Principles of Talent Development v1 1st edition Crews Test Bank

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Chapter 1 Talent Development Impact and Emerging Issues

MULTIPLE CHOICE

1. The final level in Bank of America's training and development program, The Academy, is designed to convert learners into excellent performers and is known as which of the following?
   a. new-to-role
   b. in-role development
   c. mastery
   d. role-to-role development
   e. mid-level development

   ANS: C DIF: Moderate
   REF: AACSB, Innovation

2. When an employee reads and memorizes how to operate a cash register, then is actually able to carry out the task efficiently, they have developed which of the following?
   a. an ability
   b. a skill
   c. knowledge
   d. completion of task
   e. a talent

   ANS: B DIF: Hard
   REF: AACSB, Critical thinking

1. Which of the following refers to learning experiences developed to equip employees for expanded and various roles in a company?
   a. development
   b. training
   c. onboarding
   d. orientation
   e. role-play

   ANS: A DIF: Easy
   REF: AACSB, Knowledge, skills, and abilities

2. Talent development requires organizations to spend a great deal of money on their employees and should be managed in a manner that maximizes which of the following?
   a. employee engagement
   b. profits
   c. customer satisfaction
   d. employee retention

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e. ROI (Return on Investment)

ANS: E DIF: Easy
REF: AACSB, Knowledge, skills, and abilities

3. Organizations such as Google and REI have a reputation for being a great place to work, providing their employees with multiple opportunities for continued learning and development; thus, they are known to have a positive which of the following?
   a. employee brand
   b. impact
   c. employer brand
   d. workforce
   e. cash flow

   ANS: C DIF: Moderate
   REF: AACSB, Foster lifelong learning

4. Which of the following is the process of increasing job satisfaction by creating more meaningful tasks and assigning employees more autonomy and responsibility?
   a. employee engagement
   b. job enrichment
   c. employer branding
   d. upskilling
   e. job rotation

   ANS: B DIF: Moderate
   REF: AACSB, Knowledge, skills, and abilities

5. When an employee comes to work and simply performs their tasks with very little to no interest, their employee engagement profile would be which of the following?
   a. actively disengaged
   b. moderately engaged
   c. highly engaged
   d. burned out
   e. passive

   ANS: E DIF: Hard
   REF: AACSB, Critical thinking

6. An employee comes to work, completes their normal tasks as well as working on ways to create a more effective onboarding environment and other various tasks that are not typically required of them. This employee is exerting which of the following?
   a. discretionary effort

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b. non-discretionary effort
c. authority
d. autonomy
e. minimal effort

ANS: A DIF: Moderate
REF: AACSB, Critical thinking

7. Which of the following terms is a model depicting the path of a typical employee from the moment they first discover a job opening, through their hiring, until their employment ends?
   a. the Employment Loop
   b. the Employee Circle
   c. the Employee Life Cycle
   d. the Nine Stages of Employees
   e. Recruitment through Retirement Cycle

   ANS: C DIF: Easy
   REF: AACSB, Knowledge, skills, and abilities

8. After an employee has been hired, the talent development process begins with which of the following?
   a. training
   b. development
   c. coaching
   d. performance appraisal
   e. onboarding

   ANS: E DIF: Moderate
   REF: AACSB, Knowledge, skills, and abilities

9. Which of the following describes a professional relationship whereby an experienced colleague assists another colleague in improving their skills and knowledge?
   a. coaching
   b. shadowing
   c. assisting
   d. mentoring
   e. the Buddy System

   ANS: D DIF: Easy
   REF: AACSB, Foster lifelong learning

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10. An employee has been employed at the same company for 20 years, has become the highest-ranking HR manager and there seems to be no higher position to attain. Which of the following terms describe this scenario?
    a. career mesa
    b. career flatline
    c. career plateau
    d. employee burnout
    e. employee stagnation

    ANS: C DIF: Moderate
    REF: AACSB, Knowledge, skills, and abilities

11. When an organization identifies all employees by employment status, tenure and position, and their knowledge, skills and abilities, education, and credentials, they are in the beginning stages of building which of the following?
    a. an employee inventory
    b. a skills inventory
    c. an employee data base
    d. a KSAO inventory
    e. a labor inventory

