

***Human Resource Management, 15e (Dessler)***  
**Chapter 8 Training and Developing Employees**

1) On Alicia's first day of work at a software firm, she attended a meeting with the HR manager and other new employees. Alicia learned about employee benefits packages, personnel policies, and the structure of the company. In which of the following did Alicia most likely participate?

- A) recruitment
- B) selection
- C) employee orientation
- D) employee development

Answer: C

Explanation: C) Employee orientation or onboarding provides new employees with the basic background information (such as computer passwords and company rules) they need to do their jobs; ideally it should also help them start becoming emotionally attached to and engaged in the firm.

Difficulty: Moderate

Chapter: 8

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 8.1 Summarize the purpose and process of employee orientation.

2) Which of the following terms refers to helping new employees appreciate the values and culture of a firm?

- A) onboarding
- B) outsourcing
- C) organizing
- D) offshoring

Answer: A

Explanation: A) Onboarding is synonymous with employee orientation, which involves providing new employees with the information they need to function. Onboarding also tries to help new employees understand a firm's values and culture.

Difficulty: Easy

Chapter: 8

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 8.1 Summarize the purpose and process of employee orientation.

3) Which of the following is most likely NOT one of the goals of a firm's employee orientation program?

- A) making new employees feel like part of a team
- B) helping new employees become socialized into the firm
- C) assisting new employees in selecting the best labor union
- D) teaching new employees about the firm's history and strategies

Answer: C

Explanation: C) During employee orientation, firms try to make the new employee feel welcome and at home and part of the team, make sure the new employee has the basic information to function effectively, help the new employee understand the organization in a broad sense, and start the person on the process of becoming socialized into the firm's culture, values, and ways of doing things. It is less likely that the firm would help employees join a labor union.

Difficulty: Hard

Chapter: 8

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 8.1 Summarize the purpose and process of employee orientation.

4) All of the following topics are typically addressed during employee orientation EXCEPT

\_\_\_\_\_.

- A) employee benefits
- B) personnel policies
- C) work behavior expectations
- D) wage curves

Answer: D

Explanation: D) A wage curve is the graphic relationship between the value of the job and the average wage paid for the job. It is unlikely that wage curves would be addressed during orientation..

Difficulty: Moderate

Chapter: 8

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 8.1 Summarize the purpose and process of employee orientation.

5) Employee orientation programs range from brief, informal introductions to lengthy, formal courses.

Answer: TRUE

Explanation: The length of the employee orientation process depends on the firm and the job. In some cases, onboarding-type programs may take many days, while in other cases, orientation consists of showing someone around and making introductions.

Difficulty: Easy

Chapter: 8

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 8.1 Summarize the purpose and process of employee orientation.

6) Hiring highly-skilled employees with great potential eliminates the need to provide orientation and training.

Answer: FALSE

Explanation: Having high-potential employees doesn't guarantee they'll succeed. Instead, they must know what you want them to do and how you want them to do it. If they don't, they will improvise or do nothing useful at all.

Difficulty: Moderate

Chapter: 8

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 8.1 Summarize the purpose and process of employee orientation.

7) What is the purpose of employee orientation? What role does training play in employee orientation?

Answer: New employees should feel welcome and at ease. New employees should understand the organization in a broad sense including its past, present, culture, and vision for the future. They should be clear about what is expected in terms of work and behavior. They should have begun the socialization process into the firm's way of doing things. Directly after orientation, training should begin. Training means giving new or current employees the skills they need to perform their jobs.

Difficulty: Hard

Chapter: 8

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 8.1 Summarize the purpose and process of employee orientation.

8) The methods used to give new or present employees the skills they need to perform their jobs are called \_\_\_\_\_.

A) orientation

B) training

C) development

D) management

Answer: B

Explanation: B) Training means giving new or current employees the skills they need to perform their jobs. Training is essential to good management.

Difficulty: Easy

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

9) MTR Enterprises failed to provide adequate safety training to one of its employees. As a result, the employee harmed a customer. A court would most likely find MTR liable for \_\_\_\_\_.

- A) discrimination
- B) negligent training
- C) occupational fraud
- D) hazardous training

Answer: B

Explanation: B) Inadequate training can expose employers to negligent training liability. If an employer fails to train adequately and an employee harms a third party, it is likely that the court will find the employer liable.

Difficulty: Easy

Chapter: 8

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

10) Which of the following will most likely NOT help employers protect themselves against charges of negligent training?

- A) confirming an employee's claims of skill and experience
- B) providing extensive and appropriate training
- C) evaluating the effectiveness of the training
- D) paying employees for their training time

Answer: D

Explanation: D) Employers should confirm the applicant/employee's claims of skill and experience, provide adequate training (particularly where employees use dangerous equipment), and evaluate the training to ensure that it's actually reducing risks. Paying employees for training will not necessarily protect an employer.

Difficulty: Hard

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

11) \_\_\_\_\_ identifies the training employees will need to fill future jobs.

- A) Competency modeling
- B) Performance analysis
- C) Strategic training needs analysis
- D) Screening

Answer: C

Explanation: C) Strategic goals (perhaps to enter new lines of business or to expand abroad) often mean the firm will have to fill new jobs. Strategic training needs analysis identifies the training employees will need to fill these future jobs.

Difficulty: Moderate

Chapter: 8

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

12) What is the first step in the ADDIE training process?

- A) assessing the program's successes
- B) appraising the program's budget
- C) analyzing the training need
- D) acquiring training materials

Answer: C

Explanation: C) The gold standard of training programs is the basic analysis-design-develop-implement-evaluate (ADDIE) training process model that training experts have used for years. The first step is to analyze the training need.

Difficulty: Moderate

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

13) What is the second step in the ADDIE training process?

- A) developing training aids
- B) defining the training objectives
- C) designing the overall training program
- D) designating employees who need training

Answer: C

Explanation: C) The basic analysis-design-develop-implement-evaluate (ADDIE) training process model has been used by training experts for years. The second step of the process is designing the overall training program.

Difficulty: Moderate

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

14) Which of the following will most likely occur during the third step of the ADDIE training process?

- A) training a targeted group
- B) creating training materials
- C) evaluating the success of the program
- D) estimating a budget for the training program

Answer: B

Explanation: B) The basic analysis-design-develop-implement-evaluate (ADDIE) training process model has been used by training experts for years. The third step, developing the course, involves assembling and creating the training materials.

Difficulty: Moderate

Chapter: 8

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

15) Which of the following would most likely occur during the fourth step of the ADDIE training process?

- A) holding on-the-job training sessions
- B) selecting employees for training
- C) preparing online training materials
- D) asking participants for feedback

Answer: A

Explanation: A) The basic analysis-design-develop-implement-evaluate (ADDIE) training process model has been used by training experts for years. The fourth step involves providing the training to a targeted employee group. Training methods vary but may include on-the-job training or online training.

