

Chapter 7 - Training and Development

1. What is the main difference between training and development?
 - a. Training is more important than development.
 - b. Development is a broader term used to describe learning processes in an organization.
 - c. Development is more future-oriented and broadly focused.
 - d. Development is more narrowly focused.

ANSWER: c

2. What is the primary reason why 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

ANSWER: a

3. The greatest proportion of training is spent on which groups of employees?
 - a. executives and senior managers
 - b. temporary and part-time workers
 - c. rank-and-file employees and supervisors
 - d. senior managers and middle managers

ANSWER: c

4. 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. This is not significantly unusual; many organizations copy training strategy used by competitors.
 - d. This is unusual; most organizations at least make attempts to link their training initiatives to their own organizational strategy.

ANSWER: c

5. What are the phases of the systemic/strategic model of training?
 - a. needs assessment, design, implementation, and evaluation
 - b. planning, design, needs assessment, and evaluation
 - c. design, needs assessment, management, and evaluation
 - d. design, needs assessment, implementation, and evaluation

ANSWER: a

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6. Which of the following best describes the strategic 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.

ANSWER: b

7. Which of the following is NOT part of a needs assessment in developing training programs?
- a. task analysis
 - b. environmental analysis
 - c. person analysis
 - d. organization analysis

ANSWER: b

8. In which stage of needs assessment are issues such as technological change and globalization assessed in training programs?
- a. task analysis
 - b. environmental analysis
 - c. person analysis
 - d. organization analysis

ANSWER: d

9. Organization analysis, task analysis, and person analysis are all part of which phase of the strategic and systemic approach?
- a. the training and development phase
 - b. the needs assessment phase
 - c. the analysis phase
 - d. the evaluation phase

ANSWER: b

10. In which stage in the training needs assessment are job descriptions and job specifications reviewed?
- a. task analysis
 - b. person analysis
 - c. organizational analysis
 - d. job analysis

ANSWER: a

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11. Omega Organization is going through a very detailed process of looking at all the tasks or duties included in a job. It will then list all the steps performed by the employee to complete each task, and then look to examine the skills and knowledge necessary for the job. Which process is Omega Organization performing?
- task analysis
 - job analysis
 - person analysis
 - competency analysis

ANSWER: a

12. At which stage in the training program development process is content of the training program determined?
- job analysis
 - individual analysis
 - task analysis
 - organization analysis

ANSWER: c

13. Which term refers to assessing the sets of skills and knowledge employees need to be successful, particularly for decision-oriented and knowledge-intensive jobs?
- organizational assessment
 - job assessment
 - individual assessment
 - competency assessment

ANSWER: d

14. In determining training needs, which statement best describes person analysis?
- It has shifted from a fixed sequence of tasks to a set of competencies.
 - It involves self-improvement and self-directed training.
 - It helps organizations decide which employees need training.
 - It examines the external labour market for needed skills.

ANSWER: c

15. In the design of training programs, what should instructional objectives centre on?
- performance
 - attitudes
 - financial outcomes
 - social outcomes

ANSWER: a

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16. What are the two key factors that affect the success of those who are identified to receive training?
- trainee readiness and trainee motivation
 - trainee capacity and trainee motivation
 - trainee readiness and trainee capacity
 - trainee participation and trainee capacity

ANSWER: a

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

ANSWER: a

18. Which technique for training managers emphasizes handling real-life employee problems and receiving immediate feedback?
- the leaderless group
 - the management game
 - the case study
 - behaviour modelling

ANSWER: d

19. Which of the following tasks would be most conducive to whole-versus-part learning?
- for a tennis professional: teaching a tennis lesson
 - for a cake decorator: putting a customer's name on a birthday cake
 - for a shoe salesperson: finding a certain pair of shoes in the stockroom
 - for a grocery store cashier: looking up the register code for a grocery item

ANSWER: a

20. In terms of training techniques, on which of the following principles does behaviour modification operate?
- A behaviour that is rewarded will be exhibited more frequently.
 - Equity and fairness are important motivators.
 - Employees must change their behaviours to ensure organizational success.
 - Successful trainers modify employees' behaviours.

