Chapter 1: Training and Development Strategy

Test Bank

# Multiple Choice

1. Information detailing job analyses and job descriptions is found in which internal environment dimension?

A. organization

B. task

C. people

D. social

Ans: B

Learning Objective: 1-3: Critique internal environment elements for training and development needs and readiness.

Cognitive Domain: Knowledge

Answer Location: Task

Difficulty Level: Easy

2. Information detailing surveys, education, benefits, and career development is found in which internal environment dimension?

A. social

B. organization

C. task

D. people

Ans: D

Learning Objective: 1-3: Critique internal environment elements for training and development needs and readiness.

Cognitive Domain: Knowledge

Answer Location: People

Difficulty Level: Easy

3. Information detailing policies, procedures, and structure alignment are part of which internal environment dimension?

A. social

B. organization

C. people

D. task

Ans: B

Learning Objective: 1-3: Critique internal environment elements for training and development needs and readiness.

Cognitive Domain: Knowledge

Answer Location: Organization

Difficulty Level: Easy

4. Information detailing general company climate, ethical culture, and values are part of which internal environment dimension?

A. social

B. organization

C. people

D. task

Ans: A

Learning Objective: 1-3: Critique internal environment elements for training and development needs and readiness.

Cognitive Domain: Knowledge

Answer Location: Social

Difficulty Level: Easy

5. Organizations interested in developing high-potential employees often use onboarding, mentoring, and individual coaching to support employees. These activities are part of which internal environment dimension?

A. task

B. people

C. social

D. organization

Ans: C

Learning Objective: 1-3: Critique internal environment elements for training and development needs and readiness.

Cognitive Domain: Application

Answer Location: Social

Difficulty Level: Medium

6. Due to potential legal liability risks organizations often provide training addressing \_\_\_\_\_\_ behavior.

A. leadership

B. managerial

C. ethical

D. executive

Ans: C

Learning Objective: 1-3: Critique internal environment elements for training and development needs and readiness.

Cognitive Domain: Knowledge

Answer Location: Social

Difficulty Level: Easy

7. Information detailing motivation and KSAs are part of which internal environment dimension?

A. social

B. task

C. organization

D. people

Ans: D

Learning Objective: 1-3: Critique internal environment elements for training and development needs and readiness.

Cognitive Domain: Knowledge

Answer Location: People

Difficulty Level: Easy

8. The HR activity of staffing is associated with which of the following training and development concerns?

A. train employees based on performance identified gaps

B. prepare employees for internal hiring opportunities

C. design training programs using performance incentives

D. determine training needs given KSAs identified during job analysis

Ans: B

Learning Objective: 1-4: Illustrate the interrelatedness of training and development activities with other human resource functions.

Cognitive Domain: Knowledge

Answer Location: HR Infrastructure

Difficulty Level: Easy

9. Training and development starts with which HR activity?

A. performance appraisal

B. compensation

C. staffing

D. job analysis

Ans: D

Learning Objective: 1-4: Illustrate the interrelatedness of training and development activities with other human resource functions.

Cognitive Domain: Knowledge

Answer Location: Job Analysis

Difficulty Level: Easy

10. Succession planning is considered to be part of which staffing concern?

A. staffing levels

B. staffing quality

C. staffing sources

D. staffing needs

Ans: A

Learning Objective: 1-4: Illustrate the interrelatedness of training and development activities with other human resource functions.

Cognitive Domain: Knowledge

Answer Location: Staffing

Difficulty Level: Easy

11. Southwest’s emphasis on hiring for the best person–organization match is an example of which staffing concern?

A. staffing quality

B. staffing level

C. staffing resources

D. staffing performance

Ans: A

Learning Objective: 1-4: Illustrate the interrelatedness of training and development activities with other human resource functions.

Cognitive Domain: Knowledge

Answer Location: Staffing

Difficulty Level: Easy

12. The staffing strategy to hire for an acceptable workforce quality, would be used by which of the following companies?

A. Google

B. IBM

C. Walmart

D. Apple

Ans: D

Learning Objective: 1-4: Illustrate the interrelatedness of training and development activities with other human resource functions.

Cognitive Domain: Application

Answer Location: Staffing

Difficulty Level: Medium

13. In order to identify the gap between actual and desired employee outcomes a \_\_\_\_\_\_ must be completed first.

A. quality check

B. succession plan

C. skills inventory

D. performance appraisal

Ans: D

Learning Objective: 1-4: Illustrate the interrelatedness of training and development activities with other human resource functions.

Cognitive Domain: Knowledge

Answer Location: Performance Appraisal

Difficulty Level: Easy

14. A skill inventory database would best be managed using a(n) \_\_\_\_\_\_.

A. CBT

B. PFP

C. HRIS

D. KSA

Ans: C

Learning Objective: 1-4: Illustrate the interrelatedness of training and development activities with other human resource functions.