Difficulty: Moderate

Chapter: 8

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

16) What is the final step in the ADDIE training process?

- A) evaluating the program's successes or failures
- B) rewarding employees for program participation
- C) conducting a budget and needs analysis
- D) training the targeted group of employees

Answer: A

Explanation: A) Evaluating the program is the final step in the training process. After training is complete, employees are often rewarded for using new skills, but not during the training process.

Difficulty: Moderate

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

17) James, an HR manager, is currently identifying the specific knowledge and skills required for a telemarketing position at Newman Enterprises. James is most likely involved in which of the following?

- A) task analysis
- B) program evaluation
- C) employee development
- D) screening

Answer: A

Explanation: A) Task analysis is a detailed study of the job to determine what specific skills—like Java (in the case of a Web developer) or interviewing (in the case of a supervisor)—the job requires.

Difficulty: Moderate

Chapter: 8

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

18) Amy, an accounting supervisor, has been asked to provide training for her subordinates about new tax laws. In order to motivate the individuals who attend her training session, Amy should most likely do all of the following EXCEPT \_\_\_\_\_.

- A) use as many visual aids as possible during the session
- B) provide an overview of the material to be covered
- C) use new terminology and technical concepts
- D) give information in logical, meaningful sections

Answer: C

Explanation: C) Using visual aids, providing an overview at the beginning of the session, and organizing information in logical, meaningful units will likely motivate employees. Terms and concepts used during a training session should be familiar to trainees rather than unfamiliar.

Difficulty: Hard

Chapter: 8

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

19) Trainees should be provided adequate practice and be allowed to work at their own pace during a training session in order to \_\_\_\_\_.

- A) screen applicants based on ability
- B) transfer skills more easily to the job
- C) reduce training costs
- D) determine appropriate pay scales

Answer: B

Explanation: B) Allowing trainees to work at their own pace, providing adequate practice, and maximizing the similarity between the training situation and the work situation are all techniques that enable trainees to transfer new skills from the training site to the work site.

Difficulty: Hard

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

20) \_\_\_\_\_ is a detailed study of the job to determine what specific skills the job requires.

- A) Needs analysis
- B) Task analysis
- C) Training strategy
- D) Development planning

Answer: B

Explanation: B) Task analysis is a detailed study of the job to determine what specific skills the job requires. Job descriptions and job specifications are important here because they list the job's specific duties and skills, which are the basic reference points in determining the training required.

Difficulty: Easy

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

21) Which of the following consolidates information regarding required tasks and skills in a format that is helpful for determining training requirements?

- A) training assessment form
- B) task analysis record form
- C) organizational skills sheet
- D) work function analysis

Answer: B

Explanation: B) Some managers supplement the job description and specification with a task analysis record form. This consolidates information regarding required tasks and skills in a form that's especially helpful for determining training requirements.

Difficulty: Moderate

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

22) Employers will most likely use all of the following methods to identify training needs for new employees EXCEPT \_\_\_\_\_.

- A) analyzing job descriptions
- B) reviewing performance standards
- C) questioning current job holders
- D) conducting a work sampling

Answer: D

Explanation: D) Work sampling is a method used for screening job applicants and will not likely be used to identify training needs. Managers can uncover training needs by reviewing performance standards, assessing job descriptions, performing the job, and questioning current job holders and their supervisors.

Difficulty: Hard

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

23) A graphic model that presents a precise overview of the knowledge, skills, and behaviors someone would need to perform a job well is known as a(n) \_\_\_\_\_.

- A) scatter plot
- B) competency model
- C) classification table
- D) organizational chart

Answer: B

Explanation: B) The competency model consolidates, usually in one diagram, a precise overview of the competencies (for example, in terms of knowledge, skills, and behaviors) someone would need to do a job well.

Difficulty: Easy

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

24) The process of verifying that there is a performance deficiency and determining if such deficiencies should be corrected through training or through some other means is called \_\_\_\_\_.

- A) needs analysis
- B) training assessment
- C) performance analysis
- D) performance appraisal

Answer: C

Explanation: C) Performance analysis is the process of verifying that there is a performance deficiency and determining whether the employer should correct such deficiencies through training or some other means (like transferring the employee).

Difficulty: Easy

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

25) Mark Caffrey, vice president of sales at Samson Pharmaceuticals, manages a sales team of ten employees. Members of Mark's sales force vary in experience level. Four members of the sales team have worked at Samson for less than one year. The other six salespeople have been with Samson anywhere from three to seven years. Mark recently received the annual sales report and noticed that sales have been dropping steadily over the last year. Mark is considering the idea of providing training to his sales team as a way to boost sales.

Which of the following best supports the argument that the drop in Samson's sales can be solved through training?

- A) Attitude surveys sent to Samson personnel suggest that the firm's elimination of year-end bonuses has angered many employees.
- B) Recent studies suggest that sales of name-brand pharmaceuticals, such as Samson, are dropping as more people are choosing to use generic drugs instead.
- C) The rising costs associated with college recruiting have forced Samson to hire sales associates through online job sites.
- D) Members of the sales team have expressed that they do not fully understand the benefits and side effects of the latest medications released by Samson.

Answer: D

Explanation: D) If the sales force does not understand the benefits and side effects of Samson's latest drugs, then it is most likely unable to sell the products effectively. Training would provide salespeople with the necessary information. Poor attitudes suggest that the sales team doesn't want to sell products, which is not an issue that can be corrected with training.

Difficulty: Hard

Chapter: 8

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

26) Mark Caffrey, vice president of sales at Samson Pharmaceuticals, manages a sales team of ten employees. Members of Mark's sales force vary in experience level. Four members of the sales team have worked at Samson for less than one year. The other six salespeople have been with Samson anywhere from three to seven years. Mark recently received the annual sales report and noticed that sales have been dropping steadily over the last year. Mark is considering the idea of providing training to his sales team as a way to boost sales.

Which of the following most likely undermines the argument that the drop in Samson's sales can be solved through training?

- A) The newest members of the Samson sales force are unfamiliar with the procedures used by the firm to measure the effectiveness of new drugs.
- B) Samson recently eliminated its long-standing policy of paying salespeople commissions on top of base salaries, which angered employees.
- C) Samson's most experienced salesperson retired after working at the firm for more than twenty years.
- D) Samson sales team members recently received their annual performance appraisals.

Answer: B

Explanation: B) Angry employees may lack the motivation to perform, and training would not likely change their attitudes. Training can help eliminate problems associated with a lack of job knowledge.

Difficulty: Hard

Chapter: 8

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

27) Mark Caffrey, vice president of sales at Samson Pharmaceuticals, manages a sales team of ten employees.

