MULTIPLE CHOICE

1. What is the main difference between training and development?
   a. Development is more future oriented and broadly focused.
   b. Development is a broader term used to describe learning processes in an organization.
   c. Development is a term that is used to capture coaching, mentoring, and training.
   d. Development is more narrowly focused.

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ANS: C   REF: page 302   OBJ: 6   BLM: Key Terms

4. Which of the following is the primary reason organizations train new employees?
   a. to increase their knowledge, skill, and ability level
   b. to help trainees achieve personal career goals
   c. to comply with federal regulations
   d. to improve the work environment

.

5. Organization W has adopted a new training strategy that it learned about because its very successful main competitor is also using this training strategy. Which of the following statements best captures this situation?

   a. This is very unusual; most organizations link training directly to their organizational goals.
   b. This is very unusual; data show that most organizations do not consider the training initiatives of others in their decisions.
   c. Organization W is not alone; many organizations copy training strategy used by

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6. Which of the following best captures the phases of the systems model of training?
   a. planning, design, needs assessment, and evaluation

   b. needs assessment, design, implementation, and evaluation

   c. design, needs assessment, implementation, and evaluation

   d. design, needs assessment, management, and evaluation

   ANS: B   REF: page 274   OBJ: 1   BLM: Key Terms

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9. Which of the following best describes the systems approach to training?
   a. It is the most cost-effective approach

   b. It ensures that training investments have maximum impact on performance

   c. It is called development

   d. It includes the process of job analysis

10. Which of the following terms refers to an examination of the strategies, environment, and resources of an organization to determine where training emphasis should be placed?
    a. task analysis
    b. environmental scanning
    c. needs assessment
    d. organizational analysis

12. Which of the following terms refers to assessing the sets of skills and knowledge employees need to be successful, particularly for decision-oriented and knowledge-intensive jobs?
   a individual assessment
   .
   b competency assessment
   .
   c organizational assessment
   .
   d job assessment
   .

   ANS: B   REF: pages 277-278   OBJ: 2

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15. If you were responsible for developing a training program, which of the following should your first step be?
   a create a suitable training environment
   .
   b select the proper training method
   .
   c conduct a needs assessment
   .
   d determine the specific instructional objectives
   .

ANS: C   REF: page 274   OBJ: 2   BLM: Application

16. Instructional objectives might include all of the following phrases **EXCEPT** which of the following?
    a. "to repair leaking valves"
    b. "to appreciate diversity in the workplace"
    c. "to assemble components in the proper order"
    d. "to calculate the percentage of waste"

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18. What is the relationship of goal-setting to feedback and reinforcement?
    a. Goal-setting and feedback are symbiotic.
    b. Goal setting and feedback are reciprocal in nature.
    c. They are both important principles of learning.
    d. Goal setting is useless unless employees know how they performed through constant feedback.

    ANS: C   REF: page 281   OBJ: 3   BLM: Understanding

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    b. distributed learning
    c. mass learning
    d. active learning

    ANS: A   REF: page 285   OBJ: 4   BLM: Key Terms

22. Which of the following people is most likely to be a successful trainer?

    a. Carlos is an enthusiastic, risk-taking, assertive person who loves teaching.

    b. Jonas is flexible and can adapt his instructions to suit the individual student's needs.

    c. Natalia is good at clarifying instructions and adding humour to the situation.

    d. Claire is charming and intuitive and loves the subject she teaches.

    ANS: B   REF: page 284   OBJ: 3   BLM: Application

24. Organization Z is attempting to initiate an on-the-job training program. Like many organizations, the company is aware that it suffers from a lack of well-defined job performance criteria. Which of the following is the best suggestion for Organization Z to overcome this problem and have a successful program?
   a. develop realistic goals, a training schedule, and periodic evaluations
   b. hire trainers who have been in a similar situation and have been successful
   c. wait until proper job and organizational analysis can be done before implementing the training program
   d. use a different type of training

ANS: A   REF: page 292   OBJ: 4   BLM: Application

27. A combination of on-the-job training, seminars, and role-playing would be a good assortment of learning methods for which of the following groups of employees?
   a. new employees at all levels
   b. experienced front-line staff
   c. managers

d interns
.