Cognitive Domain: Knowledge

Answer Location: Human Resource Information Systems

Difficulty Level: Easy

15. The differentiation strategy would utilize which training and development activity?

A. develop managers in a “cost-conscious” culture

B. focus on career development rather than growth opportunities

C. institute development program for employee advancement and high-potential employees

D. retrain workers when there are reductions in force

Ans: C

Learning Objective: 1-5: Appraise a company training and development strategy for strategy alignment and contextual relevance.

Cognitive Domain: Knowledge

Answer Location: Corporate Strategy Theories

Difficulty Level: Easy

16. The defender strategy would utilize which training and development activity?

A. Develop managers in a “cost-conscious” culture

B. Focus on career development rather than growth opportunities

C. Institute development program for employee advancement and high-potential employees

D. Retrain workers when there are reductions in force

Ans: A

Learning Objective: 1-5: Appraise a company training and development strategy for strategy alignment and contextual relevance.

Cognitive Domain: Knowledge

Answer Location: Corporate Strategy Theories

Difficulty Level: Easy

17. The analyzer strategy would utilize which training and development activity?

A. develop managers in a “cost-conscious” culture

B. focus on career development rather than growth opportunities

C. institute development program for employee advancement and high-potential employees

D. retrain workers when there are reductions in force

Ans: B

Learning Objective: 1-5: Appraise a company training and development strategy for strategy alignment and contextual relevance.

Cognitive Domain: Knowledge

Answer Location: Corporate Strategy Theories

Difficulty Level: Easy

18. The reactor strategy would utilize which training and development activity?

A. develop managers in a “cost-conscious” culture

B. focus on career development rather than growth opportunities

C. institute development program for employee advancement and high-potential employees

D. retrain workers when there are reductions in force

Ans: D

Learning Objective: 1-5: Appraise a company training and development strategy for strategy alignment and contextual relevance.

Cognitive Domain: Knowledge

Answer Location: Corporate Strategy Theories

Difficulty Level: Easy

19. The cost leadership strategy would utilize which training and development activity?

A. train for job-specific skills and cost efficiency

B. focus on career development rather than growth opportunities

C. institute development program for employee advancement and high-potential employees

D. retrain workers when there are reductions in force

Ans: A

Learning Objective: 1-5: Appraise a company training and development strategy for strategy alignment and contextual relevance.

Cognitive Domain: Knowledge

Answer Location: Corporate Strategy Theories

Difficulty Level: Easy

20. According to the text, Apple Inc. uses which strategy typology?

A. reactor

B. cost leadership

C. differentiation

D. analyzer

Ans: C

Learning Objective: 1-5: Appraise a company training and development strategy for strategy alignment and contextual relevance.

Cognitive Domain: Knowledge

Answer Location: Differentiation and Prospector Strategy

Difficulty Level: Easy

21. According to the text Walmart uses which strategy typology?

A. reactor

B. cost leadership

C. differentiation

D. analyzer

Ans: B

Learning Objective: 1-5: Appraise a company training and development strategy for strategy alignment and contextual relevance.

Cognitive Domain: Knowledge

Answer Location: Cost leadership and Defender Strategy

Difficulty Level: Easy

22. According to the text, Procter & Gamble uses which strategy typology?

A. reactor

B. cost leadership

C. differentiation

D. analyzer

Ans: D

Learning Objective: 1-5: Appraise a company training and development strategy for strategy alignment and contextual relevance.

Cognitive Domain: Knowledge

Answer Location: Analyzer Strategy

Difficulty Level: Easy

23. According to the text, which strategy utilizes the most diverse training and development activities?

A. prospector

B. analyzer

C. cost leadership

D. reactor

Ans: B

Learning Objective: 1-5: Appraise a company training and development strategy for strategy alignment and contextual relevance.

Cognitive Domain: Knowledge

Answer Location: Analyzer Strategy

Difficulty Level: Easy

24. Which company uses a “build from within” strategy to train, develop, and retrain employees over their entire career as a way of meeting its strategic goals?

A. Google

B. Walmart

C. Apple

D. Procter & Gamble

Ans: D

Learning Objective: 1-5: Appraise a company training and development strategy for strategy alignment and contextual relevance.

Cognitive Domain: Knowledge

Answer Location: Analyzer Strategy

Difficulty Level: Easy

25. The external environment is made up of several factors. Organizations implementing training and development competencies such as openness to new experiences, workforce diversity, and adaptability are attempting to address which external factor?

A. political–legal

B. sociocultural

C. technological

D. economic

Ans: B

Learning Objective: 1-2: Assess the external environment for training and development opportunities and challenges.