Members of Mark's sales force vary in experience level. Four members of the sales team have worked at Samson for less than one year. The other six salespeople have been with Samson anywhere from three to seven years. Mark recently received the annual sales report and noticed that sales have been dropping steadily over the last year. Mark is considering the idea of providing training to his sales team as a way to boost sales.

All of the following questions are relevant to Mark's decision to implement a training program for his sales team EXCEPT:

- A) What methods are used for recruiting and interviewing individuals for sales positions?
- B) Does every salesperson understand what his or her performance standards are?
- C) What tools are available to sales team members to help them work efficiently?
- D) What were the results of attitude surveys distributed to the sales team?

Answer: A

Explanation: A) Although recruiting and interviewing affect the quality of employees on a sales team, once the workers are hired the focus should be on training. The other questions relate to the decision of implementing a training program.

Difficulty: Easy

Chapter: 8

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

28) Which of the following best describes the first step in a performance analysis?

- A) comparing a person's actual performance to the ideal performance
- B) investigating employee-related customer complaints
- C) evaluating supervisor performance reviews
- D) conducting job knowledge assessments

Answer: A

Explanation: A) The first step in performance analysis is usually to compare the person's actual performance to what it should be. Doing so helps to confirm that there is a performance deficiency and may also help the manager to identify its cause.

Difficulty: Moderate

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

29) Studies show that trainees are distracted by visual aids presented during training sessions.

Answer: FALSE

Explanation: Presentations should include as many visual aids as possible because they make learning more meaningful.

Difficulty: Easy

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

30) Training sessions should be half-day or three-fourths day in length rather than a full day, because the learning curve goes down late in the day.

Answer: TRUE

Explanation: The learning curve goes down late in the day, so that "full day training is not as effective as half the day or three-fourths of the day."

Difficulty: Easy

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

31) The purpose of a current training needs analysis is to ensure that critical employees receive adequate training and development for future positions with the firm.

Answer: FALSE

Explanation: A strategic training needs analysis focuses on training employees who will be needed to fill future jobs. A current training needs analysis is focused on training new employees or deficient employees for the purpose of improving current performance.

Difficulty: Moderate

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

32) Performance analysis is a detailed study of a job to determine what specific skills the job requires.

Answer: FALSE

Explanation: Task analysis is a detailed study of the job to determine what specific skills—like Java (in the case of a Web developer) or interviewing (in the case of a supervisor)—the job requires.

Difficulty: Easy

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

33) Attitude surveys, employee diaries, tests, and performance appraisals are tools for conducting a performance analysis.

Answer: TRUE

Explanation: The first step in performance analysis is usually to compare the person's actual performance to what it should be. Doing so helps to confirm that there is a performance deficiency, and can be accomplished through attitude surveys, diaries, tests, and performance appraisals.

Difficulty: Moderate

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

34) What are the four steps involved in the training process? After a training program has been established, how can managers make the training material more meaningful for employees?

Answer: Training programs consist of four steps. In the first, needs analysis step, you identify the specific knowledge and skills the job requires, and compare these with the prospective trainees' knowledge and skills. In the second, instructional design step, you formulate specific, measurable knowledge and performance training objectives, review possible training program content (including workbooks, exercises, and activities), and estimate a budget for the training program. The third step is to implement the program, by actually training the targeted employee group using methods such as on-the-job or online training. Finally, in an evaluation step, you assess the program's success. There are five suggestions for making training material more meaningful for employees. First, an overall picture of the training material that will be presented should be provided at the start of training. Second, familiar examples should be used. Third, the information should be logically organized and presented. Fourth, the vocabulary used during training should be familiar to the trainees. Fifth, many visual aids should be used.

Difficulty: Hard

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

35) What is the difference between a task analysis and a performance analysis? What is the purpose of each in regards to training?

Answer: Task analysis is a detailed study of the job to determine what specific skills—like Java (in the case of a Web developer) or interviewing (in the case of a supervisor)—the job requires. Job descriptions and job specifications are important here. These list the job's specific duties and skills, which are the basic reference points in determining the training required. For underperforming current employees, you can't assume that training is the problem: Is it lack of training, or something else? Performance analysis is the process of verifying that there is a performance deficiency and determining whether the employer should correct such deficiencies through training or some other means (like transferring the employee). The first step in performance analysis is usually to compare the person's actual performance to what it should be. Doing so helps to confirm that there is a performance deficiency and may also help the manager to identify its cause.

Difficulty: Hard

Chapter: 8

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 8.3 List and briefly explain each of the steps in the training process.

36) Tyler, a new accounts representative at Martin Marketing, is learning the job by actually doing job-related tasks such as contacting customers. Tyler is most likely participating in \_\_\_\_\_.

A) on-the-job training

B) socialization

C) social learning

D) modeling

Answer: A

Explanation: A) On-the-job training (OJT) means having a person learn a job by actually doing it. Every employee, from mailroom clerk to CEO, gets on-the-job training when he or she joins a firm.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 8.4 Explain how to use five training techniques.

37) Which of the following training methods is most frequently used by employers?

- A) job instruction training
- B) apprenticeship training
- C) on-the-job training
- D) classroom training

Answer: C

Explanation: C) On-the-job training (OJT) means having a person learn a job by actually doing it. Every employee, from mailroom clerk to CEO, gets on-the-job training when he or she joins a firm, which is why it is the most popular method. In many firms, OJT is the only training available.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

38) All of the following are types of on-the-job training EXCEPT \_\_\_\_\_.

- A) programmed learning
- B) understudy method
- C) special assignments
- D) job rotation

Answer: A

Explanation: A) Programmed learning is not a type of OJT but is a step-by-step, self-learning method.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

39) Rebekah was hired soon after graduation and assigned to complete a management trainee program. She will move to various jobs each month for a nine-month period of time. Her employer is utilizing the \_\_\_\_\_ form of training.

- A) job rotation
- B) understudy
- C) job expansion
- D) informal learning

Answer: A

Explanation: A) Job rotation, in which an employee (usually a management trainee) moves from job to job at planned intervals, is another OJT technique.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 8.4 Explain how to use five training techniques.

40) Mario hopes to be promoted to the head of his department next year. In the meantime, he has been assigned to spend a year as an assistant to the current department head. Which type of training is most likely being used in this example?

- A) job rotation
- B) job instruction
- C) coaching method
- D) informal learning

Answer: C

Explanation: C) The most familiar on-the-job training is the coaching or understudy method. Here, an experienced worker or the trainee's supervisor trains the employee. This may involve simply acquiring skills by observing the supervisor, or (preferably) having the supervisor or job expert show the new employee the ropes, step-by-step.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 8.4 Explain how to use five training techniques.

41) The on-the-job method of \_\_\_\_\_ involves give lower-level executives firsthand experience in working on actual problems.

