

Student: _____

1. Examples of training at US Airways, Starbucks, Boston Pizza and Seattle City Light discussed in Chapter One demonstrate the role of training in:
 - A. reducing turnover.
 - B. meeting safety requirements.
 - C. raising morale.
 - D. gaining a competitive advantage.
2. Continuous learning:
 - A. refers to a seamless training that doesn't allow learners to break away from the training session.
 - B. requires employees to understand the entire work system including the relationships among their jobs, their work units, and the company.
 - C. uses an instructional design process to ensure training effectiveness.
 - D. refers only to off-site training.
3. Traditionally, the category of training emphasized by the most companies is:
 - A. basic and advanced skills.
 - B. orientation.
 - C. safety.
 - D. legally-mandated.
4. Which of the following is not one of the job-related competencies critical for successful job performance?
 - A. innovation
 - B. knowledge
 - C. skills
 - D. behaviors
5. _____ is linked to strategic goals and objectives and benchmarks its training programs against those of other companies.
 - A. Total Quality Management training
 - B. Continuous learning
 - C. High-leverage training
 - D. Six Sigma training
6. In the training design process, selection of training methods is the _____ step.
 - A. first
 - B. third
 - C. final
 - D. next to final
7. Person and task analysis are part of which step of the training design process?
 - A. ensuring transfer of training
 - B. developing an evaluation plan
 - C. conducting needs assessment
 - D. monitoring and evaluating the program
8. At what point in the training design process should selection of training methods occur? Directly following:
 - A. development of an evaluation plan.
 - B. needs assessment.
 - C. ensuring transfer of training.
 - D. development of learning objectives.

9. The acronym ADDIE is most closely associated with:
 - A. high-leverage training.
 - B. ISD.
 - C. intellectual capital.
 - D. Six Sigma.

10. Which of the following is not a force discussed by Noe as influencing the workplace and training?
 - A. new laws regulating allocation of training funds in the US
 - B. economic cycles
 - C. new technology
 - D. high-performance work systems

11. The process of moving jobs from the United States to other locations in the world is called:
 - A. outsourcing.
 - B. globalization.
 - C. offshoring.
 - D. virtual teams.

12. Noe argues that all but which of the following are reasons offshoring is occurring.
 - A. U.S. visa laws allow foreign worker in the U.S. for seven years
 - B. the U.S. graduates fewer U.S. born engineers than China and Japan
 - C. more talented employees may be available outside the U.S.
 - D. some countries provide substantial incentives for workers to work in the U.S.

13. All of the following except _____ capital are examples of intangible assets.
 - A. creative
 - B. intellectual
 - C. customer
 - D. social

14. According to a survey of 50,000 employees, _____ percent have high levels of engagement.
 - A. 11
 - B. 31
 - C. 51
 - D. 71

15. _____ is not one of the arguments for why greater diversity can help a company gain a competitive advantage.
 - A. Creativity
 - B. Flexibility
 - C. Lower training costs
 - D. Problem solving

16. _____ refers to attracting, retaining, developing, and motivating highly skilled employees and managers.
 - A. Diversity management
 - B. Social capital
 - C. Human resource management
 - D. Talent management

17. Companies report the most important talent management challenge they face is:
 - A. identifying and training employees with managerial talent.
 - B. getting more women and minorities into the company.
 - C. developing programs to retain older workers.
 - D. obtaining enough new workers with required skills.

18. _____ involve(s) measuring progress with data, designing methods and processes to meet internal and external customers and promoting cooperation with vendors, suppliers and customers.
- A. ISO 9000
 - B. TQM
 - C. Quality Circles
 - D. ISO 100-15
19. Which of the following categories in the Malcolm Baldrige Award is most closely related to training and development?
- A. strategic planning
 - B. measurement, analysis and knowledge management
 - C. work force focus
 - D. customer and market focus
20. _____ is a set of standards regarding how to establish quality standards and how to document work processes.
- A. Six Sigma
 - B. TQM
 - C. The Malcolm Baldrige award
 - D. ISO 9000
21. Trainers with titles including Champions, Black Belts and Green Belts are associated with:
- A. Six Sigma.
 - B. ISO 9000.
 - C. Crosby/Deming Quality.
 - D. ISO 10015.
22. The Bureau of Labor Statistics estimates that _____ percent of the workforce consists of alternative work arrangements such as independent contractors.
- A. 5
 - B. 11
 - C. 19
 - D. 25
23. _____ are teams separated by time, culture, organizational boundaries and that rely on technology.
- A. Quality circles
 - B. High performance work teams
 - C. Virtual teams
 - D. Six Sigma teams
24. According to the 2008 ASTD State of the Industry Report, _____ is spent of training per employee.
- A. \$250
 - B. \$600
 - C. \$1100
 - D. \$1900
25. According to the 2008 ASTD State of the Industry Report, _____ is the percentage of dollars spent on training and development as a percentage of payroll.
- A. 12
 - B. 8
 - C. 6
 - D. 2
26. According to the 2004 ASTD Competency Model, which of the following is not one of the four roles of a training professional?
- A. change agent
 - B. project manager
 - C. business partner
 - D. professional specialist