Cognitive Domain: Application

Answer Location: Sociocultural Environment

Difficulty Level: Medium

26. The external environment is made up of several factors. Some organizations chose to respond to this external factor by outsourcing training and development opportunities, creating partnerships with community colleges, and utilizing apprenticeships. Select the correct answer.

A. political–legal

B. sociocultural

C. technological

D. economic

Ans: A

Learning Objective: 1-2: Assess the external environment for training and development opportunities and challenges.

Cognitive Domain: Application

Answer Location: Political–Legal Environment

Difficulty Level: Medium

**Matching**

Match the training and development activities for the following strategy typologies.

A. differentiation

B. reactor

C. analyzer

D. cost leadership

1. Institute development program for employee advancement and high-potential employees.

Ans: A

2. Train for job-specific skills and cost efficiency.

Ans: D

3. Train employees around company core competencies.

Ans: C

4. Outplacement services.

Ans: B

Learning Objective: 1-5: Appraise a company training and development strategy for strategy alignment and contextual relevance.

Cognitive Domain: Application

Answer Location: Corporate Strategy Theories

Difficulty Level: Medium

# Essay

1. Illustrate the interrelatedness of HR training and development functions in a unionized environment using the gainsharing example described in Chapter 1. Include the definition of gainsharing. Clearly describe the link between training and development activities and organizational success.

Ans: Gainsharing is a system of management used by a business to increase profitability by motivating employees to improve their performance through involvement and participation. Ideally, T&D should be embedded in a gainsharing program. Gainsharing works as employees have ownership over their work output and organizational success.

Learning Objective: 1-4: Illustrate the interrelatedness of training and development activities with other human resource functions.

Cognitive Domain: Application

Answer Location: HR Infrastructure

Difficulty Level: Medium

2. In order to determine appropriate strategy-training and development alignment, Impact International recommends companies address four important questions. List the four questions. For each question provide a short paragraph summarizing the key strategy-training and development alignment concern(s) as discussed in the text.

Ans: 1. How can you garner support/sponsorship from senior management so that learning and development is regarded as being key to driving the business strategy?

2. How do you ensure that the learning and development you are delivering is in alignment with the business strategy?

3. What methodologies can you leverage in your learning and development that will make the company’s strategies run through them?

4. How do you involve line managers’ pre/postlearning and development delivery in linking program content to the business strategy?

Learning Objective: 1-5: Appraise a company training and development strategy for strategy alignment and contextual relevance.

Cognitive Domain: Application

Answer Location: Aligning Company and Training Strategies

Difficulty Level: Hard

3. All organizations operate in an external environment. List the strategic options based on economic conditions. Detail the training and development activities for each option.

Ans: Growth--keep employees up to speed on skills needed to meet rapid growth and provide development; promotion opportunities needs.

Stabilization--train on efficiency and cost containment; provide customized career planning to keep employees engaged.

Retrenchment--cross-train employees for maximum staffing flexibility; offer OD activities to support employees through organizational changes.

Learning Objective: 1-2: Assess the external environment for training and development opportunities and challenges.

Cognitive Domain: Application

Answer Location: Economic Environment

Difficulty Level: Medium

4. The Association for Talent Development (ATD) developed a code of ethics for training and development professionals. List six of these ethical expectations.

Ans: Varies. Six of the following should be listed:

• recognize the rights and dignities of each individual to develop human potential;

• provide my employer, clients, and learners with the highest level of quality education, training, and development;

• comply with all copyright laws and the laws and regulations governing my position;

• keep informed of pertinent knowledge and competence in the workplace learning and talent development field;

• maintain confidentiality and integrity in the practice of my profession, support my peers, and avoid conduct which impedes their practicing their profession;

• conduct myself in an ethical and honest manner;

• improve the public understanding of workplace learning and talent development;

• fairly and accurately represent my professional credentials, qualifications, experience, and ability; and

• contribute to the continuing growth of the profession.

Learning Objective: 1-6: Recall the ethical code for training and development professionals.

Cognitive Domain: Knowledge

Answer Location: Ethics and Training Strategy

Difficulty Level: Easy

5. According to the text, in 2015, the Association for Talent Development (ATD) completed a study exploring the topic of global training. ATD released four notable issues. List and describe each issue.

Ans: First, the number of annual learning hours for employees was relatively stable across regions (no statistically significant difference across regions), averaging 34.4 hr annually. Second, there was agreement between all regions that the most important trend in talent management is ensuring there is a strategic link between learning, and employee and organizational performance. Third, respondents in all regions agreed that building a culture that supports learning, training, and development was the most important challenge facing the talent development industry. Lastly, although training content varied across regions depending on regional, local, and organizational needs, managerial and interpersonal skills were seen as important regardless of regional and local needs.

Learning Objective: 1-7: Recognize the importance of economic conditions for global training and development activities.

Cognitive Domain: Knowledge

Answer Location: Global Issues in Training Strategy

Difficulty Level: Medium