- A) coaching
- B) informal learning
- C) special assignments
- D) programmed learning

Answer: C

Explanation: C) Special assignments similarly give lower-level executives firsthand experience in working on actual problems.

Difficulty: Hard

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

42) John is doing is doing a training method to learn a new job where there are sequence of steps he is supposed to learn step-by-step. This method is called:

- A) task analysis
- B) job instruction training (JIT)
- C) informal learning
- D) job rotation

Answer: B

Explanation: B) Many jobs (or parts of jobs) consist of a sequence of steps best learned step-by-step. Such step-by-step training is called job instruction training (JIT).

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 8.4 Explain how to use five training techniques.

43) Surveys estimate that as much as X% of what employees learn on the job they learn through informal means.

- A) 10%
- B) 50%
- C) 80%
- D) 95%

Answer: C

Explanation: C) Surveys estimate that as much as 80% of what employees learn on the job they learn through informal means.

Difficulty: Hard

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

44) A structured process by which people become skilled workers through a combination of classroom instruction and on-the-job training is called \_\_\_\_\_.

- A) job instruction training
- B) programmed learning
- C) apprenticeship training
- D) coaching technique

Answer: C

Explanation: C) Apprenticeship training is a process by which people become skilled workers, usually through a combination of formal learning and long-term on-the-job training. It traditionally involves having the learner/apprentice study under the tutelage of a master craftsperson.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

45) Which form of on-the-job training usually involves having a learner study under the tutelage of a master craftsman?

- A) programmed learning
- B) mentoring
- C) apprenticeship training
- D) coaching

Answer: C

Explanation: C) Apprenticeship training traditionally involves having the learner/apprentice study under the tutelage of a master craftsman. It is a process by which people become skilled workers, usually through a combination of formal learning and long-term on-the-job training.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

46) John is currently being trained on the job and is at the first step in the OTJ process, which is:

- A) showing the trainee how to do the task
- B) verbalizing the steps of the task
- C) checking to make sure the task was learned by the trainee
- D) familiarizing the trainee with equipment, tools, and trade terms

Answer: D

Explanation: D) Preparing the trainee is the first step in the OJT process, and it involves familiarizing a worker with equipment, materials, tools, and trade terms.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 8.4 Explain how to use five training techniques.

47) When jobs consist of a logical sequence of steps and are best taught step-by-step, the most appropriate training method to use is \_\_\_\_\_.

- A) job instruction training
- B) apprenticeship training
- C) programmed learning
- D) job rotation

Answer: A

Explanation: A) Many jobs (or parts of jobs) consist of a logical sequence of steps that one best learns step-by-step. This step-by-step training is called job instruction training (JIT).

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

48) With job instruction training, which of the following should most likely be included beside each step listed?

- A) sources for more information
- B) any legal requirements
- C) key points or guidelines
- D) quality requirements

Answer: C

Explanation: C) With job instruction training, all the steps in a job are listed in the correct order, and any key points or guidelines are listed beside each step to provide clarification to the trainee.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

49) Which of the following is the primary advantage of lecturing as a method of training?

- A) motivational for employees
- B) effective for informal learning
- C) appropriate for large groups
- D) requires limited preparation

Answer: C

Explanation: C) Although some correctly view lectures as being boring, studies and practical experience show that they can be effective. Lecturing is a quick and simple way to present knowledge to large groups of trainees, as when the sales force needs to learn a new product's features.

Difficulty: Hard

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

50) Which of the following will most likely help a speaker improve the effectiveness of a training lecture?

- A) opening with a familiar joke
- B) talking from a prepared script
- C) watching the audience's body language
- D) using exaggerated hand gestures to emphasize points

Answer: C

Explanation: C) Watching for negative signals in the audience's body language can help a speaker realize that he or she needs to make modifications to the lecture. Irrelevant or old jokes are not effective openers. Speakers should use notes rather than a script and control their hands. Speeches are more effective when broken into short talks.

Difficulty: Hard

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

51) Which of the following is a systematic method for teaching job skills that involves presenting questions or facts, allowing the person to respond, and giving the learner immediate feedback on the accuracy of his or her answers?

- A) job instruction training
- B) programmed learning
- C) apprenticeship training
- D) simulated learning

Answer: B

Explanation: B) Programmed learning is a step-by-step, self-learning method that consists of three parts: presenting questions, facts, or problems to the learner; allowing the person to respond; and providing feedback on the accuracy of answers.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

52) Which of the following is NOT an advantage of programmed learning?

- A) Training time is significantly reduced.
- B) Trainees can work at their own pace.
- C) Trainees benefit from a skilled coach.
- D) Trainees receive immediate feedback.

Answer: C

Explanation: C) Programmed learning's main advantage is that it reduces training time. It also facilitates learning by letting trainees learn at their own pace and receive immediate feedback. However, programmed learning occurs with a book or computer rather than a coach.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

53) Which of the following terms refers to computer-based training systems that adjust to meet each trainee's specific learning needs?

- A) virtual learning systems
- B) video-based simulations
- C) multi-media training plans
- D) intelligent tutoring systems

Answer: D

Explanation: D) Intelligent tutoring systems are computerized, supercharged, programmed instruction programs. In addition to the usual programmed learning, intelligent tutoring systems learn what questions and approaches worked and did not work for the learner, and therefore adjust the suggested instructional sequence to the trainee's unique needs.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

54) Wells Fargo and Company is a financial services firm that provides banking, insurance, and mortgage services at 10,000 stores nationwide. Wells Fargo offers its employees many professional development opportunities such as training programs and tuition reimbursement. Wells Fargo executives are considering the expansion of the firm's existing training programs after employees have expressed strong interest in the idea.

Which of the following, if true, best supports the argument that Wells Fargo should use intelligent tutoring systems to provide training for loan officers?

- A) Current Wells Fargo employees indicate that they prefer to work at their own pace and have a variety of learning styles.
- B) Since Wells Fargo stores are spread throughout the country, the firm needs to provide training at a central location to a large group of current employees at once.
- C) Wells Fargo's employee orientation program provides new employees with information about the history, culture, and vision of the firm.
- D) Wells Fargo's board of directors sets training policies and works closely with HR to develop the most appropriate training programs for new employees.

Answer: A

Explanation: A) Intelligent tutoring systems learn what questions and approaches worked and did not work for the learner, and therefore adjust the suggested instructional sequence to the trainee's unique needs. Such systems also enable trainees to work at their own pace.

Difficulty: Hard

Chapter: 8

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 8.4 Explain how to use five training techniques.

55) \_\_\_\_\_ training is a method in which trainees learn on actual or simulated equipment but are trained away from the job.