    ANS: B DIF: Easy
    REF: AACSB, Innovation

12. In May 2021, Boris Johnson, UK Prime Minister, announced a plan to enable the British people to have access to training and education at any point in their lives. Which of the following was the name for this plan?
    a. skills revolution
    b. skills-for-all
    c. training for Britain
    d. skills for the people
    e. bridging the skills gap

    ANS: A DIF: Moderate
    REF: AACSB, Knowledge, skills, and abilities

13. Identity-based differences (such as race, ethnicity, gender, sexual orientation, race, age, religion, disability, and veteran status) between two or more people refers to which of the following terms?
    a. inclusion
    b. demographics
    c. social groupings
    d. diversity

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e. generations

ANS: D DIF: Easy
REF: AACSB, Societal impact

14. While creating teams for an upcoming team building event, a talent development manager places people onto teams who have different backgrounds and are of different ages. This helps the organization produce an atmosphere of which of the following?
    a. productivity
    b. inclusion
    c. low morale
    d. tension
    e. employee engagement

    ANS: B DIF: Moderate
    REF: AACSB, Critical thinking

15. Which of the following terms is a social grouping of individuals born within a defined period?
    a. demographic groupings
    b. boomers
    c. human time zones
    d. employee timetable
    e. generations

    ANS: E DIF: Easy
    REF: AACSB, Knowledge, skills, and abilities

16. Although the number of women in the workforce continues to rise, the number of women in CEO positions make up less than which of the following?
    a. 2 percent
    b. 5 percent
    c. 10 percent
    d. 15 percent
    e. 20 percent

    ANS: B DIF: Moderate
    REF: AACSB, Societal impact

17. Which of the following describes the group of U.S. workers born from 1945 to 1964?
    a. Silent generation
    b. Generation Z
    c. Generation X

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d. Baby boomers
e. Generation Y

ANS: D DIF: Easy
REF: AACSB, Knowledge, skills, and abilities

18. A corporation has acquired a new software application which tracks employee enrollment, progress, and the completion of training and development. This software application is known as which of the following?
a. Digital Employee Tracker (DET)
b. Training and Development Tracker (TDT)
c. Learning Management System (LMS)
d. Team Management System (TMS)
e. Learning Interface Tracker (LIT)

ANS: C DIF: Moderate
REF: AACSB, Current and emerging technology

19. The two most popular instructional design models in the talent development field are ADDIE and which of the following?
a. SAM
b. TDDM
c. SAT
d. IDM
e. SAL

ANS: A DIF: Easy
REF: AACSB, Knowledge, skills, and abilities

20. Which of the following is one of the criticisms of the ADDIE model?
a. Evaluation happens throughout the model.
b. It encourages too much feedback from customers.
c. Multiple steps happen at the same time.
d. It's too complicated.
e. Evaluation happens at the end of the model.

ANS: E DIF: Moderate
REF: AACSB, Current and emerging technology

21. Classroom instruction, e-learning, remote learning, and employee development are all which of the following?
a. synchronous learning
b. asynchronous learning

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c. learning management systems
d. delivery modalities
e. types of needs assessments

ANS: D DIF: Moderate
REF: AACSB, Knowledge, skills, and abilities

22. Which type of training involves an instructor leading a group of students through the course using virtual technology and provides immediate interaction between an instructor and the student?
a. asynchronous distance learning
b. virtual instructor-led training
c. podcasts
d. virtual reality
e. online courses

ANS: B DIF: Easy
REF: AACSB, Knowledge, skills, and abilities

23. Which type of training allows the student the flexibility to work on the course whenever and wherever they need to?
a. synchronous distance learning
b. remote classrooms
c. webinars
d. asynchronous distance learning
e. in-person classrooms

ANS: D DIF: Hard
REF: AACSB, Current and emerging technology

24. The talent development process should always begin with which of the following?
a. ROI analysis
b. skills gap analysis
c. employee questionnaires
d. cost analysis
e. needs assessment