27. Transfer of training refers to successful application of material learned in training to the job.
True False
28. Noe argues in Chapter One that human resources are the most important resource a company uses to gain a competitive advantage.
True False
29. Ensuring transfer of training is the next to last step of the training design process.
True False
30. An advantage of intangible assets is they contribute to a company's competitive advantage because they are difficult to duplicate or imitate.
True False
31. Employee engagement is affected most by compensation and promotion opportunities.
True False
32. Between 2006 and 2016, the labor force growth rates for Asians and Hispanics is expected to be much faster than for white, non-Hispanics.
True False
33. The labor force participation rate of people 55 and over will decrease between now and 2016.
True False
34. Research shows that performance and learning in most jobs declines to some extent with the aging process.
True False
35. Borders Bookstore's "passport" program has helped reduce turnover of employees over age 50 and overall turnover.
True False
36. To successfully manage a diverse workforce, managers must be trained to treat workers of different ages, ethnicities and races the same.
True False
37. Companies such as AFLAC and Ernst & Young have developed programs to help employees and managers understand how to interact with workers of different age groups.
True False
38. Noe argues that companies that manage diversity well have an advantage in attracting and retaining talented workers.
True False
39. Due to population growth, projections for employment in 2016 predict the service sector will decline as the goods producing industries expand.
True False
40. Half of the 30 fastest growing occupations require a bachelor's degree or higher.
True False
41. The retirement of baby boomers in occupations such as health and educational services is likely to have the greatest negative effect on economic growth.
True False
42. An ISBN number is an example of an ISO standard.
True False
43. The most popular method of delivering training is via learning technologies such as CD-ROMs and the intranet.
True False

44. Self-paced online learning is the most frequently used type of technology-based learning.
True False
45. The increased use of technology in delivery of training programs has led to a decrease in the "reuse ratio" since 2003.
True False
46. Human resource development refers to the integrated use of training and development, organizational development and career development to improve individual, group and organization effectiveness.
True False
47. The training function is a part of the human resource management department in most large organizations.
True False
48. List and describe the four major forces influencing the workplace and learning.
49. What are the four intangible assets and which can most directly influenced by training and development?
50. List several advantages of using new technologies in training and development.
51. The seven steps of training design process (see Fig. 1.1) are a systematic guide for developing training programs. What are the assumptions underlying use of any instructional system design?

52. Training in the U.S. is a significant industry. How much is spent on training each year, how much time is spent on training and who receives most of the training? Additionally, how is training delivered and how much of training is outsourced?

1 Key

1. (p. 4) Examples of training at US Airways, Starbucks, Boston Pizza and Seattle City Light discussed in Chapter One demonstrate the role of training in:
- A. reducing turnover.
 - B. meeting safety requirements.
 - C. raising morale.
 - D. gaining a competitive advantage.**

*Difficulty: Easy
Noe - Chapter 01 #1*

2. (p. 4) Continuous learning:
- A. refers to a seamless training that doesn't allow learners to break away from the training session.
 - B. requires employees to understand the entire work system including the relationships among their jobs, their work units, and the company.**
 - C. uses an instructional design process to ensure training effectiveness.
 - D. refers only to off-site training.

*Difficulty: Medium
Noe - Chapter 01 #2*

3. (p. 5) Traditionally, the category of training emphasized by the most companies is:
- A. basic and advanced skills.**
 - B. orientation.
 - C. safety.
 - D. legally-mandated.

*Difficulty: Medium
Noe - Chapter 01 #3*

4. (p. 5) Which of the following is not one of the job-related competencies critical for successful job performance?
- A. innovation**
 - B. knowledge
 - C. skills
 - D. behaviors

*Difficulty: Medium
Noe - Chapter 01 #4*

5. (p. 5) _____ is linked to strategic goals and objectives and benchmarks its training programs against those of other companies.
- A. Total Quality Management training
 - B. Continuous learning
 - C. High-leverage training**
 - D. Six Sigma training

*Difficulty: Medium
Noe - Chapter 01 #5*

6. (p. 7) In the training design process, selection of training methods is the _____ step.
- A. first
 - B. third
 - C. final
 - D. next to final**

*Difficulty: Difficult
Noe - Chapter 01 #6*

7. (p. 7) Person and task analysis are part of which step of the training design process?
- A. ensuring transfer of training
 - B. developing an evaluation plan
 - C. conducting needs assessment**
 - D. monitoring and evaluating the program

*Difficulty: Medium
Noe - Chapter 01 #7*

8. At what point in the training design process should selection of training methods occur? Directly following:
(p. 7)
- A.** development of an evaluation plan.
 - B. needs assessment.
 - C. ensuring transfer of training.
 - D. development of learning objectives.