- A) Vestibule
- B) Virtual-reality
- C) Programmed
- D) Job instruction

Answer: A

Explanation: A) Vestibule training is a method in which trainees learn on the actual or simulated equipment they will use on the job, but are trained off the job (perhaps in a separate room or vestibule). Vestibule training is necessary when it's too costly or dangerous to train employees on the job.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

56) American Airlines uses flight simulators to train pilots about airplane equipment and safety measures. This is an example of \_\_\_\_\_.

- A) on-the-job training
- B) vestibule training
- C) virtual reality training
- D) programmed learning

Answer: B

Explanation: B) Vestibule training is a method in which trainees learn on the actual or simulated equipment they will use on the job, but are trained off the job. Vestibule training is necessary when it's too costly or dangerous to train employees on the job, such as with pilots.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 8.4 Explain how to use five training techniques.

57) Which of the following involves a trainer in a central location teaching groups of employees at remote locations over cable broadband lines or the Internet?

- A) audiovisual-based instruction
- B) programmed learning
- C) vestibule training
- D) videoconferencing

Answer: D

Explanation: D) With videoconferencing, a trainer in a central location teaches groups of employees at remote locations via cable broadband lines, the Internet, or satellite.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

58) Travel agents at Apollo Travel Services follow a computer program that displays question prompts and dialogue boxes with travel policies as the agent enters information about the consumer's travel plans. This is an example of a(n) \_\_\_\_\_.

- A) audiovisual-based training method
- B) electronic performance support system
- C) intelligent tutoring system
- D) computer-based training module

Answer: B

Explanation: B) Electronic performance support systems (EPSS) are computerized tools and displays that automate training, documentation, and phone support. In this example, a client calling the travel service is asked questions that are prompted by an EPSS to take both the client and travel agent step-by-step, through an analytical sequence.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 8.4 Explain how to use five training techniques.

59) \_\_\_\_\_ are special software tools that support Internet training by helping employers identify training needs, and to schedule, deliver, assess, and manage the online training itself.

- A) Learning management systems
- B) Intelligent tutoring systems
- C) Computer simulations
- D) Learning portals

Answer: A

Explanation: A) Learning management systems (LMS) are special software tools that support Internet training by helping employers identify training needs, and to schedule, deliver, assess, and manage the online training itself.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

60) Which of the following terms refers to a set of instructions, diagrams, or similar methods available at the job site to guide the worker?

- A) task analysis record form
- B) position replacement card
- C) skills sheet
- D) job aid

Answer: D

Explanation: D) A job aid is a set of instructions, diagrams, or similar methods available at the job site to guide the worker. Job aids work particularly well on complex jobs that require multiple steps, or where it's dangerous to forget a step.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

61) United Airlines utilizes a checklist of things that pilots should do prior to take-off and landing. This checklist is an example of a(n) \_\_\_\_\_.

- A) job aid
- B) skill sheet
- C) work function analysis
- D) electronic support system

Answer: A

Explanation: A) A job aid is a set of instructions, diagrams, or similar methods available at the job site to guide the worker. Job aids work particularly well on complex jobs that require multiple steps, or where it's dangerous to forget a step, such as airplane take-off.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 8.4 Explain how to use five training techniques.

62) Wells Fargo and Company is a financial services firm that provides banking, insurance, and mortgage services at 10,000 stores nationwide. Wells Fargo offers its employees many professional development opportunities such as training programs and tuition reimbursement. Wells Fargo executives are considering the expansion of the firm's existing training programs after employees have expressed strong interest in the idea.

Which of the following, if true, best supports the argument that Wells Fargo should integrate computer simulations into its training program for bank tellers?

- A) The Wells Fargo intranet-based learning portal provides employees with access to a variety of training courses.
- B) Wells Fargo is one of the few financial institutions to require all employees to participate in at least 30 hours of training each year.
- C) Wells Fargo bank tellers use electronic performance support systems to assist them with handling complicated bank transactions.
- D) Employee surveys indicate that many Wells Fargo bank tellers are uncertain about the best methods for handling angry customers.

Answer: D

Explanation: D) Computer simulations provide a representation of a situation and the tasks to be performed in the situation. Simulations can help employees learn conflict resolution skills to deal with angry bank customers.

Difficulty: Hard

Chapter: 8

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 8.4 Explain how to use five training techniques.

63) Which of the following terms refers to a section of an employer's Web site that provides employees with online access to job-related training courses?

- A) virtual classroom
- B) videoconferencing
- C) job simulation
- D) learning portal

Answer: D

Explanation: D) A learning portal is a section of an employer's Web site that offers employees online access to many or all of the training courses they need to succeed at their jobs. When employees go to their firm's learning portal, they actually access the menu of training courses that the ASP company contracted with the employer to offer.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

64) Which of the following terms refers to a teaching method that uses special collaboration software to enable multiple remote learners to participate in live audio and visual discussions via a PC or laptop?

- A) computer simulation
- B) virtual classroom
- C) intelligent tutoring system
- D) learning portal

Answer: B

Explanation: B) A virtual classroom is a teaching method that uses special collaboration software to enable multiple remote learners, using their PCs or laptops, to participate in live audio and visual discussions, communicate via written text, and learn via content such as PowerPoint slides.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

65) All of the following are literacy training methods used by employers EXCEPT \_\_\_\_\_.

- A) providing computerized simulations
- B) assigning writing exercises to employees
- C) holding math and reading classes at work
- D) sending employees to adult education classes

Answer: A

Explanation: A) Employers often have supervisors teach basic skills by giving employees writing and speaking exercises. Another approach is to bring in outside professionals to teach, say, remedial reading or writing. Having employees attend adult education or high school evening classes is another option. Computerized simulations are more appropriate for teaching job skills rather than reading and writing.

Difficulty: Hard

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

66) \_\_\_\_\_ attempts to foster harmonious working relationships and to develop cross-cultural sensitivity among the employees of a firm.

- A) Adaptability screening
- B) Multicultural simulation
- C) Mandatory arbitration
- D) Diversity training

Answer: D

Explanation: D) Diversity training aims to create better cross-cultural sensitivity, with the goal of fostering more harmonious working relationships among a firm's employees. Such training typically includes improving interpersonal skills, understanding and valuing cultural differences, improving technical skills, socializing employees into the corporate culture, and indoctrinating new workers into the U.S. work ethic.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

67) What is the primary purpose of implementing a cross training program at a firm?

- A) compiling skills records
- B) creating a diverse environment
- C) facilitating flexible job assignments
- D) assessing employee technical skills

Answer: C

Explanation: C) Cross training means training employees to do different tasks or jobs than their own; doing so facilitates flexibility and job rotation, as when you expect team members to occasionally share jobs.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

68) All of the following are characteristics of most interactive training programs, such as simulations, EXCEPT \_\_\_\_\_.