ANSWER: a

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21. What is the most common training delivery method for formally training employees?
- traditional classroom instruction
 - internship training
 - online instruction
 - on-the-job training

ANSWER: a

22. Which of the following training methods is the most poorly implemented?
- classroom instruction
 - distributed learning
 - mass learning
 - on-the-job training

ANSWER: d

23. Which of the following is the most common method used for training non-managerial employees?
- classroom training
 - on-the-job training
 - computer-based instruction
 - apprenticeships

ANSWER: b

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?
- Develop realistic goals, a training schedule, and periodic evaluations.
 - Hire trainers who have been in a similar situation and have been successful.
 - Wait until proper job and organizational analysis can be done before implementing the training program.
 - Use a different type of training.

ANSWER: a

25. Microsoft has created hundreds of audio and video clips that the company's sales professionals can download on their mobile devices whenever the need arises. Which learning method is illustrated in this case?
- the simulation method
 - blended learning
 - audiovisual learning
 - just-in-time training

ANSWER: d

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26. As part of his training for a new manufacturing process, Lee Li had to attend classroom sessions taught by an instructor, as well as online sessions that included video recordings and a discussion forum. What method of training Lee has experienced?
- self-directed training
 - blended learning
 - simulated training
 - e-learning

ANSWER: b

27. Which learning method would be well-suited to teach air-traffic controllers how use the radar display?
- the simulation method
 - programmed instruction
 - audiovisual learning
 - on-the-job training

ANSWER: a

28. Which training method is often used to train personnel to operate aircraft, spacecraft, and other highly technical and expensive equipment?
- the vestibule method
 - the classroom method
 - the simulation method
 - the apprenticeship method

ANSWER: c

29. What do we call the process of grooming an employee to take over the supervisor's job through gaining experience in handling important functions of the job?
- caretaking
 - coaching
 - understudy assignment
 - role modelling

ANSWER: c

30. A combination of on-the-job training, seminars, conferences, classroom instruction, and role-playing would be a good assortment of learning methods for which group of employees?
- interns
 - new managers
 - experienced front-line staff
 - new employees at all levels

ANSWER: b

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31. As part of his training, Alexandria had to assume the attitudes and behaviours of others. Which training method is evident in this example?
- blended learning
 - role-playing
 - simulation study
 - case study

ANSWER: b

32. What are the steps in behaviour modelling?
- design, learning points, reinforcement, and feedback
 - learning points, implementation, role-play, and feedback
 - design, implementation, role-play, and feedback
 - learning points, modelling, role-play, and feedback

ANSWER: d

33. Which of the following is the simplest method to evaluate a training program?
- learning
 - reactions
 - behaviour
 - results

ANSWER: b

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

ANSWER: b

35. Which of the following is the best example of an assessment of the “learning” criterion in a training evaluation?
- testing grocery store clerks on training program knowledge before and after the training program
 - having trainees fill in forms that describe their learning experience and whether or not the information is transferring to the workplace
 - having employees fill out a training effectiveness index
 - evaluating scores on training tests

ANSWER: a

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36. Organization B is very keen to get the most benefit out of its training budgets and efforts. Which of the following plans is most likely to help Organization B's employees utilize their new training when they are back at their desks?
- have employees hand in summaries of how they have used their training in their job
 - devote a large part of the budget to vestibule training
 - have the training mimic the actual work situation as closely as possible; train employees on how to implement their new training even when they are faced with roadblocks
 - have employees exposed to both massed and distributed practice

ANSWER: c

37. In assessing the effectiveness of a training program, which of the following is the most useful information for an HR manager to use?
- how many employees signed up for it
 - the average employee reaction to it
 - how it helped to reduce wasted materials
 - the costs for running it

