**Chapter One**

**Introduction to Employee Training and Development**

**OBJECTIVES**

1. Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.

2. Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success.

3. Discuss various aspects of the training design process.

4. Describe the amount and types of training occurring in U.S. companies.

5. Discuss the key roles for training professionals.

6. Identify appropriate resources for learning about training research and practice.

**MULTIPLE CHOICE**

1.1 . Which of the following statements is true of human capital?

1. Human capital is an organization’s tangible asset.
2. Motivation to deliver high-quality products and services is a part of human capital.
3. It is easy to imitate or purchase an organization’s human capital.
4. Human capital is standardized in companies.

Answer: b

Difficulty: medium

Learning objective: 2

1.2 . Informal learning \_\_\_\_\_.

1. is developed and organized by a company
2. is not required for the development of human capital
3. cannot be controlled by the employees
4. leads to the effective development of tacitknowledge

Answer: d

Difficulty: easy

Learning objective: 2

1.3. Which of the following is true of tacit knowledge?

1. It is easily codified and transferred from person-to-person.
2. Formulas and definitions are examples of tacit knowledge.
3. It is best acquired through formal training and development.
4. It is best acquired through informal learning.

Answer: d

Difficulty: easy

Learning objective: 2

1.4. \_\_\_\_\_ is an example of tacit knowledge.

1. Personal knowledge based on experience
2. Knowledge of formal processes
3. Knowledge of definitions
4. Knowledge of formulas

Answer: a

Difficulty: easy

Learning objective: 2

1.5. \_\_\_\_\_ refers to a systematic approach for developing training programs.

1. Total quality management
2. Continuous learning
3. The training design process
4. Orientation training program

Answer: c

Difficulty: easy

Learning objective: 3

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

1. The model is generally universally accepted.
2. The model specifies an orderly, step-by-step approach to training design.
3. The model eliminates the need for trainers to use their own judgment.
4. The model has no underlying assumptions.

Answer: b

Difficulty: medium

Learning objective: 3

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

1. an appropriate training method
2. the requirements for training
3. employees with motivation and basic skills
4. the types of outcomes training is expected to influence

Answer: d

Difficulty: medium

Learning objective: 3

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

1. Ensuring transfer of training
2. Developing an evaluation plan
3. Conducting needs assessment
4. Monitoring and evaluating the program

Answer: c

Difficulty: easy

Learning objective: 3

1.9. The ADDIE model is most closely associated with:

1. creating a learning organization
2. formal training and development
3. Informal learning
4. Knowledge management

Answer: b

Difficulty: easy

Learning objective: 3

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

1. Analysis
2. Design and Development
3. Implementation
4. Engagement

Answer: d

Difficulty: medium

Learning objective: 3

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

1. Expatriation
2. Job rotation
3. Offshoring
4. Insourcing

Answer: c

Difficulty: easy

Learning objective: 1

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

1. Intellectual
2. Human
3. Talent
4. Social

Answer: b

Difficulty: easy

Learning objective: 2

1.13. Which of the following is an example of human capital?

1. Corporate culture
2. Patent
3. Customer loyalty
4. Work-related competence

Answer: d

Difficulty: easy

Learning objective: 2

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

1. Corporate culture
2. Education
3. Tacit Knowledge
4. Work-related competence

Answer: a

Difficulty: medium

Learning objective: 2

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

1. They generally have limited employment opportunities in other companies because their knowledge and expertise tends to be firm specific
2. They are common in organizations that value intangible assets
3. They typically do not perform manual labor
4. They share knowledge and collaborate with others

Answer: a

Difficulty: easy

Learning objective: 2

1.16. Which of the following statements is true of Millennials?

1. They are also known as Generation X or Baby Boomers.
2. They grew up during a time when the divorce rate doubled.
3. They are often considered to be workaholics and rigid in conforming to rules.
4. They are believed to have high levels of self-esteem, sometimes the point of narcissism.