- A) mastery of learning
- B) responsive feedback
- C) increased learning time
- D) increased retention rate

Answer: C

Explanation: C) In general, interactive technologies reduce learning time by an average of 50%. Other advantages include instructional consistency (computers, unlike human trainers, don't have good days and bad days), mastery of learning (if the trainee doesn't learn it, he or she generally can't move on to the next step), increased retention, and increased trainee motivation (resulting from responsive feedback).

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

69) Lower-level managers who are given firsthand experience working on existing problems are being trained through the special assignments approach.

Answer: TRUE

Explanation: Special assignments give lower-level executives firsthand experience in working on actual problems.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

70) Surveys estimate that approximately 20% of what employees learn on the job is learned through informal means while the rest is learned through formal training programs.

Answer: FALSE

Explanation: Surveys from the American Society for Training and Development estimate that as much as 80% of what employees learn on the job they learn not through formal training but through informal means, including performing their jobs on a daily basis in collaboration with their colleagues.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

71) Apprenticeship training is a step-by-step self-learning method which uses a textbook, computer, or the Internet.

Answer: FALSE

Explanation: Apprenticeship training is a process by which people become skilled workers, usually through a combination of formal learning and long-term on-the-job training. It typically involves the trainee working under the guidance of an expert rather than on his or her own.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

72) Evidence suggests that Web-based instruction is significantly more effective than classroom instruction for teaching information about how to perform a job-related task.

Answer: FALSE

Explanation: In one review of the evidence, Web-based instruction was a bit more effective than classroom instruction for teaching memory of facts and principles, and Web-based instruction and classroom instruction were equally effective for teaching information about how to perform a task or action.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

73) Providing learning content on demand through cell phones and laptops is known as mobile learning.

Answer: TRUE

Explanation: Mobile learning (or "on-demand learning") means delivering learning content on demand via mobile devices like cell phones, laptops, and iPhones, wherever and whenever the learner has the time and desire to access it.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

74) With a lifelong learning account, employers and employees can contribute money that can be used by employees to attend school.

Answer: TRUE

Explanation: Somewhat similar to 401(k) plans, employers and employees contribute to LiLA plans (without the tax advantages of 401(k) plans), and the employee can use these funds to better himself or herself. Lifelong learning may thus range from basic remedial skills (for instance, English as a second language) to college.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

75) Team training is used by many firms to develop strong management teams, enhance interpersonal skills, and encourage job flexibility.

Answer: TRUE

Explanation: Team training often focuses on technical, interpersonal, and team management issues. By working in teams, employees are able to share jobs, which encourages flexibility in the workplace.

Difficulty: Easy

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

76) In a brief essay, discuss how mobile devices, such as iPhones, are used by firms to facilitate employee training.

Answer: Mobile learning (or "on-demand learning") means delivering learning content on demand via mobile devices like cell phones, laptops, and iPhones, wherever and whenever the learner has the time and desire to access it. For example, using dominKnow's iPod touch and iPhone optimized Touch Learning Center Portal, trainees can log in and take full online courses. Employers use mobile learning to deliver corporate training and downloads on everything from how to close an important sales deal to optimizing organizational change. Most large employers distribute internal communications and training via mobile devices. Employers use mobile learning to deliver training and downloads on topics "from how to close an important sales deal to optimizing organizational change." IBM uses mobile learning to deliver just-in-time information (for instance, about new product features) to its sales force. To facilitate this, its training department often breaks up, say, an hour program into easier-to-use 10-minute pieces. Some employers use blogs to communicate learning to trainees.

Difficulty: Hard

Chapter: 8

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 8.4 Explain how to use five training techniques.

77) What is on-the-job training? What types of on-the-job training methods are most frequently used by employers?

Answer: On-the-job training (OJT) means having a person learn a job by actually doing it. Every employee, from mailroom clerk to CEO, gets on-the-job training when he or she joins a firm. In many firms, OJT is the only training available. The types of on-the-job training include the coaching or understudy method, the job rotation method, and the special assignments method. Using the understudy method, an experienced worker or the trainee's supervisor trains the employee. At lower levels, the trainee might observe the supervisor, but it is also used at higher levels. Job rotation means that an employee moves from job to job at planned intervals. This is common in management training programs. Special assignments give employees firsthand experience in working on actual problems.

Difficulty: Moderate

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

78) Describe elements of computer-based training and why it can be effective.

Answer: Computer-based training refers to training methods that use interactive computer-based systems to increase knowledge or skills. For example, employers use CBT to teach employees safe methods for avoiding falls. The system lets trainees replay the lessons and answer questions, and is especially effective when paired with actual practice under a trainer's watchful eye. Computer-based training is increasingly realistic. For example, interactive multimedia training integrates the use of text, video, graphics, photos, animation, and sound to create a complex training environment with which the trainee interacts. In training a physician, for instance, such a system lets a medical student take a hypothetical patient's medical history, conduct an examination, and analyze lab tests. The student can then interpret the sounds and draw conclusions for a diagnosis. Virtual reality training takes this realism a step further, by putting trainees into a simulated environment.

Difficulty: Hard

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

79) What is programmed learning and why is it used in organizations?

Answer: Programmed learning is a step-by-step self-learning method using a medium such as a textbook, computer, or the Internet. The three parts of the method include presenting questions, facts, and problems to the learner, allowing the person to respond, and then providing feedback on the accuracy of answers. Programmed learning reduces training time. It also facilitates learning by letting trainees learn at their own pace, get immediate feedback, and reduce their risk of error. Some argue that trainees do not learn much more from programmed learning than from a textbook. Yet studies generally support programmed learning's effectiveness. In addition to the usual programmed learning, computerized intelligent tutoring systems learn what questions and approaches worked and did not work for the learner, and then adjust the instructional sequence to the trainee's unique needs.

Difficulty: Hard

Chapter: 8

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 8.4 Explain how to use five training techniques.

80) Any attempt to improve managerial performance by imparting knowledge, changing attitudes, or increasing skills is called \_\_\_\_\_.

A) human resource management

B) performance enhancement

C) management development

D) talent management

Answer: C

Explanation: C) Management development is any attempt to improve managerial performance by imparting knowledge, changing attitudes, or increasing skills.

Difficulty: Easy

Chapter: 8

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 8.5 List and briefly discuss four management development methods.

81) Which process involves assessing the company's strategic needs, appraising the current performance of managers, and building skills of managers?

- A) management development
- B) performance management
- C) strategic management
- D) management by objectives

Answer: A

Explanation: A) Management development is any attempt to improve managerial performance by imparting knowledge, changing attitudes, or increasing skills. The management development process consists of assessing the company's strategic needs, appraising managers' current performance, and then developing the managers.

Difficulty: Easy

Chapter: 8

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 8.5 List and briefly discuss four management development methods.