ANSWER: c

38. When designers of training programs attempt to make conditions in the training program come as close as possible to those on the job, which of the following are they attempting to improve?
- reactions
 - readiness
 - transfer
 - motivation

ANSWER: c

39. What is a common index used to calculate the benefits of a training program relative to its costs?
- cost of living index
 - return on capital
 - return on investment
 - productivity index

ANSWER: c

40. ABC Corporation measures its own services and practices against the recognized leaders in the industry in order to identify areas for improvement. What is this process called?
- benchmarking
 - strategic imitation
 - modelling
 - environmental analysis

ANSWER: a

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41. An effective onboarding program can best help with which of the following issues?
- culture shock
 - exit interviews
 - training transfer
 - pay banding

ANSWER: a

42. Which of the following best describes orientation programs?
- The impact of an orientation program on new employees does not last a long time.
 - There is no need for coordination between line and staff managers when it comes to orientation programs.
 - Careful planning of orientation activities is essential.
 - The most popular approach to orientation involves allowing new employees to be oriented by their peers.

ANSWER: c

43. Which of the following statements best describes cross-training?
- There is a need for integrated teams to make it successful.
 - Team rewards lay the basis for its implementation.
 - It works best with departments that are integrated.
 - It represents a shift from assembly-line production to flexible production.

ANSWER: d

44. Which of the following organizations would be well-suited and likely to benefit from the implementation of “cross-training” of teams?
- a document delivery company that has drivers and pilots who operate various trucks and aircraft
 - a robotics company that needs each employee to have specific and high level skills and training
 - an auto parts manufacturing company that has an assembly line where employees are likely to get bored
 - a photocopy shop where there are various tasks to be performed all with one machine

ANSWER: c

45. What position is most likely to benefit from implementing an ethics training program?
- an air traffic controller
 - a weather forecaster
 - a buyer of leather goods for a leading national retailer
 - an HR manager

ANSWER: c

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Scenario 7.1

Accounting Power Inc. is a Canadian employment agency that provides professional accounting services to various businesses across the country. In the last couple of years, the firm has been slowly losing clients, which is impacting its bottom line. Interviews done with some clients revealed that Accounting Power Inc. employees are not as sharp as they used to be and, lately, there have been too many inconsistencies and errors with their work. In the last recession, managers could not justify how the training was adding value to the agency. These programs were not viewed as strategic imperatives and most of them were cut.

46. Refer to Scenario 7.1. Accounting Power Inc. is losing its clients because it did not accurately do which of the following?
- design the right training programs to help its employees succeed
 - hire the right trainers to run the programs
 - assess the extent to which training programs improve learning and behaviour on the job and eventually impact their performance
 - evaluate participants' reactions

ANSWER: c

47. Refer to Scenario 7.1. If Accounting Power Inc. wanted to evaluate its training programs, what are the four basic criteria for such an evaluation?
- reactions, learning, behaviour, and results
 - trainee readiness, aptitude to learn, feedback, and return on investment
 - reactions, behaviour, feedback, and trainee readiness
 - behaviour, trainee readiness, ability to learn, and attitude about learning

ANSWER: a

48. Refer to Scenario 7.1. The combination of these four criteria—reactions, learning, behaviour, and results—can give a total picture of the training program to help managers decide all of the following EXCEPT which one?
- where problem areas lie
 - what to change about the program
 - whether to continue with a program
 - the method by which to evaluate the program

ANSWER: d

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Scenario 7.2

Blake Windows & Doors Inc. installs and repairs doors and windows for Green Park Homes. When the firm started back in the 1980s, its operations were based only in Vancouver. Today, Blake is the main contractor for Green Park Homes across British Columbia. Employees with Blake work long hours, especially when new subdivisions are being built. The company now wants to increase its staff complement to help deal with increasing demands while maintaining some work–life balance. Blake found that employees from agencies tend to need too much hands-on training, which is costly, and if they do have some experience it is very costly to hire them due to the specific set of skills required.