ANS: D DIF: Easy
REF: AACSB, Knowledge, skills, and abilities

25. Talent development is not a new concept and can be traced back at least 4000 years and were included in which of the following?
a. The Ten Commandments

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b. The Code of Hammurabi
c. The Rosetta Stone
d. The Code of Ptolemy
e. The Code of Ramses

ANS: B DIF: Moderate
REF: AACSB, Knowledge, skills, and abilities

26. Which of the following were comprised of groupings of people with shared skills, during the Middle Ages, to establish quality standards through workmanship?
a. apprenticeships
b. industrial groups
c. craft guilds
d. vocational classes
e. worker's unions

ANS: C DIF: Moderate
REF: AACSB, Critical thinking

27. A corporation who has taken steps to know which employees are at risk of leaving and has taken steps to fill those positions ahead of time has prepared for which of the following?
a. turnover
b. profit loss
c. employer branding
d. employee morale
e. talent gaps

ANS: A DIF: Hard
REF: AACSB, Critical thinking

28. Which of the following describes a process in which an employee information on job procedures, organizational policies and values, and performance review processes?
a. job skills training
b. policy and legal training
c. recruitment
d. coaching
e. onboarding

ANS: E DIF: Easy
REF: AACSB, Knowledge, skills, and abilities

29. Which of the following is the top priority for talent development professionals?

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a. improve employee engagement
b. close the skills gap
c. drive organizational growth
d. increase job satisfaction
e. improve the employer brand

ANS: B DIF: Moderate
REF: AACSB, Critical thinking

30. A corporation has been using the ADDIE model and is now looking over the learning objectives and finding out if needs were met, otherwise known as which of the following phases?
a. analyze
b. implement
c. develop
d. evaluate
e. design

ANS: D DIF: Moderate
REF: AACSB, Critical thinking

31. A new graduate in the talent development field would benefit from building relationships through which of the following?
a. networking
b. working in other fields
c. joining Facebook
d. traveling
e. playing sports

ANS: A DIF: Easy
REF: AACSB, Knowledge, skills, and abilities

32. A person entering the talent development field would benefit from joining either ATD or CPTD and earning which of the following?
a. a degree
b. a certification in talent development
c. a certification in networking
d. an award in talent development
e. a professional development award

ANS: B DIF: Moderate
REF: AACSB, Foster lifelong learning

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33. The Bureau of Labor Statistics states that the job category of Training and Development Specialist is growing at the rate of which of the following percentages?
    a. 2 percent per year
    b. 5 percent per year
    c. 7 percent per year
    d. 9 percent per year
    e. 15 percent per year

    ANS: D DIF: Easy
    REF: AACSB, Knowledge, skills, and abilities

34. The concept of job enrichment was introduced by which of the following?
    a. Maslow
    b. Hammurabi
    c. The Ohio Mechanics Institute
    d. Hubert Joly
    e. Frederick Herzberg

    ANS: E DIF: Moderate
    REF: AACSB, Knowledge, skills, and abilities

35. The quality in a person or thing that makes an action possible is also which of the following?
    a. skill
    b. ability
    c. knowledge
    d. talent
    e. capability

    ANS: B DIF: Easy
    REF: AACSB, Knowledge, skills, and abilities

36. Gallup has found that organizations report 1 percent more profitability by investing in which of the following?
    a. employee development
    b. employee benefits
    c. employee morale
    d. employee salary
    e. employer training

    ANS: A DIF: Moderate
    REF: AACSB, Critical thinking

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37. In a Talent Trends survey, LinkedIn found that most professionals cited which of the following as the most important factor in deciding where to work?
    a. salary
    b. location
    c. employer branding
    d. benefits
    e. where their friends work

    ANS: C DIF: Easy
    REF: AACSB, Knowledge, skills, and abilities

38. Employee engagement has two components: attitudinal and which of the following?
    a. focus
    b. effort
    c. motivation
    d. passion
    e. behavioral

    ANS: E DIF: Moderate
    REF: AACSB, Knowledge, skills, and abilities

COMPLETION

41. The strategy of training employees in the 1900s often left the employees who had the most impact on the customer with the _____ amount of training.