ANS: C   REF: pages 293-296   OBJ: 4
BLM: Application

28. Programmed instruction allows individuals to learn at their own pace. Which of the following is another term for programmed learning?

a vestibule training
.

b e-learning
.

29. What is the main issue with organizations putting too much weight on the "reactions" aspect of training evaluation?
    a. Unless the training is linked to organizational strategy, it is not informative that reactions were good.
    b. Positive reaction data may not mean the training was effective.
    c. This information has to be integrated into a analysis with the other four phases of evaluation.
    d. This aspect of training is not measurable.

ANS: B   REF: page 298   OBJ: 5   BLM: Understanding

32. Which of the following is useful information for an HR manager to use when demonstrating the utility of a training program?
    a. how many employees signed up for it
    b. how it helped to reduce wasted materials
    c. the average employee reaction to it
    d. how much transfer-of-training occurred

ANS: B   REF: page 299   OBJ: 4   BLM: Understanding

33. Which of the following is the term for grooming an employee to take over the supervisor's job through gaining experience in handling important functions of the job?
    a   caretaking
    .
    b   coaching
    .
    c   understudy assignment
    .
    d   role modelling
    .

34. Which of the following training methods consists of having the trainee assume the attitudes and behaviour of others?

a. job rotation

b. case study

c. simulation study

d. role-playing

ANS: D   REF: page 295   OBJ: 4   BLM: Key Terms

b. Currently, only progressive organizations evaluate their training.

c. Yes and no. It used to be that most did not, but this is changing due to the pressure that HR managers are under to demonstrate results.

d. No, most organizations don't find it worth the effort.

ANS: C   REF: page 296   OBJ: 5   BLM: Understanding

38. Which of the following is the best example of an assessment of the "learning" criterion in a training evaluation?

a. testing grocery store clerks on training program knowledge before and after the training program

b. having trainees fill in forms that describe their learning experience and whether or not the information is transferring to the workplace

c. having employees fill out a training effectiveness index

d. evaluating scores on training tests

40. Utility refers to which of the following?
    a. the usefulness of a training program

    b. the costs incurred for a training program

    c. training effectiveness in terms of increased outcomes

    d. the benefits derived from training relative to the costs incurred

    ANS: D   REF: page 299   OBJ: 5   BLM: Key Terms

    b. use a classroom-oriented approach so employees learn by lectures

    c. provide feedback on employee progress

    d. relate the training to the employees' goals

    ANS: B   REF: page 304   OBJ: 6   BLM: Application

44. Which of the following represents the two forms of diversity training?
    a. employment equity and affirmative action

    b. past and future-oriented

    c. awareness building and skill building

    d. minority and non-minority

ANS: C   REF: page 307   OBJ: 6   BLM: Understanding

46. Which of the following positions is most likely to benefit from implementing an ethics training program?
a. a buyer of leather goods for a leading national retailer
b. a medical professional
c. an air traffic controller
d. an HR manager

ANS: A   REF: page 306   OBJ: 6   BLM: Application

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ANS: F   REF: page 302   OBJ: 6   BLM: Understanding

7. The use of orientation checklists compels a supervisor to be more attentive to each employee.

ANS: T   REF: page 304   OBJ: 6   BLM: Key Terms

8. By increasing the anxiety of new employees, orientation efforts are more likely to be successful due to the effort/anxiety curve.

ANS: F   REF: page 302 OBJ: 6   BLM: Application

9. The primary purpose in training employees is to help them get socialized to the organization.

ANS: F   REF: page 274 OBJ: 1   BLM: Key Terms

10. Training plays a central role in strengthening the competencies that give organizations their competitive advantage.

ANS: T   REF: page 272 OBJ: 1   BLM: Key Terms

analysis, and person analysis.

ANS: F   REF: pages 278-280   OBJ: 2
BLM: Key Terms

18. Although important in determining training program success, organizations conduct a needs assessment less than half the time before initiating a training program.

ANS: T   REF: page 274 OBJ: 2   BLM: Key Terms

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19. A solid training program should begin with effective design.

ANS: F   REF: page 274   OBJ: 2   BLM: Key Terms

20. Organization analysis includes broad forces that impact the effectiveness of employees, such as mergers and acquisitions, technological change, and globalization.

