systems Design

TQM

_____ 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.

Quality circles

Virtual teams

Six Sigma teams

Ad hoc teams

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

strategic planning

workforce focus

legal compliance

customer focus

The ATD Capability Model _____.

describes how to effectively design training interventions

describes companywide effort to continuously improve the ways people and systems accomplish work

specifies what it takes for an individual to be successful in the training field

is a framework to analyze competition in an industry to formulate a training strategy

According to the ATD capability model, a business partner _____.

determines how workplace learning can be best used to help meet the company's business strategy

plans and monitors the delivery of learning and performance solutions to support the business designs, delivers, and evaluates learning and performance solutions
uses business industry knowledge to create training that improves performance

In the ATD capability model, a _____ plans, obtains, and monitors the effective delivery of learning and performance solutions to support the business.

project manager

learning strategist

business partner

knowledge worker

Training activities are said to be outsourced when they are provided by _____.

in-house consultants

company managers

company trainers

individuals outside the company

Which of the following statements is true?

The reporting relationship between human resource management and the training function is standard across companies.

Including training as part of the human resource function allows training to be decentralized to better respond to unique needs in different business units.

Organizational development professionals are seldom responsible for training.

For training and development to succeed, employees, managers, training professionals, and top managers all have to take ownership.

Which of the following is false regarding employee engagement?

It reflects the extent to which employees are fully involved in their work.

It is closely related to job satisfaction and organizational commitment.

Surveys demonstrate that approximately 60 percent of the U.S. workforce is engaged in their work.

Actively disengaged employees cost the U.S. billions of dollars in lost productivity.

Which of the following is the least common type of training in organizations?

basic skills

supervisory skills

mandatory and compliance training

sales

_____ refers to the systematic, planned, and strategic effort by a company to use bundles of HRM practices.

Talent management

Training and development

Strategic management

Performance management

Which of the following statements is false?

After rising from 83 billion in 2019, total training expenditures slightly declined to \$82.5 billion in 2020.

Average training expenditures per employee have gradually declined over the last several years.

The average number of learning hours per employee in 2020 increased over the previous 3 years.

There is an increased demand for specialized learning that includes manager, professional, and industry-specific content.

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

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

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

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

What is the relationship between diversity, inclusion, and equity?

How has the COVID-19 pandemic influenced current and future training practices?

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

Answer Key

Test name: Ch1_Employee Training Development_9e

TRUE

FALSE

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Essay

Formal training and development refer 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 are 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.

Essay

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.

Essay

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.

Essay

- Diversity can be considered any dimension that differentiates one person from another.
- Equity refers to fair treatment, access, equality of opportunity, and advancement for all employees, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.
- Inclusion refers to creating an environment in which employees share a sense of belonging, mutual respect, and a commitment to others so they can perform their best work.

Essay

The pandemic has influenced training in a variety of ways. For example:

- Many companies have retooled their operations to provide new products and services, requiring new training.
- New training in health and safety protocols has become paramount.
- Individuals who were unemployed will need to become re-socialized into the workforce.
- Unemployed individuals may be reentering the workforce in new jobs, requiring training to acquire new knowledge and skills.
- Employees need to be trained in how to work virtually and to maintain appropriate work-life balance.
- More and more training will be conducted digitally.

Essay

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.