Chapter 8

TRUE-FALSE

1. Socialization is a process of adaptation that takes place as individuals attempt to learn the values and norms of work roles. True

2. Socialization can be conceptualized as a process made of two phases:  encounter and metamorphosis. False

3. Metamorphosis is complete when the new employee becomes comfortable with the organization and their work teams. True

4. New-employee orientation is the system of sharing meaning within the company that determines how employees act. false

5. A well-designed employee handbook will only include the company policies and an explanation of employee benefits. False

6. Research suggests that only employees with management potential can be developed. False

7. One type of training that facilitates learning by using the same equipment that one actually will use on the job but in a simulated work environment is vestibule training. true

8. Employee training focuses on an employee’s future personal growth. False

9. Job rotation moves employees horizontally or vertically to expand their skills, knowledge, or abilities. True

10. Simulation training typically involves some major emotional and physical challenge, such as, white-water rafting or mountain climbing. False

11. Organization development facilitates system-wide change in an organization. True

12. Leadership plays a minor role as an organization moves to become a learning organization. False

13. Post-training performance methods evaluate training programs based on how well employees can perform their jobs after training. True

14.  It is easy to evaluate a training program that teaches managers better communication skills. False

15. The bulk of cross-cultural training is language training.  False

MATCHING KEY TERMS AND DEFINITIONS

a) Orientation

b) Employee training

c) Change agent

d) Simulation

e) Organizational culture

f) Encounter stage

g) Intergroup development

h) Pre-post-training performance with control group method

i) Survey feedback

j) Pre-post-training performance method

k) Vestibule training

l) Job rotation

m) Employee hand book

n) Kirkpatrick’s model

o) Onboarding

16. Also known as socialization which takes place as individuals attempt to learn the values and norms of work roles. O

17. The socialization stage where individuals confront the possible dichotomy between their organizational expectations and reality. F

18. Provides different perspectives from which the outcomes of training may be evaluated.  N

19. The activities involved in introducing new employees to the organization and their work unit. A

20. The system of sharing meaning within the organization that determines how employees act.  E

21. An activity that enhances employees’ specific skills and abilities so that they can immediately perform their jobs. B

22. Lateral transfers that allow employees to work at different jobs. L

23. A booklet describing important aspects of employment an employee needs to know. M

24. Any artificial environment that attempts to closely mirror an actual condition. D

25. Individual responsible for fostering the change effort and assisting employees in adapting to changes. C

26. Assessment of employees’ perceptions and attitudes regarding their jobs and organization. I

27. Evaluating training by comparing pre- and post-training test results with individuals who have not had the training.H

28. Evaluating training programs based on the difference in before and after training job performance.  J

29. Helping members of various groups become a cohesive team. G

30. Learning tasks on the same equipment that one actually will use on the job but in a simulated work environment. K

FILL-IN THE BLANKS

31. Research shows that every individual new to an organization goes through the \_\_\_\_ outsider-insider  \_\_\_\_ passage.

32. Organizational socialization is described in three stages:  \_\_\_\_: prearrival  \_\_\_\_, encounter, and metamorphosis.

33. The \_\_\_\_ encounter stage  \_\_\_\_\_ is a stage of the socialization process during which the new employee confronts the possible contrast between their expectations about jobs, co-workers, supervisors, and the organization in general and reality.

34. Airline mishaps that can be attributed to maintenance and human errors can be reduced by \_\_\_\_ training  \_\_\_\_\_\_.

35. \_\_ Simulation exercises  \_\_\_\_\_\_ may include case analyses, experiential exercises, role playing, and group interaction.

36. \_\_\_\_ Apprenticeships \_\_\_\_\_ are on-the-job training methods that use a combination of classroom instruction in combination with working alongside a seasoned, veteran, coach, or mentor.

37. \_\_\_\_\_\_\_\_ Adventure training  \_ is a type of training that typically involves some major emotional and physical challenge to teach trainees the importance of working together, or coming together as a team.

38. A \_\_\_ learning  \_\_\_\_\_organization has the capacity to continuously adapt and change because all members take an active role in identifying and resolving work-related issues.