ANS: least DIF: Easy REF: AACSB, Knowledge, skills, and abilities

42. Employment engagement is vital due to the impact of business results and employee _____.

ANS: turnover DIF: Moderate REF: AACSB, Critical thinking

43. Coaching and _____ are talent development approaches that are not group training.

ANS: mentoring DIF: Moderate REF: AACSB, Knowledge, skills, and abilities

44. The most important task for the talent development field today is to close the _____ gap.

ANS: skills DIF: Hard REF: AACSB, Innovation

45. The average age of the U.S. worker is _____.

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ANS: rising DIF: Moderate REF: AACSB, Knowledge, skills, and abilities

46. An effective _____ addresses three levels of requirements: organizational, task, and person.

ANS: needs assessment DIF: Easy REF: AACSB, Knowledge, skills, and abilities

47. In order to assess whether the investment of talent development outcomes is achieved, a corporation will want to perform a(n) _____.

ANS: evaluation DIF: Hard REF: AACSB, Critical thinking

48. The growth of _____ learning has created new job categories such as digital training designers, graphic designers, web developers, and LMS administrators.

ANS: remote DIF: Moderate REF: AACSB, Current and emerging technology

49. One of the requirements for certification by CPTD is to complete at least _____ hours of professional development in talent development within the last five years.

ANS: sixty; 60 DIF: Easy REF: AACSB, Foster lifelong learning

50. Many people working in the talent development field are self-employed and work as trainers and _____.

ANS: consultants DIF: Easy REF: AACSB, Knowledge, skills, and abilities

ESSAY

51. Define the term *generation* and how it impacts one's view of the world.

ANS: A generation is a social grouping of people born within a defined time period that share similar cultural traits, values, and preferences. They provide a way to understand how different formative experiences (such as world and economic events, technology, and social changes) interact with the lifecycle and aging process to shape people's views of the world.

DIF: Easy
REF: AACSB, Societal impact

52. What are the three general paths to an entry-level position in HR?

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ANS:

- A college degree in talent development or HR.
- A college degree in a related subject, such as business administration or instructional design, and then applying those skills to talent development through experience and/or earning appropriate certification.
- Working for several years in an operational role in a company, then transitioning into talent development. For example, most sales training is conducted by people who have demonstrated success in a sales role.

DIF: Easy
REF: AACSB, Foster lifelong learning

53. What is the impact of human capital on organizations, and how does this impact human resource strategy?

ANS: Talent development plays a major role in the competitiveness of individuals, organizations, regions, and societies. The availability of skilled talent is a major factor in attracting and growing industries in a region and is now cited by economic developers as the major factor in site selection decisions. Individual organizations strive to align talent development with their strategic goals to gain a competitive advantage in their industry, whether for-profit or nonprofit.

DIF: Moderate
REF: AACSB, Knowledge, skills, and abilities

54. Compare and contrast the concepts of training and development.

ANS: Training refers to the process of learning the skills necessary to perform a particular job or activity more effectively. Development refers to learning experiences designed to prepare employees for different and expanded roles in the organization. Thus, training generally refers to learning activities designed to help employees in their current role, and development is future focused.

DIF: Easy
REF: AACSB, Knowledge, skills, and abilities

55. Define the term *employer brand* and describe its impact on talent.

ANS: The employer brand describes an employer's reputation as a place to work. When an organization invests in its people, it has a positive impact on the employer brand. Just as a brand reputation is a potential customer's opinion about the value of the products or services of the company, the employer brand represents the opinions that potential new hires (and existing employees) have of the firm. Satisfied employees are an

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organization's loudest voice, particularly in an age of social media and user-generated feedback where employers aren't always completely in control of their own reputation.

