***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

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.

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 tacitknowledge

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.

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

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

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.

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

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

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

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

A) analysis

B) design and development

C) implementation

D) engagement

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

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

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

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

A) corporate culture

B) patents

C) customer loyalty

D) work-related competence

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

A) corporate culture

B) education

C) tacit knowledge

D) work-related competence

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

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

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.

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

A) Generational Z

B) Millennials

C) Generation X

D) Baby Boomers

E) Traditionalists

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

A) Generational Z

B) Millennials

C) Generation X

D) Baby Boomers

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

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

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

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

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

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

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

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

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

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.

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

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

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

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

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

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

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

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

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

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

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

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

44) Social networking facilitates decentralized decision making.

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

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.

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."

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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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