ANS: T   REF: page 276   OBJ: 2   BLM: Understanding

21. Data such as direct and indirect labour costs and unemployment rates determine an organization's training needs.

ANS: F   REF: page 277   OBJ: 2   BLM: Key Terms

28. Psychological principles of learning refer to the characteristics of training programs that help employees grasp new material, make sense of it in their own lives, and transfer it back to the job.

ANS: T   REF: page 281   OBJ: 3   BLM: Key Terms

29. Training methods all tend to utilize similar learning principles.

ANS: F   REF: page 281   OBJ: 3   BLM: Key Terms | Understanding

30. Trainees are better able to learn if they can connect the new material with things that are already familiar to them.

ANS: T   REF: page 281   OBJ: 3   BLM: Understanding

31. "We learn best by watching" summarizes the learning principle known as "modelling."

ANS: T   REF: page 281   OBJ: 3   BLM: Key Terms

32. Practising job tasks enables the trainee to forget about distinct behaviours and become proficient on the subtleties of how they are used.

     ANS: T   REF: page 283   OBJ: 3   BLM: Key Terms

33. Feedback to trainees is important for motivational purposes as well as knowledge of results.

     ANS: T   REF: page 283   OBJ: 3   BLM: Key Terms | Understanding

34. Behaviour modification seeks to gradually shape trainee behaviour using reinforcement.

     ANS: T   REF: page 284   OBJ: 3   BLM: Key Terms

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     ANS: F   REF: page 289   OBJ: 4   BLM: Key Terms

42. Most employees prefer the freedom and flexibility of e-learning to traditional classroom training.

     ANS: F   REF: page 292   OBJ: 4   BLM: Understanding

43. The use of technology-based training has likely reaching a peak will be used less frequently in the future.

ANS: F   REF: page 292   OBJ: 4   BLM: Key Terms

44. The distinction between simulation and simple computer-based training is blurring due to advances in information technology.

ANS: T   REF: page 292   OBJ: 4   BLM: Understanding

45. Case studies are a useful method of giving participants experience at analyzing and synthesizing facts.

ANS: T   REF: page 294   OBJ: 4   BLM: Understanding

ANS: F   REF: page 305   OBJ: 6   BLM: Understanding

53. Adding new members to teams typically results in the team reverting back to an earlier stage of development.

ANS: T   REF: page 305   OBJ: 6   BLM: Understanding

54. Behavioural and process skills needed for team training need to be acquired through participative exercises.

ANS: T   REF: page 305   OBJ: 6   BLM: Understanding

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55. A skill-building diversity program would teach managers how to conduct performance appraisals with employees from different cultures.

    ANS: T   REF: page 307   OBJ: 6   BLM: Key Terms

56. Awareness building in diversity training provides the KSAs necessary for working with people who are different.

    ANS: F   REF: page 307   OBJ: 6   BLM: Understanding

57. To provide a successful diversity training program, organizations should clarify and demonstrate the link between diversity and business goals.

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    REF: pages 274-301   OBJ: 1 | 2 | 3 | 4 | 5
    BLM: Understanding

2. On-the-job training (OJT) has three drawbacks. Briefly discuss these and the possible solutions suggested by experts in the field.

ANS:
Although all types of organizations use it, OJT is often one of the most poorly implemented training methods. Three common drawbacks are the lack of a well-structured training environment, poor training skills of supervisors, and the absence of well-defined job performance criteria. To overcome these problems, training experts suggest the following: develop realistic goals and/or measures for each OJT area; plan a specific training schedule for each trainee, including setting periods for evaluation and feedback; help supervisors to establish a nonthreatening atmosphere that is conducive to learning; and conduct periodic evaluations, after training is completed, to prevent regression.

REF: pages 285-286   OBJ: 4   BLM: Understanding

their awareness. It is important to choose training methods that foster this goal rather than more common skill-building methods. Employees may benefit from either awareness or skill building, but they are not the same. Finally, when done well, diversity training can enhance communication, improve responsiveness to social issues, reduce lawsuits, create a climate of fairness, improve productivity on complex tasks, and increase revenues and profits. Organizations should document these individual and organizational benefits.

REF: pages 307-308   OBJ: 6   BLM: Understanding