Difficulty: Difficult
Noe - Chapter 01 #8

9. The acronym ADDIE is most closely associated with:
(p. 8)
- A. high-leverage training.
 - B.** ISD.
 - C. intellectual capital.
 - D. Six Sigma.

Difficulty: Difficult
Noe - Chapter 01 #9

10. Which of the following is not a force discussed by Noe as influencing the workplace and training?
(p. 10)
- A. new laws regulating allocation of training funds in the US
 - B.** economic cycles
 - C. new technology
 - D. high-performance work systems

Difficulty: Medium
Noe - Chapter 01 #10

11. The process of moving jobs from the United States to other locations in the world is called:
(p. 12)
- A. outsourcing.
 - B. globalization.
 - C.** offshoring.
 - D. virtual teams.

Difficulty: Easy
Noe - Chapter 01 #11

12. Noe argues that all but which of the following are reasons offshoring is occurring.
(p. 13)
- A. U.S. visa laws allow foreign worker in the U.S. for seven years
 - B. the U.S. graduates fewer U.S. born engineers than China and Japan
 - C. more talented employees may be available outside the U.S.
 - D.** some countries provide substantial incentives for workers to work in the U.S.

Difficulty: Medium
Noe - Chapter 01 #12

13. All of the following except _____ capital are examples of intangible assets.
(p. 14)
- A.** creative
 - B. intellectual
 - C. customer
 - D. social

Difficulty: Difficult
Noe - Chapter 01 #13

14. According to a survey of 50,000 employees, _____ percent have high levels of engagement.
(p. 16)
- A.** 11
 - B. 31
 - C. 51
 - D. 71

Difficulty: Difficult
Noe - Chapter 01 #14

15. _____ is not one of the arguments for why greater diversity can help a company gain a competitive advantage.
(p. 19)
- A. Creativity
 - B. Flexibility
 - C. Lower training costs**
 - D. Problem solving

Difficulty: Medium
Noe - Chapter 01 #15

16. _____ refers to attracting, retaining, developing, and motivating highly skilled employees and managers.
(p. 21)
- A. Diversity management
 - B. Social capital
 - C. Human resource management
 - D. Talent management**

Difficulty: Easy
Noe - Chapter 01 #16

17. Companies report the most important talent management challenge they face is:
(p. 24)
- A. identifying and training employees with managerial talent.**
 - B. getting more women and minorities into the company.
 - C. developing programs to retain older workers.
 - D. obtaining enough new workers with required skills.

Difficulty: Difficult
Noe - Chapter 01 #17

18. _____ involve(s) measuring progress with data, designing methods and processes to meet internal and external customers and promoting cooperation with vendors, suppliers and customers.
(p. 25)
- A. ISO 9000
 - B. TQM**
 - C. Quality Circles
 - D. ISO 100-15

Difficulty: Medium
Noe - Chapter 01 #18

19. Which of the following categories in the Malcolm Baldrige Award is most closely related to training and development?
(p. 26)
- A. strategic planning
 - B. measurement, analysis and knowledge management
 - C. work force focus**
 - D. customer and market focus

Difficulty: Medium
Noe - Chapter 01 #19

20. _____ is a set of standards regarding how to establish quality standards and how to document work processes.
(p. 27)
- A. Six Sigma
 - B. TQM
 - C. The Malcolm Baldrige award
 - D. ISO 9000**

Difficulty: Difficult
Noe - Chapter 01 #20

21. Trainers with titles including Champions, Black Belts and Green Belts are associated with:
(p. 28)
- A. Six Sigma.**
 - B. ISO 9000.
 - C. Crosby/Deming Quality.
 - D. ISO 10015.