82) All of the following are on-the-job training methods used for managerial positions EXCEPT

- \_\_\_\_\_.
- A) job rotation
  - B) action learning
  - C) case study method
  - D) understudy approach

Answer: C

Explanation: C) Job rotation, action learning, and the coaching/understudy approach are managerial on-the-job training methods. The case study method is considered an off-the-job management training technique.

Difficulty: Moderate

Chapter: 8

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 8.5 List and briefly discuss four management development methods.

83) Which of the following enables management trainees to work full-time analyzing and solving problems in other departments?

- A) management games
- B) action learning
- C) role playing
- D) job rotation

Answer: B

Explanation: B) Action learning programs give managers and others released time to work analyzing and solving problems in departments other than their own. The basics include carefully selected teams of 5 to 25 members, assigning the teams real-world business problems that extend beyond their usual areas of expertise, and structured learning through coaching and feedback.

Difficulty: Easy

Chapter: 8

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 8.5 List and briefly discuss four management development methods.

84) Eric is in a group with five other management trainees at Coca-Cola. Eric's group is competing against other management trainees at the firm in a simulated marketplace. Each group must decide how much to spend on advertising and how many products to manufacture over the next three years. In which of the following activities is Eric most likely participating?

- A) on-demand learning
- B) apprenticeship training
- C) management games
- D) behavior modeling

Answer: C

Explanation: C) With computerized management games, trainees divide into five- or six-person groups, each of which competes with the others in a simulated marketplace. Each group typically must make managerial decisions related to advertising, production, and inventory.

Difficulty: Hard

Chapter: 8

Objective: 5

AACSB: Application of Knowledge

Learning Outcome: 8.5 List and briefly discuss four management development methods.

85) Succession planning is a type of management development program that focuses on planning and filling lower and middle-management positions.

Answer: FALSE

Explanation: Succession planning refers to the process through which a company plans for and fills senior-level openings rather than middle-management positions.

Difficulty: Moderate

Chapter: 8

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 8.5 List and briefly discuss four management development methods.

86) The case study method is an on-the job management development technique that presents a manager with a written description of an organizational problem that needs to be diagnosed and solved.

Answer: FALSE

Explanation: The case study method is an off-the-job management training technique that presents a manager trainee with a written description of an organizational problem. The trainee analyzes the case, diagnoses the problem, and presents his or her findings and solutions in a discussion with other trainees.

Difficulty: Easy

Chapter: 8

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 8.5 List and briefly discuss four management development methods.

87) Management games are considered an effective training tool because trainees are actively involved, and the activities help trainees focus on planning and solving problems.

Answer: TRUE

Explanation: Management games are effective. People learn best by being involved, and games gain such involvement. They also help trainees develop their problem-solving skills, and to focus attention on planning rather than just putting out fires.

Difficulty: Moderate

Chapter: 8

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 8.5 List and briefly discuss four management development methods.

88) Both action learning and management games require trainees to work in groups. In a brief essay, explain the similarities and differences between the two management development techniques.

Answer: Action learning programs give managers and others released time to work analyzing and solving problems in departments other than their own. The basics include carefully selected teams of 5 to 25 members, assigning the teams real-world business problems that extend beyond their usual areas of expertise, and structured learning through coaching and feedback. The employer's senior managers usually choose the projects and decide whether to accept the teams' recommendations. With computerized management games, trainees divide into five- or six-person groups, each of which competes with the others in a simulated marketplace. Each group typically must decide, for example, (1) how much to spend on advertising, (2) how much to produce, (3) how much inventory to maintain, and (4) how many of which product to produce. Usually, the game compresses a two- or three-year period into days, weeks, or months. As in the real world, each company team usually can't see what decisions (such as to boost advertising) the other firms have made, although these decisions do affect their own sales.

Difficulty: Hard

Chapter: 8

Objective: 5

AACSB: Application of Knowledge

Learning Outcome: 8.5 List and briefly discuss four management development methods.

89) According to Kurt Lewin, in order for organizational change to occur, which stage must occur first?

- A) unfreezing
- B) moving
- C) refreezing
- D) freezing

Answer: A

Explanation: A) Kurt Lewin's model of change indicates that unfreezing is the first step. Moving and refreezing are the next steps in the process.

Difficulty: Easy

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

90) According to Kurt Lewin, all of the following should occur in the moving stage of organizational change EXCEPT \_\_\_\_\_.

- A) developing a vision
- B) mobilizing commitment
- C) consolidating gains
- D) creating a leading coalition

Answer: B

Explanation: B) The moving stage is characterized by helping employees make the change, developing a vision, consolidating gains, and creating a leading coalition. Mobilizing commitment occurs in the unfreezing stage.

Difficulty: Hard

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

91) \_\_\_\_\_ is an approach to organizational change in which the employees formulate the change that's required and implement it.

- A) Action research
- B) Succession planning
- C) Organizational development
- D) Participative talent management

Answer: C

Explanation: C) Organizational development is a change process through which employees formulate the change that's required and implement it, often with the assistance of trained consultants.

Difficulty: Easy

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

92) \_\_\_\_\_ means collecting data about a group, department, or organization, and feeding the information back to the employees so they can analyze it and develop hypotheses about what the problems might be.

- A) Laboratory training
- B) Action research
- C) Group therapy
- D) Diversity training

Answer: B

Explanation: B) Action research means collecting data about a group, department, or organization, and feeding the information back to the employees so they can analyze it and develop hypotheses about what the problems might be.

Difficulty: Moderate

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

93) Which organizational development application involves methods like performance appraisals, reward systems, and diversity programs?

- A) human process
- B) strategic applications
- C) technostructural
- D) human resource management

Answer: D

Explanation: D) There are four basic categories of OD applications: human process, technostructural, human resource management, and strategic applications. HR management involves performance appraisals, reward systems, diversity programs, and goal setting.

Difficulty: Moderate

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

94) Lewin's change process consists of unfreezing, moving, and refreezing.

Answer: TRUE

Explanation: Psychologist Kurt Lewin formulated a model of change to summarize what he believed was the basic process for implementing a change with minimal resistance. Lewin's process consists of unfreezing, moving, and freezing.

Difficulty: Moderate

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

95) According to Lewin's change process, unfreezing involves developing new behaviors, values, and attitudes through organizational development methods such as team building.

Answer: FALSE

Explanation: Unfreezing means reducing the forces that are striving to maintain the status quo, usually by presenting a provocative problem or event to get people to recognize the need for change and to search for new solutions. Moving means developing new behaviors, values, and attitudes. The manager may accomplish this through organizational development techniques.

Difficulty: Moderate

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

96) During the refreezing stage of Lewin's change process, managers are likely to use new appraisal systems and incentives as a way to reinforce desired behaviors.