49. Refer to Scenario 7.2. Which of the following is the most appropriate method for developing workers who can effectively help Blake Windows & Doors deal with its increasing commitments while keeping payroll and training costs down?
- internship programs
 - agency recruitment with more in-house training
 - apprenticeship programs
 - mentorship programs

ANSWER: b

50. Refer to Scenario 7.2. Assume that on-the-job-training is the best option to help Blake increase its employee base. Which of the following is NOT a drawback of on-the-job-training?
- the lack of a well-structured environment
 - poor training skills on the part of the managers
 - the absence of well-defined job performance criteria
 - hands-on experience and opportunities for trainers to build good relationships with new employees

ANSWER: d

51. Refer to Scenario 7.2. If Blake adopts an apprenticeship program, which of the following is **NOT** true about how trainees are developed?
- It will occur through off-the-job-training.
 - It will occur through on-the-job-training.
 - It will occur through instruction and training.
 - It will occur through an internship program.

ANSWER: d

52. Training plays a central role in strengthening the competencies that give organizations their competitive advantage.
- True
 - False

ANSWER: True

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53. Training is oriented towards broadening employees' individual skills for future responsibility.

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: False

55. Behaviour modelling is an approach that demonstrates desired behaviour and gives trainees the chance to practise and role-play those behaviours and receive feedback.

- a. True
- b. False

ANSWER: True

56. Most organizations choose and implement training programs based on their overall strategic objectives.

- a. True
- b. False

ANSWER: False

57. The systems approach to training involves (1) needs assessment, (2) program design, (3) implementation, and (4) evaluation.

- a. True
- b. False

ANSWER: True

58. The systems approach to training includes four phases: job analysis, job design, implementation, and evaluation.

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

62. The three different types of training needs analysis are organizational analysis, job knowledge analysis, and person analysis.

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: False

64. The task analysis portion of organization analysis is shifting from emphasis on a fixed schedule of tasks to a flexible set of competencies needed for performance.

- a. True
- b. False

ANSWER: True

65. Person analysis involves determining what the content of the training program should be, based on a study of the tasks or duties involved in the job.

- a. True
- b. False

ANSWER: False

66. Performance-centred objectives are not widely used due to concerns about the potential for biased evaluation of results.

- a. True
- b. False

ANSWER: False

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67. Trainee readiness refers to both maturity and experience factors in a trainee's background.

- a. True
- b. False

ANSWER: True

68. Managers should focus considerable efforts on the training topic, rather than the individual learning needs of the trainee, to create an optimal training environment that is conducive to learning.

- a. True
- b. False

ANSWER: False

69. Employees in similar jobs usually have similar levels of motivation with respect to learning.

- a. True
- b. False

ANSWER: False

70. 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.

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

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74. Feedback to trainees is important for motivational purposes as well as knowledge of results.
- a. True
 - b. False

ANSWER: True

75. Behaviour modification seeks to gradually shape trainee behaviour using reinforcement.
- a. True
 - b. False

ANSWER: True

76. The success of any training effort depends more upon the content of the program than on the teaching skills and personal characteristics of those conducting the training.
- a. True
 - b. False

ANSWER: False

77. Training methods all tend to utilize similar learning principles.
- a. True
 - b. False

ANSWER: False

78. Knowledge of the subject is the most critical characteristic that determines instructor effectiveness.
- a. True
 - b. False

ANSWER: False

79. Although on-the-job training (OJT) is generally regarded as the most effective means of facilitating learning at the workplace, it is often the most poorly implemented.
- a. True
 - b. False

ANSWER: True

80. Apprenticeship programs are an extension of OJT that provide on- and off-the-job instruction.
- a. True
 - b. False

ANSWER: True

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81. Internship programs benefit students, but rarely benefit employers.

- a. True
- b. False

ANSWER: False

82. Classroom instruction is cost-effective because it allows the maximum number of trainees to be handled by the minimum number of instructors.