39. Although reactions of participants and managers are the easiest training evaluations to gather, they are the least\_\_ valid  \_\_\_\_\_\_\_.

40. For overseas assignments, \_\_\_\_ cross-cultural  \_\_\_\_\_\_ training includes details of a country’s history, religion, and economy, as well as language.

MULTIPLE-CHOICE

41. Which of the following is NOT an assumption that underlies the socialization process?

a) Socialization influences employee performance and organizational stability.

b) Although possible, loneliness and a feeling of isolation are unusual for new employees.

c) New members suffer from anxiety.

d) Socialization does not occur in a vacuum.

e) Individuals tend to adjust to new situations in similar ways.

42. The socialization process refers to all of the following EXCEPT

a) helping employees adapt to their new organizations.

b) learning the ropes.

c) retraining workers with obsolete skills.

d) making new employees fully productive as soon as possible.

e) helping new employees adapt to work responsibilities.

43. Rodríguez, a production manager, wants to eliminate the socialization process for college students with business degrees.  He says they know what to do.  They should hit the ground running.  Which of these statements would defend the socialization program?

a) New organizational members suffer from anxiety unless they have been screened.

b) Individuals adjust to situations in an increasingly diverse set of ways.

c) Organizational stability is diminished through socialization.

d) Proper socialization increases organizational stability over time.

e) Proper socialization is not needed for manufacturing sector jobs.

44. Socialization can be conceptualized as a process made up of:

a) two stages:  encounter and metamorphosis.

b)two stages:  prearrival and metamorphosis.

c)two stages:  prearrival and encounter.

d)three stages:  prearrival, encounter, and metamorphosis.

e)three stages:  prearrival, encounter, and postarrival.

45. All of the following are assumptions about the process of socialization EXCEPT:

a) new employees have low anxiety levels.

b) socialization strongly influences employee performance and organizational stability.

c) socialization does not occur in a vacuum.

d) individuals adjust to new situations in similar ways.

e) none of the above.

46. Raymond, a new employee at XYZ, Inc., has become comfortable with the values and norms of his organization. Raymond is in what stage of the socialization process?

a) Postarrival stage

b) Maturity stage

c) Encounter stage

d) Metamorphosis stage.

e) Insider stage

47. Ramona manages editors for specialty books, such as gifts, children, poetry, in a religious publishing house.  Although nearly 80% of her new employees stay with the organization and progress, 75% of the graduates of a local private college have to be dismissed or quit within 90 days because they are unable to adapt to the firm.  Failure has occurred in which socialization stage?

a) Encounter

b) Metamorphosis

c) Previous

d) Prearrival

e) Passage

48. Jacob manages editors for specialty books, such as gifts, children, poetry, in a religious publishing house.  The turnover rate for the industry is 20% during the first year.  Jacob’s director has just informed him that his turnover rate for new employees is 60%.  The rest of the house is just under 20% for similar employees.  What comments should Jacob make at this time?

a) It appears that during the encounter process my employees become totally disillusioned with the realities of the job, and resign.

b) We should begin to recruit from different universities.

c) Thank you for this excellent performance evaluation. I will try to continue my good work.

d) Most of my employees take longer to internalize organizational goals and norms than other workers.

e) My employees are well aware of the performance criteria I use for productivity evaluation.

49. Which of the following is NOT a characteristic of the metamorphosis stage?

a) New employees are comfortable with the organization and their work teams.

b) New employees are learning how their performance will be evaluated.

c) New employees internalize coworker and organization norms.

d) New employees understand the organizational system.

e) New employees will feel accepted by their peers as trusted and valued individuals.

50. Juliana is a new employee at Toy Stores. She feels that her co-workers do not trust her and do not value her performance. She does not feel competent to complete her job successfully. In Juliana’s situation, what is a likely scenario?

a) Her productivity is high.

b) Her commitment to Toy Stores is strong.

c) Her job satisfaction is high.

d) She will get fired.

e) She will quit.