DIF: Moderate
REF: AACSB, Knowledge, skills, and abilities

56. Describe the two components of employee engagement and how they affect discretionary effort.

ANS: Employee engagement can be considered as two components: attitudinal and behavioral. As an attitude, engagement represents an employee's focus, effort, motivation, and passion for the job. It also includes emotional commitment to the organization and its objectives. But it is when these positive attitudes and feelings transfer into workplace behaviors that the results of employee engagement are reflected in business results. Engaged employees are motivated to exert more effort to do whatever it takes to achieve high levels of performance, not just because they should or are told to, but because they want to. Discretionary effort is the difference between the level of activity one is capable of bringing to a work task and the minimum level required.

DIF: Hard
REF: AACSB, Knowledge, skills, and abilities

57. Describe the differences between the four profiles of engaged employees.

ANS:

- Highly engaged employees feel a strong personal alignment to the mission, vision, and objectives of the organization. With this emotional connection comes behavior—namely, active pursuit of opportunities to improve operations and/or the general work environment.
- Moderately engaged employees possess positive attitudes toward work and may engage in productive behaviors, but they are not fully invested in terms of commitment and significant discretionary behavior.
- Passive employees simply come to work and go through the motions without any particular interest in work. Although not as problematic as the actively disengaged, passive employees do not create a positive environment for innovation and progress.
- Actively disengaged employees Employees feel disconnected from their jobs and tend to be unsatisfied at work. Their poor attitudes and emotions spread through the organization, which can result in their own poor performance and poor performance of others.

DIF: Hard
REF: AACSB, Knowledge, skills, and abilities

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58. Describe the employee life cycle and the role of talent development in each of the three major phases of the cycle.

ANS:

- The employee life cycle (ELC) is a model that portrays the journey of a typical employee from the time they first learn about an opening at the organization, through the recruitment and hiring process, until their employment ends. The nine stages of the ELC are recruitment, selection, onboarding, training, development, coaching, performance appraisal, benefits administration, and separation. These nine stages can also be grouped under three overall categories of talent acquisition, talent development, and talent retention.
- During the talent acquisition phase, the focus is on attracting a qualified pool of applicants and then selecting the individuals who represent the best potential for success for each position. Once an employee has been hired, then the talent development process begins with onboarding. However, training, coaching, and other forms of development should continue as long as the employee is with the organization. Retention refers to motivating employees to stay with the organization. Compensation is certainly one method, but research indicates that it is not the top motivator. One of the most effective tools in employee retention is to focus on employee engagement, thus increasing commitment to the company.

DIF: Moderate
REF: AACSB, Knowledge, skills, and abilities

59. What is a learning management system (LMS) and how has this technology impacted talent development?

ANS:

- A Learning Management System (LMS) is a software application for the administration, documentation, tracking, reporting, and delivery of learning and development programs. Employers can also assess the skills of employees before and after training using an LMS. An LMS has two components:
    - A server that performs the core functions (e.g., storing and delivering course content, authenticating users, grading assessments, issuing completing certificates, sending user notifications).
    - A user interface that runs inside a browser (similar to how Canvas or Anthology work for online courses) that is used by staff, instructors, and students.
- An LMS makes it easy and efficient to create and store content, organize it into courses, deliver the content, enroll participants, and monitor and assess course progress.

DIF: Moderate

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REF: AACSB, Current and emerging technology

60. What are the major differences between ADDIE and the successive approximation model (SAM)?

ANS:

- ADDIE (which stands for analysis, design, development, implementation, and evaluation) has been the mainstream instructional design model since the 1970s. It is often perceived as a linear model that provides designers with a roadmap for creating training. It also can be described as a series of ordered steps that create standardization. Some criticisms of ADDIE are that the process can lead to prolonged development cycles, cumbersome processes, and communication challenges between designers and users.
- SAM is an agile development model with multiple steps happening at the same time. The SAM process is nonlinear and iterative, allowing for evaluation and changes to the project as needed (as opposed to evaluation happening at the end of the project in the ADDIE approach). SAM also encourages ongoing collaboration between the instructional designers and customers at every stage of the development process.

DIF: Moderate
REF: AACSB, Knowledge, skills, and abilities

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