Difficulty: Medium
Noe - Chapter 01 #21

22. The Bureau of Labor Statistics estimates that _____ percent of the workforce consists of alternative work arrangements such as independent contractors.
(p. 31)
- A. 5
 - B. 11**
 - C. 19
 - D. 25

Difficulty: Difficult
Noe - Chapter 01 #22

23. _____ are teams separated by time, culture, organizational boundaries and that rely on technology.
(p. 33)
- A. Quality circles
 - B. High performance work teams
 - C. Virtual teams**
 - D. Six Sigma teams

Difficulty: Easy
Noe - Chapter 01 #23

24. According to the 2008 ASTD State of the Industry Report, _____ is spent of training per employee.
(p. 35)
- A. \$250
 - B. \$600**
 - C. \$1100
 - D. \$1900

Difficulty: Medium
Noe - Chapter 01 #24

25. According to the 2008 ASTD State of the Industry Report, _____ is the percentage of dollars spent on training and development as a percentage of payroll.
(p. 35)
- A. 12
 - B. 8
 - C. 6
 - D. 2**

Difficulty: Difficult
Noe - Chapter 01 #25

26. According to the 2004 ASTD Competency Model, which of the following is not one of the four roles of a training professional?
(p. 39)
- A. change agent**
 - B. project manager
 - C. business partner
 - D. professional specialist

Difficulty: Difficult
Noe - Chapter 01 #26

27. Transfer of training refers to successful application of material learned in training to the job.
(p. 185)
- TRUE**

Difficulty: Easy
Noe - Chapter 01 #27

28. Noe argues in Chapter One that human resources are the most important resource a company uses to gain a competitive advantage.
(p. 5-6)
- FALSE**

Difficulty: Medium
Noe - Chapter 01 #28

29. Ensuring transfer of training is the next to last step of the training design process.
(p. 7)
- FALSE**

Difficulty: Difficult
Noe - Chapter 01 #29

30. An advantage of intangible assets is they contribute to a company's competitive advantage because they are difficult to duplicate or imitate.
(p. 14)
- TRUE**

Difficulty: Easy
Noe - Chapter 01 #30

31. Employee engagement is affected most by compensation and promotion opportunities.
(p. 16) **FALSE**
Difficulty: Medium
Noe - Chapter 01 #31
32. Between 2006 and 2016, the labor force growth rates for Asians and Hispanics is expected to be much faster than for white, non-Hispanics.
(p. 17) **TRUE**
Difficulty: Easy
Noe - Chapter 01 #32
33. The labor force participation rate of people 55 and over will decrease between now and 2016.
(p. 18) **FALSE**
Difficulty: Easy
Noe - Chapter 01 #33
34. Research shows that performance and learning in most jobs declines to some extent with the aging process.
(p. 18) **FALSE**
Difficulty: Medium
Noe - Chapter 01 #34
35. Borders Bookstore's "passport" program has helped reduce turnover of employees over age 50 and overall turnover.
(p. 19) **TRUE**
Difficulty: Easy
Noe - Chapter 01 #35
36. To successfully manage a diverse workforce, managers must be trained to treat workers of different ages, ethnicities and races the same.
(p. 20) **FALSE**
Difficulty: Medium
Noe - Chapter 01 #36
37. Companies such as AFLAC and Ernst & Young have developed programs to help employees and managers understand how to interact with workers of different age groups.
(p. 20) **TRUE**
Difficulty: Easy
Noe - Chapter 01 #37
38. Noe argues that companies that manage diversity well have an advantage in attracting and retaining talented workers.
(p. 21) **TRUE**
Difficulty: Easy
Noe - Chapter 01 #38
39. Due to population growth, projections for employment in 2016 predict the service sector will decline as the goods producing industries expand.
(p. 21) **FALSE**
Difficulty: Medium
Noe - Chapter 01 #39
40. Half of the 30 fastest growing occupations require a bachelor's degree or higher.
(p. 22) **TRUE**
Difficulty: Easy
Noe - Chapter 01 #40
41. The retirement of baby boomers in occupations such as health and educational services is likely to have the greatest negative effect on economic growth.
(p. 22) **TRUE**
Difficulty: Easy
Noe - Chapter 01 #41
42. An ISBN number is an example of an ISO standard.
(p. 27) **TRUE**
Difficulty: Medium
Noe - Chapter 01 #42

43. The most popular method of delivering training is via learning technologies such as CD-ROMs and the intranet.

(p. 30)

FALSE

*Difficulty: Difficult
Noe - Chapter 01 #43*

44. Self-paced online learning is the most frequently used type of technology-based learning.

(p. 34)

TRUE

*Difficulty: Easy
Noe - Chapter 01 #44*

45. The increased use of technology in delivery of training programs has led to a decrease in the "reuse ratio" since 2003.

(p. 34)

FALSE

*Difficulty: Difficult
Noe - Chapter 01 #45*

46. Human resource development refers to the integrated use of training and development, organizational development and career development to improve individual, group and organization effectiveness.