51. Which of the following is NOT a purpose of a new employee orientation program?

a) Familiarize the new member with the firm’s objectives, history, philosophy, and procedures.

b) Communicate relevant HRM policies such as work hours, pay procedures, and employee benefits.

c) Determine the training needs of the new member.

d) Review the specific duties and responsibilities of the new member’s job.

e) Introduce the employee to his or her manager and co-workers.

 52. Jim, the vice-president of human resources, is reading the evaluations from the new round of orientation programs.  New employees report being excited about work, strongly identifying with the CEO’s speech.  Many of them expressed frustration with awareness of physical facilities, grievance procedures, and benefits options.  The major change has been that now orientation is managed by each employing division, rather than HRM.  What should Jim do?

a) Hire new trainers to deliver the orientation material.

b) Stress the new buildings on the pre-interview tours.

c) Remove the CEO speech.

d) Let HRM coordinate the overall orientation program again.

e) Change the recruiting practices to attract more detail-oriented people to the firm.

53. Involving the CEO in the orientation process provides all of these benefits EXCEPT

a) it assures a systematic, thorough orientation process.

b) CEO visioning and visibility contributes to organizational success.

c) the CEO reaffirms that the new employee has made an excellent choice.

d) a CEO welcome can encourage newcomers, like a pep rally.

e) it reinforces a message that the company cares about its employees.

54. Which of the following is NOT true regarding the role of HRM in new employee orientation?

a) HRM plays a major coordinating role in new-employee orientation.

b) HRM should not be involved as a participant in the orientation program. The new employee orientation should be done by the new employee’s supervisor.

c) Once a job offer is accepted, HRM should instruct the new employee when to report to work.

d) HRM should spend some orientation time addressing what assistance it can offer to employees in the future.

e) HRM must be prepared to answer questions that the new employees may have about company benefits.

55. Which of the following is NOT true regarding the role of the CEO in new employee orientation?

a) The CEO should welcome the new employees aboard.

b) The CEO should be ready to answer questions about employee benefits.

c) The CEO should inspire the new employees by talking about what it is like to work for the organization.

d) The CEO should listen to the concerns of the new employees.

e) The CEO should talk about the company’s culture.

56. John is putting together an employee handbook.  One thing John should NOT include in the handbook is

a) a paragraph that tell employees that as long as performance is satisfactory,  they will be retained.

b) a chapter on the history of the company.

c) the work rules of the company.

d) the appeals process for a disciplinary infraction.

e) how to accrue vacation time.

57. Which of the following is NOT true regarding employee training?

a) It focuses on future jobs in the organization.

b) It is present-day oriented.

c) It focuses on individuals’ current jobs.

d) It is a learning experience.

e) It aims at enhancing the skills and abilities that employees need to immediately perform their jobs.

58. Organizations typically ensure full EEO compliance for training programs with all of these activities EXCEPT

a) providing equal training opportunities for all employees.

b) removing training programs from the requirements for salary increases.

c) monitoring training completion rates for protected groups compared to the majority group.

d) advertising training schedules for all employees.

e) ensuring that training selection criteria are related to the job.

59. Carlos, director of training for a large organization, is looking at the diversity audit, which shows completion rates for the annual clerical training program; a program that is required for promotion to advanced clerical worker.  The information presented shows the following figures for relevant groups of employees: Caucasian 30%; Hispanic 25%; African American 30%; Asian 40%; Other, 30%.  The company typically promotes about a third of its clerical staff each year. What should Carlos do?

a) Change the trainers.  Success rates of 50% or better are required for ADA compliance.

b) There is no problem with adverse impact for the program.  No action needs to be taken.

c) Carlos should reengineer jobs to eliminate the clerical function.

d) Arrange for the Caucasian group to take a different test.

e) Change the cut score.

60. Which of the following is NOT true regarding employee training?

a) Employee training may help improve job performance.

b) Employee training should be judged by its contribution to performance.

c) Employee training is not very costly for organizations.

d) Employee training should not be viewed as a cure-all for what ails the company.

e) Employee training may be required due to a technological breakthrough.

61. Training should be performed in which of these situations?

a) An increase in performance increase will justify the training expense.

b) Lack of motivation is cited as the cause of a performance deficit.

c) A performance deficit has been identified.

d) The organization’s strategic goals include enhancing quality.

e) Training is available and inexpensive.