Answer: TRUE

Explanation: During the refreezing stage, managers reinforce the new ways of doing things with changes to the company's systems and procedures. This is done by using new appraisal systems and incentives to reinforce the desired behaviors.

Difficulty: Moderate

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

97) During the unfreezing stage of organizational change, managers need to establish a sense of urgency, which may be accomplished by providing employees with reports indicating that the firm faces significant problems.

Answer: TRUE

Explanation: Most managers start by creating a sense of urgency during the unfreezing stage. This often takes creativity. For example, the CEO might present executives with a (fictitious) analyst's report describing the firm's imminent demise.

Difficulty: Easy

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

98) The human process category of organizational development includes T-groups, process consultation, and third-party intervention.

Answer: TRUE

Explanation: The human process category of OD includes T-groups, process consultation, third-party intervention, team building, organizational confrontation meetings, and survey research.

Difficulty: Moderate

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

99) Organizational development is usually characterized by the use of action research and the application of behavioral science knowledge.

Answer: TRUE

Explanation: OD usually involves action research, which means collecting data about a group, department, or organization, and feeding the information back to the employees so they can analyze it and develop hypotheses about what the problems in the unit might be. OD also involves the application of behavioral science knowledge to improve the organization's effectiveness.

Difficulty: Moderate

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

100) Organizational development interventions in the area of human resource management most likely involve changing a firm's formal structure.

Answer: FALSE

Explanation: OD practitioners make technostructural interventions when they get involved in changing firms' structures, methods, and job designs. For example, in a formal structural change program, the employees collect data on the company's existing organizational structure; they then jointly redesign and implement a new one.

Difficulty: Moderate

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

101) Survey research and team building are technostructural organizational development techniques.

Answer: FALSE

Explanation: Survey research, team building, and T-groups are OD techniques related to the human process rather than technostructural issues.

Difficulty: Moderate

Chapter: 8

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

102) In a brief essay, discuss the theory behind Kurt Lewin's model of change. According to Lewin, what is the process that should be followed to implement organizational change?

Answer: According to Lewin, all behavior in organizations is a product of two kinds of forces—those striving to maintain the status quo and those pushing for change. Implementing change means either weakening the status quo forces or building up the forces for change. Lewin's change process consists of three steps: 1) unfreezing the forces that seek to maintain the status quo, 2) moving to develop new behaviors and attitudes, and 3) refreezing the organization into its new system to prevent it from reverting to its old ways.

Difficulty: Hard

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

103) What is meant by the idea of organizational change? How does organizational development facilitate organizational change?

Answer: Managers can change one or more of five aspects of their companies—their strategy, culture, structure, technologies, or the attitudes and skills of the employees. Organizational change often begins with a change in the firm's strategy, mission, and vision—with strategic change. However, strategic, cultural, structural, and technological changes will fail without the employees' active support. Organizational change therefore invariably involves bringing about changes in the employees themselves and in their attitudes, skills, and behaviors. Unfortunately, getting that active support (or at least silent compliance) from your employees is easier said than done. The manager invariably runs into employee resistance. Knowing how to deal with that resistance is the heart of implementing an organizational change program. Organizational development is a change process through which employees formulate the change that's required and implement it, often with the assistance of trained consultants.

Difficulty: Hard

Chapter: 8

Objective: 6

AACSB: Analytical Thinking

Learning Outcome: 8.6 List and briefly discuss the importance of the steps in leading organizational change.

104) Which of the following is most likely NOT measured when evaluating a training program?

- A) what trainees learned from the program
- B) participants' reactions to the program
- C) overall organizational productivity
- D) changes in on-the-job behavior

Answer: C

Explanation: C) There are several things firms can measure to evaluate a training program, such as the participants' reactions to the program, what (if anything) the trainees learned from the program, and to what extent their on-the-job behavior or results changed as a result of the program. It would be difficult to link overall organizational productivity to a training program.

Difficulty: Hard

Chapter: 8

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 8.7 Explain why a controlled study may be superior for evaluating the training program's effects.

105) Which of the following terms refers to a formal method for testing the effectiveness of a training program?

- A) electronic performance monitoring
- B) factor comparison method
- C) controlled experimentation
- D) performance management

Answer: C

Explanation: C) A controlled experiment uses both a training group and a control group that receives no training to test the effectiveness of a training program. Data are obtained both before and after the group is exposed to training and before and after a corresponding work period in the control group.

Difficulty: Easy

Chapter: 8

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 8.7 Explain why a controlled study may be superior for evaluating the training program's effects.

106) The most common aspects measured when evaluating training are participants' reactions to the program, what the trainees learned from the program, and to what extent their on-the-job behavior or results changed as a result of the program.

Answer: TRUE

Explanation: There are several things you can measure when evaluating training with the most common participants' reactions to the program, what (if anything) the trainees learned from the program, and to what extent their on-the-job behavior or results changed as a result of the program.

Difficulty: Easy

Chapter: 8

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 8.7 Explain why a controlled study may be superior for evaluating the training program's effects.

107) Research suggests that most firms evaluate their training programs by measuring the reactions of participants.

Answer: TRUE

Explanation: Training programs can be measured by participants' reactions to the program, what (if anything) the trainees learned from the program, and to what extent their on-the-job behavior or results changed as a result of the program. In one survey of about 500 U.S. organizations, 77% evaluated their training programs by eliciting reactions, 36% evaluated learning, and about 10% to 15% assessed the program's behavior and/or results.

Difficulty: Moderate

Chapter: 8

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 8.7 Explain why a controlled study may be superior for evaluating the training program's effects.

108) When designing a training evaluation study, most firms prefer to use a time series design instead of a controlled experiment because the time series design correlates change to training while the controlled experiment cannot.

Answer: FALSE

Explanation: The time series design provides an initial reading on the program's effectiveness. However, you can't be sure from this that the training (rather than, say, a new pay plan) caused any change. Controlled experimentation is therefore the evaluation process of choice by most firms.

Difficulty: Moderate

Chapter: 8

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 8.7 Explain why a controlled study may be superior for evaluating the training program's effects.

109) A time series design is a training program evaluation tool that measures the outcomes of a group that receives training with the outcomes of a group that receives no training.

Answer: FALSE

Explanation: Controlled experimentation is a formal method for testing the effectiveness of a training program, preferably with before and after tests and a control group. Time series design is another evaluation tool that does not use a control group.

Difficulty: Easy

Chapter: 8

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 8.7 Explain why a controlled study may be superior for evaluating the training program's effects.

110) The four basic categories of training program outcomes that are typically measured include reactions, learning, behavior, and results.

Answer: TRUE

Explanation: Reaction, learning, behavior, and results are the four categories measured when evaluating a training program.

Difficulty: Moderate

Chapter: 8

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 8.7 Explain why a controlled study may be superior for evaluating the training program's effects.