Answer: d

Difficulty: medium

Learning objective: 1

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

1. Stakeholder management
2. Diversity management
3. Total quality management
4. Talent management

Answer: c

Difficulty: easy

Learning objective: 1

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

1. ISD
2. ADDIE
3. HRM
4. TQM

Answer: d

Difficulty: easy

Learning objective: 1

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

1. Six Sigma
2. Lean manufacturing
3. Instructional Systems Design
4. TQM

Answer: a

Difficulty: easy

Learning objective: 1

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

1. Quality circles
2. Virtual teams
3. Six Sigma teams
4. Ad hoc teams

Answer: b

Difficulty: easy

Learning objective: 1

1.21. The ATD competency model \_\_\_\_\_.

1. is designed to help sales associates make more personal connections with shoppers
2. describes companywide effort to continuously improve the ways people and systems accomplish work
3. specifies what it takes for an individual to be successful in the training field
4. is a framework to analyze competition in an industry to formulate a training strategy

Answer: c

Difficulty: medium

Learning objective: 5

1.22. According to the ATD competency model, a business partner \_\_\_\_\_.

1. determines how workplace learning can be best used to help meet the company’s business strategy
2. plans and monitors the effective delivery of learning and performance solutions to support the business
3. designs, delivers, and evaluates learning and performance solutions
4. uses industry knowledge to create training that improves performance

Answer: d

Difficulty: hard

Learning objective: 5

1.23. In the ATD competency model, a \_\_\_\_\_ plans, obtains, and monitors the effective delivery of learning and performance solutions to support the business.

1. project manager
2. learning strategist
3. business partner
4. knowledge worker

Answer: a

Difficulty: medium

Learning objective: 5

1.24. Training activities are said to be outsourced when they are provided by \_\_\_\_\_.

1. in-house consultants
2. company managers
3. company trainers
4. individuals outside the company

Answer: d

Difficulty: easy

Learning objective: 4

1.25. Which of the following statements is true?

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

Answer: d

Difficulty: medium

Learning Objective: 4

**TRUE-FALSE**

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

Answer: true

Difficulty: easy

Learning objective: 2

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

Answer: false

Difficulty: medium

Learning objective: 2

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

Answer: false

Difficulty: easy

Learning objective: 2

1.29. Informal learning cannot be used to develop explicit knowledge.

Answer: false

Difficulty: medium

Learning objective: 2

1.30. There is no one universally accepted instructional systems development model.

Answer: true

Difficulty: easy

Learning objective: 3

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

Answer: false

Difficulty: easy

Learning objective: 1

1.32. 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: easy

Learning objective: 1

1.33. Social networking facilitates decentralized decision making.

Answer: true

Difficulty: easy

Learning objective: 1

1.34. 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: easy

Learning objective: 1

1.35. 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: medium

Learning objective: 1

1.36. Employee engagement refers to training employees in a wide range of skills so they can fill any role in a team context

Answer: false

Difficulty: medium

Learning objective: 1

1.37. The least amount of learning content in companies concerns the development of basic skills.

Answer: true

Difficulty: easy

Learning objective: 4

1.38. When training is provided by consulting firms and government organizations, it is said to be outsourced.

Answer: true

Difficulty: easy

Learning objective: 4

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

Answer: true

Difficulty: easy

Learning objective: 5

1.40. Organizational development professionals in a company typically focus on identifying the top talent in the company.

Answer: false

Difficulty: medium

Learning objective: 5

1.41. Talent management professionals typically focus on training as well as team building, conflict management, employment development, and change management.

Answer: false

Difficulty: medium

Learning objective: 5

1.42. ATD stands for the Association for Training and Development.

Answer: false

Difficulty: medium

Learning objective: 6

1.43. In small companies, training is typically outsourced to outside vendors.

Answer: false

Difficulty: medium

Learning objective: 4

1.44. Direct training expenditures, as a percentage of payroll and learning hours, have declined over the last several years.

Answer: false

Difficulty: easy

Learning objective: 4

1.45. The use of technology-based learning delivery remained stable from 2010 to 2012.

Answer: false

Difficulty: medium

Learning objective: 4

**SHORT ANSWER-ESSAY**

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

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: medium

Learning Objective: 2

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

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: medium

Learning Objective: 2

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

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: Medium

Learning Objective: 3

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

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: medium

Learning Objective: 1

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

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: medium

Learning objective: 1

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

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: medium

Learning objective: 5