62. Mary, a teller trainer for a large bank, has designed a new training program that largely automates the training process.  Tellers go into a “cage,” and are given simple sample transactions to process.  If an error is made, a flashing light and bell indicates to everyone in the training area that the person has made a mistake.  If the transaction is processed correctly, the teller is provided a $50 gift certificate to a clothing store and then the computer generates a more difficult task.  Mary proudly presents the new format to you, the HR executive. Which of the following questions would you ask Mary first?

a) What was wrong with the old teller training program?

b) What are the goals of this program?

c) How much will this cost?

d) Were you ever a teller, B.W.?

e) Were job redesign characteristics infused into this simulation?

63. Which of the following is NOT an off-the-job training method?

a) Classroom lectures

b) Films and videos

c) Understudy

d) Simulation exercises

e) Vestibule training

64. Comparing employee development to employee training,

a) training focuses on existing work groups.  Development focuses on work group formation.

b) development is used for indoctrination.  Training is required for metamorphosis.

c) training focuses on current job skills.  Development focuses on personal growth.

d) training is Intranet-based.  Development uses Internet technology.

e) training is more complex than development.

65. Jeremiah owns a ski instruction school in the Berkshire Mountains, a dog training academy in Connecticut, and an investment house in Boston.  He just told Chet, one of his most promising investment managers, to run the dog academy for six months. What technique is Jeremiah using?

a) Simulation

b) Adventure training

c) Job rotation

d) Virtual reality

e) Assistant-To position

66. Fariba is in line for a senior vice president position at a large hotel conglomerate.  She has just received a letter, appointing her to the national environmental task force for water and electricity conservation.  What is happening to her career?

a) Promotion

b) Job rotation

c) Adjusted

d) Committee assignment

e) Survival training

67. The case study method developed at the Harvard Graduate School of Business is an example of which of the following methods?

a) Simulation

b) Vestibule training

c) Lecture

d) Experiential exercise

e) Apprenticeship

68. How much do employers in the United States spend on average per employee on training?

a) $115

b) $335

c) $735

d) $1228

e) $2135

69. Kurt Lewin’s change process model is best suited for which of the following organizational image metaphors?

a) Calm waters

b) White-water rapids

c) Planting corn on concrete

d) Chicken and egg

e) Groupthink

70. Which of the following describes Kurt Lewin’s model of the change process?

a) Equilibrium - Chaos - Equilibrium

b) Status quo - Driving forces - Status quo

c) Freeze - Unfreeze -Defreeze

d) Unfreeze - Freeze - Refreeze

e) Unfreeze - Refreeze - Unfreeze

71. Mustafa, the OD consultant for your company, has just proposed a year-long schedule of intergroup development.  What has he diagnosed as an organizational problem?

a) Resistance to change

b) Low skill levels in production areas

c) Lack of trust and openness

d) Conflicts between functional areas

e) Learning reluctance

72. Valerie, the OD consultant for your company, spends most of her time in process consultation.  What has she diagnosed as an organizational problem?

a) Resistance to change

b) Low skill levels in production areas

c) Lack of trust and openness

d) Bottlenecks and stoppages in workflow

e) Learning reluctance

73. Which of the following is NOT true regarding a learning organization?

a) In a learning organization, learning can take place without information.

b) A learning organization has the capacity to continuously adapt and change.

c) In a learning organization, it is critical for members to share information and collaborate on work activities.

d) In a learning organization, managers serve as facilitators, supporters, and advocates for employee teams.

e) The organizational culture is an important aspect of being a learning organization.

74. Milan, a successful CEO of a learning organization, is speaking at a fundraising luncheon for his favorite charity.  When asked about his most important leader function, he could answer all of the following EXCEPT

a) facilitating shared vision for the organization.

b) keeping organizational members working toward the shared vision.

c) supporting a collaborative environment.

d) demonstrating his personal mastery of most of the work tasks in the organization.

e) encouraging managers to encourage their employees.

