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C.
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In a learning organization, employees are discouraged from asking questions and admitting mistakes.

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The strategic training and development process begins with _____.

A.

choosing strategic training and development initiatives

B.

identifying the business
strategy

C.

developing websites for knowledge
sharing

D.

identifying measures or
metrics

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The final step of the strategic training and development process involves _____.

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creating concrete training and development activities

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_____ typically includes information on the customers served, why the company exists, what the company does, the value received by the customers, and the technology used.

A.
  Balanced
  scorecard

B.
  Visio
  n

C.
  Mission

D.
  Code of
  conduct

5.

Which of the following is not one of the four major components of the balanced scorecard?

A.
  Customers

B.
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C.
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A SWOT analysis is typically conducted in the _____ step of the strategic training and development process.

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9.

Business-level outcomes chosen to measure the overall value of training or learning initiatives are referred to as _____.

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value

s

B.

goals

C.

business strategies

D.

metric

s

10.

The _____ considers four different perspectives: customer, internal, innovation and learning, and financial.

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SWOT
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_____ refers to the company's decisions regarding where to find employees, how to select them, and the desired mix of employee skills and statuses.

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B.
Staffing strategy

C.
External growth strategy

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Disinvestment
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12.

Which of the following is not one of the major business strategies discussed in the text?

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Internal
growth

B.
External growth

C.
Divestmen
t

D.
Product
differentiation

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Companies that emphasize innovation and creativity are labeled as _____.

A.
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B.
academie
s

C.
fortresses

D.
baseball
teams

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In _____ financial and other resources are not available for development, so companies tend to rely on hiring talent from the external labor market.

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employee potential to improve company effectiveness and efficiency

B.
the extent to which training and learning is centralized in an organization

C.
the extent to which employees are specialized and not highly available

D.
the picture of the future an organization wants to achieve

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Job-based employees are characterized by _____.

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high value and high
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Which of the following positions is characterized by high value and low uniqueness?

A.
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Companies adopting a(n) _____ strategy need to train employees in job-search skills and to focus on cross-training their remaining employees.

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D.
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A(n) _____ strategy focuses on new market and product development, innovation, and joint ventures.

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Development of an organizational culture that values creative thinking and analysis is characteristic of a company adopting a(n) _____ strategy.

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Which of the following is true of centralized training?

A.
   A centralized training function helps drive stronger alignment with business strategy.

B.
   A centralized training function houses programs and resources in different locations.

C.
   A centralized training function hinders the development of a common set of metrics or scorecards.

D.
   A centralized training function is largely ineffective during times of change.

22.

Which of the following is true of the business-embedded (BE) learning function?

A.

The BE function is customer-focused.

B.

A BE training function views trainees as marketers.

C.

A BE training function does not guarantee that training will improve performance.

D.

Training functions organized by the BE model do not involve line managers.

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When the top management of Mason's firm made it mandatory for all product managers to undergo skills training, he told his superior that he would be uncomfortable with the process. He added that he was certain of not being able to cope with the new developments. In this instance, Mason is demonstrating _____.

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indifference to change

B.

uniqueness

C.

resistance to change

D.

loss of control

24.

_____ relates to managers' and employees' ability to obtain and distribute valuable resources such as data, information, or money.

A.
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B.
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C.
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D.
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25.

Which of the following is not one of the major "change-related" problems that need to be addressed before the implementation of new training practices?

A.
Resistance to change

B.
Loss of
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C.
Power
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Training-business strategy
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Which of the following is not one of the major reasons organizations outsource training?

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B.
Desire for greater
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In highly integrated businesses, training is likely to include rotating employees between jobs in different businesses.

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For companies in an unstable or recessionary business environment, training programs focus more on correcting skill deficiencies rather than preparing staff for new assignments.

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Companies that adopt state-of-the-art HRM practices realize higher levels of performance than firms that do not.

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Uniqueness refers to employee potential to improve company effectiveness and efficiency.

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Job-based employees are likely to receive less training than knowledge-based employees.

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Companies pursuing an external growth strategy typically focus on human capital issues to enhance efficiency.

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Business process reengineering refers to the outsourcing of any business process, such as HRM, production, or training.

True   False

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Outsourcing allows a company to focus better on its business strategy by saving cost and time.

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Compared to ten years ago, organizations are less focused now on creating a learning and training brand.

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51.

What is a balanced scorecard? What are the four perspectives it considers? Provide examples of metrics used to measure them.

52.