(p. 41)

TRUE

*Difficulty: Easy
Noe - Chapter 01 #46*

47. The training function is a part of the human resource management department in most large organizations.

(p. 42)

FALSE

*Difficulty: Medium
Noe - Chapter 01 #47*

48. List and describe the four major forces influencing the workplace and learning.

(p. 10)

1. Economic cycles - The poor economy means more companies are downsizing their work force, delaying plans for new operations and growth, and revisiting training and development and human resource budgets to cut unnecessary programs and costs. However, such economic times also provide an opportunity for companies to take a closer look at training and development to identify those activities that are critical for supporting the business strategy as well as those mandated by law (such as safety training or sexual harassment training).

2. Globalization of business - Growth of international operations, foreign competition and developing countries means companies must find, train and retain talented foreign workers to work in others countries as well as the U.S. And, U.S. workers must be trained for overseas assignments.

3. Demographic changes - aging workforce, more cultural diversity in the workforce, more women in the workforce, more people of color.

As Table 1.3 shows, management of diversity contributes to a company's bottom line by its influence on creativity, problem solving, employee retention, and creation of new markets for a company's products and services. Companies that do not manage diversity will find that employees' talents are underutilized and their personal and professional needs are not being met. As a result, they will become dissatisfied and leave, resulting in a poorly performing, less competitive organization. Companies that are known for managing diversity also have an edge in attracting talented employees.

4. New technologies - computers, e-learning, e-commerce, interactive cd's, web based learning.

Employees need job-specific knowledge and basic skills to work with the equipment created by the new technology. Because technology is often used as a means to achieve product diversification and customization, employees must have the ability to listen and communicate with customers. Interpersonal skills, such as negotiation and conflict management, and problem-solving skills are more important than physical strength, coordination, and fine-motor skills.

*Difficulty: Medium
Noe - Chapter 01 #48*

49. What are the four intangible assets and which can most directly influenced by training and development?
(p. 14)

Human Capital

- Tacit knowledge
- Education
- Work-related know-how
- Work-related competence

Customer Capital

- Customer relationships
- Brands
- Customer loyalty
- Distribution channels

Social Capital

- Corporate culture
- Management philosophy
- Management practices
- Informal networking systems
- Coaching/mentoring relationships

Intellectual Capital

- Patents
- Copyrights
- Trade secrets
- Intellectual property

Training and development have a direct influence on human and social capital because they affect education, work-related know-how and competence, and work relationships. Training and development can have an indirect influence on customer and social capital by helping employees better serve customers and by providing them with the knowledge needed to create patents and intellectual property.

Difficulty: Medium
Noe - Chapter 01 #49

50. List several advantages of using new technologies in training and development.
(p. 30)

Reduced travel costs, greater accessibility to training, consistent delivery, the ability to access experts and share learning with others, self-pacing and practice exercises. While trainer-led classroom instruction remains the most popular way to deliver training, companies report that they plan on delivering a large portion of training through learning technologies such as CD-ROMs, intranets, and even iPods!

Difficulty: Easy
Noe - Chapter 01 #50

51. The seven steps of training design process (see Fig. 1.1) are a systematic guide for developing training programs. What are the assumptions underlying use of any instructional system design?
(p. 8)

Training design is effective only if it helps employees reach instructional or training goals and objectives.

Measurable learning objectives should be identified before the training program begins. Evaluation plays an important part in planning and choosing a training method, monitoring the training program, and suggesting changes to the training design process.

Difficulty: Medium
Noe - Chapter 01 #51

52. Training in the U.S. is a significant industry. How much is spent on training each year, how much time is spent on training and who receives most of the training? Additionally, how is training delivered and how much of training is outsourced?
(p. 35)

Q: How much do U.S. organizations spend on employee learning and development?

A: Approximately \$134 billion

Q: How much is spent per employee?

A: \$1,103

Q: What is the percentage of dollars spent on training and development as a percentage of payroll?

A: 2.15%

Q: How much time do employees spend in formal training?

A: 37 hours

Q: Who receives most of the training?

A: 34% of training budgets and dollars are spent on non-exempt employees; 32% on exempt employees; 24% on managers; and 9.5% on executives

Delivery Methods

Q: How is training delivered?

A: 71% instructor-led; 32% technology-based; 25% online

Q: What percentage of direct learning expenditures are allocated to outside providers (outsourced)?

A: 25%

1 Summary

<u>Category</u>	<u># of Questions</u>
Difficulty: Difficult	13
Difficulty: Easy	16
Difficulty: Medium	23
Noe - Chapter 01	52