75. Which of the following is NOT true regarding organization development (OD) interventions?

a) OD interventions often produce positive change results.

b) OD interventions that rely on participation of organizational members can often create mistrust among employees.

c) OD interventions that rely on participation of organizational members can create openness among employees.

d) OD interventions can help employees understand that the organization wants to promote risk taking.

e) OD interventions can help employees understand that the organization wants to promote empowerment.

76. Is the role of information different in a learning organization than in other organizational types?

a) Yes.  With the emphasis on learning, information is less important.

b) No.  The usual top-down and bottom up filters operate.

c) Yes. Security is tighter, so information is restricted.

d) No.  Divisions still protect their knowledge bases, regarding them as power.

e) Yes.  Information must be shared freely and accurately among organizational members.

77. Training evaluation should include all of the following EXCEPT:

a) Was the training hard enough?

b) Do participants use their new skills on the job?

c) Did participant’s behavior change?

d) Did it achieve its desired results?

e) How much did the participants learn?

78. Fernando, director of training for a large choral ensemble, is evaluating a new training program to improve performance skills for all singers.  He has gathered performance information about mistakes and miscues in performance, number of practices required for quality, the number of practices interrupted by personality issues or timing factors, and other work-related indicators.  He plans to compare similar figures gathered next season after employees complete the course.  What training evaluation method is Fernando using?

a) Supervisor and incumbent opinion.

b) Test-retest method.

c) Pre-post training performance method.

d) Pre-post training performance with control group method.

e) Employee inventory.

79. Sayjolol, director of training for a large manufacturing organization, has developed a workplace diversity appreciation program.  All employees are interviewed a month after attending the program.  They are asked about any workplace behaviors that did not exhibit diversity appreciation and their actions in those situations.  What training evaluation method is Sayjolol using?

a) Supervisor and incumbent opinion

b) Test-retest method

c) Pre-post performance method

d) Pre-post training performance with control group method

e) Post training performance method

80. Rahim, director of training for a large hospital, has developed a new “Tender, loving care” nurse training program.  He plans to measure patient satisfaction in ten wards, and then put nurses from half of the wards through the new program.  Four months later he will measure patient satisfaction again.  What training evaluation method is Rahim using?

a) Supervisor and incumbent opinion

b) Test-retest method

c) Pre-post performance method

d) Pre-post training performance with control group method

e) Post training performance method

81. Cultural sensitivity is most often taught to employees before overseas assignments through which of these techniques?

a) Lectures, movies

b) Video recordings and embassy tours

c) Interactive simulations and lectures

d) Role playing, simulations, and meeting former international assignees

e) Meeting with foreign correspondents and watching the media

82. Which of the following training evaluation methods is the least valid?

a) Pre-post training performance method

b) Trainees’ reactions to the training

c) Pre-post training performance with control group method

d) Trainees’ changes in behaviors

e) Trainees’ changes in skills

83. Which of the following is true regarding cross-cultural training?

a) Cross-cultural training is necessary only for expatriate managers, not their families.

b) Cross-cultural training is necessary only before foreign assignments.

c) Cross-cultural training is necessary only during foreign assignments.

d) Cross-cultural training is necessary before, during, and after foreign assignments.

e) Cross-cultural training is necessary only after foreign assignments.

84. Your friend, George, has an opportunity to take an overseas assignment for his organization.  He’s single and likes to travel.  The only problem he sees is that he does not speak the language well.  What do you tell him?

a) Don’t worry. Everyone speaks English.

b) Don’t go. You won’t be able to work there or live there.

c) Get a good interpreter who understands your business.  Learn some social phrases and try to communicate in the local language.

d) Stay in the United States until you are fluent in the language.

e) Take Richard, our old roommate, along. His grandmother was born there.  He knows the language and the culture and you two would have a great time.

85. When the overseas assignment is completed, the organization has different options for the returning expatriate. Which of the following is least desirable option for the organization?

a) The returning expatriate begins the repatriation process by being assigned to a domestic position.

b) The returning expatriate seeks retirement in the United States.

c) The returning expatriate is terminated because the organization has no suitable openings.

d) The returning expatriate is preparing for another overseas assignment.

e) The returning expatriate seeks retirement in the country in which s/he spent the past few years.