Describe the human capital requirements for *fortresses*, *baseball teams*, *clubs*, and *academies*.

53.
Explain the business-embedded learning function.

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How does the strategic value of jobs and their uniqueness influence how training and learning resources are invested?

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Describe five strategies for marketing training to internal customers.

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What is a balanced scorecard? What are the four perspectives it considers? Provide examples of metrics used to measure them.

The balanced scorecard is a means of performance measurement that provides managers with a chance to look at the overall company performance or the performance of departments or functions from the perspective of internal and external customers, employees, and shareholders. The four perspectives and examples of metrics used to measure them include:

Customer (time, quality, performance, service, cost)
Internal (processes that influence customer satisfaction)
Innovation and learning (operating efficiency, employee satisfaction, continuous improvement)
Financial (profitability, growth, shareholder value)

••••

52.

Describe the human capital requirements for *fortresses*, *baseball teams*, *clubs*, and *academies*.

Fortresses—companies with limited resources for training that tend to recruit from the outside

Baseball teams—companies that require innovation and creativity; recruit from other companies or new graduates with specialized skills

Clubs—companies in highly regulated industries that rely on developing their own talent

Academies—companies that require specialized skill and focus on developing their individual employees

53.

Explain the business-embedded learning function.

The BE learning function is characterized by five competencies: strategic direction, product design, structural versatility, product delivery, and accountability for results. It views trainees, managers, and senior-level decision makers as customers of training.

The most noticeable feature of a BE learning function is its structure. In BE learning functions all persons who are involved in the training process communicate and share resources. Trainers—who are responsible for developing training materials, delivering instruction, and supporting trainees—work together to ensure that learning occurs. Trainers not only have specialized competencies, but also can serve as internal consultants by providing a range of services, such as needs assessment, content improvement, and the like.

54.

How does the strategic value of jobs and their uniqueness influence how training and learning resources are invested?

Uniqueness refers to the extent to which employees are rare, specialized, and not highly available in the labor market. Strategic value refers to employee potential to improve company effectiveness and efficiency. These dimensions can be crossed to characterize four types of employees:

Highly valued and unique employees are known as knowledge-based employees. Because knowledge-based employees possess valuable and unique skills, the company is expected to invest heavily in training and developing them, especially in developing skills specific to the company's needs.

Highly valued employees who are not unique are known as job-based employees. Job-based employees are likely to receive less training than knowledge-based employees because although they create value for the firm, they are not unique. If they receive training, it would tend to focus on skills that they need to perform their jobs. Their development opportunities will be limited unless they have been identified as outstanding performers.

Employees with low value and uniqueness are known as contract employees. The training for contract workers likely would be limited to ensuring that they comply with company policies and legal or industry-based licensure and certification requirements.

Unique employees with low value are known as alliance/partnership employees. Because they are not full-time employees of the company but provide valued services, training for alliance/partnership employees tends to focus on encouraging them to share their knowledge and using team training and experiential exercises designed to develop their trust and relationships with job-based and knowledge-based employees.

55.

What are the advantages and disadvantages of a centralized training function?

Advantages – (1) ownership of training by one organization; (2) elimination of course and program variation and duplication; (3) stronger alignment with business strategy; (4) development of a common set of metrics or scorecards to measure and report rates of quality and delivery; (5) streamlined processes; (6) cost advantage in purchasing training from vendors and consultants because of the number of trainees who will be involved; and (7) integration of programs for developing leaders and managing talent with training during times of change.

The most significant disadvantage is that the training function may not be in touch with the unique needs of different constituents.

56.

Describe five strategies for marketing training to internal customers.

Involving the target audience in developing the training or learning effort
Demonstrating how a training and development program can be used to solve specific business needs
Showing an example of how training has been successfully used to solve specific business needs in the past
Identifying a "champion" who actively supports training
Listening and acting on feedback received from clients, managers, and employees
Advertising on e-mail, on company websites, and in employee break areas
Designating someone in the training function as an account representative who will interact between the training designer and the "customer"
Determining what financial metrics top-level executives are concerned with and showing how training will help improve these
Speaking in terms that employees understand, avoiding technical jargon
•••••••••

2 Summary

Category	# of Questions
Difficulty: easy	38
Difficulty: hard	2
Difficulty: medium	16
Learning Objective: 1	9
Learning Objective: 2	13
Learning Objective: 3	16
Learning Objective: 4	5
Learning Objective: 5	3
Learning Objective: 7	2
Learning Objective: 8	1
Learning Objective: 9	1
Noe - Chapter 02	56