- a. True
- b. False

ANSWER: True

83. Depending on the activities involved, classroom instruction is often referred to as “self-directed learning.”

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

87. Role-playing consists of assuming the attitudes and behaviour of others, often a supervisor and a subordinate.

- a. True
- b. False

ANSWER: True

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88. Behaviour modelling appears to work in helping managers to interact with employees, introduce change, and handle discipline.

- a. True
- b. False

ANSWER: True

89. Due to its importance to planning future training initiatives, most organizations go to great lengths to accurately evaluate training programs.

- a. True
- b. False

ANSWER: False

90. Using participant reaction to evaluate training is the best way to determine training effectiveness.

- a. True
- b. False

ANSWER: False

91. "Transfer of training" relates to the training evaluation criterion "behaviour."

- a. True
- b. False

ANSWER: True

92. Benchmarking is concerned with measuring employee retention of training materials at specific points in time.

- a. True
- b. False

ANSWER: False

93. Orientation is an ongoing process.

- a. True
- b. False

ANSWER: True

94. Orientation is the formal process of familiarizing new employees with the organization, their job, and their work unit.

- a. True
- b. False

ANSWER: True

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95. Orientation programs stress the “why” rather than the “what,” including the philosophy behind the organization’s rules.

- a. True
- b. False

ANSWER: True

96. Contrary to common thought, progressive organizations allow the supervisor to play a minor role in the new employee orientation process, since orientation is primarily the responsibility of the HR department.

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: False

98. Most executives believe that formal orientation programs are effective in helping to retain and motivate employees.

- a. True
- b. False

ANSWER: True

99. The benefits of an orientation program include lower turnover, improved morale, and facilitation of learning.

- a. True
- b. False

ANSWER: True

100. The HR department has the most important role in the orientation program because it is the centre of the organization–employee interface.

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

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102. Team building is a relatively simple process.
- True
 - False

ANSWER: False

103. Behavioural and process skills needed for team training need to be acquired through participative exercises.
- True
 - False

ANSWER: True

104. Explain the strategic approach to training.

ANSWER: The strategic approach to training makes the critical connection between strategic objectives and training programs. The systems approach involves four phases: needs assessment, program design, implementation, and evaluation.

Needs assessment involves (1) organization analysis, by which managers decide where training is needed, how it connects with goals, and what resources will be used; (2) task analysis, by which managers identify the KSAOs that are needed; and (3) person analysis, which is identifying who needs training and who does not.

Program design involves determining program objectives, preparing the readiness and motivation of trainees, and choosing instructors.

Implementation involves delivery of the training and can be done in a number of ways, or a combination of them. Possible delivery methods include on-the-job training, apprenticeships, internships, programmed instruction, computer-based instruction, simulations, seminars, case studies, management games, and behaviour modelling.

Evaluation consists of reactions, learning, behaviour change, and results. Reactions involve assessing the trainees' comments and feedback about the program. Learning involves assessing whether participants actually learned anything from the program. Behaviour refers to application of principles from the training onto the job. Results refer to bottom-line utility and productivity improvements achieved by conducting the program.

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

ANSWER: 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.

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106. Identify and briefly describe the four criteria available to evaluate training.

ANSWER: (1) *Reactions:* One of the simplest and most common approaches to training evaluation is assessing participant reactions. Satisfied trainees will be more likely to want to focus on training principles and to utilize the information on the job. Potential questions include: Did you like this program? What suggestions do you have for improving the program? (2) *Learning:* Involves testing knowledge and skills before a training program and then using this information as a baseline after training to determine improvement. It is also important to uncover “why” learning took place by revisiting the learning principles utilized. (3) *Behaviour:* Assesses transfer of training—that is, whether the principles learned are transferred back to the job. There are several methods for assessing transfer of learned skills back to the job—such as observations of trainees once they return to their regular positions, interviews with the trainees’ managers, and so forth. (4) *Results:* Involves assessing the “bottom-line” results achieved as a result of the training, such as increased productivity, fewer employee complaints, decreased costs, and profitability.