HUMAN RESOURCE DEVELOPMENT

We can make you

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EDUCATION BTEC HND DIPLOMA IN BUSINESS (LEVEL 5) ASSIGNMENT COVERSHEET 2014

UNIT TITLE & CODE	UNIT 23: Human Resource Development Unit Code: J/601/1269		LEVEL	5
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ASSESMENT CRITERIA TO BE ASSESSED IN THIS ASSIGNMENT

Identify all criteria to be assessed in this assignment

Achieved pass criteria	LO1		LO2				LO3					LO4		
Original Submission	1..1	1.2	2.1	2.2	2.4	2.5	3.1	3.2	3.3	3.4	3.5	4.1	4.2	4.3
Resubmission														

Achieved Pass Criteria	Merit criteria			Distinction Criteria		
	M1	M2	M3	D1	D2	D3
Original submission						
Re-submission						

AUTHENCITY STATEMENT

I certify that the attached material is my original work. No other person's work or ideas have been used without acknowledgement. Except where I have clearly stated that I have used some of this material elsewhere, I have not presented it for examination / assessment in any other course or unit at this or any other institution.

Signature: ……………………………..   Date: ……………………………….

Assessment has been internally verified for use			
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ASSESOR'S FEEDBACK	2	P a g e

GENERAL COMMENTS

SPECIFIC COMMENTS

HOW TO IMPROVE YOUR ACHIEVENMENTS IN THE FUTURE

ASSESORS SIGNATURE AND DATE	

Acknowledgement

Apart from the efforts of me, the success of any project depends largely on the encouragement and guidelines of many others. I take this opportunity to express my gratitude to the people who have been instrumental in the successful completion of this project.

I would like to show my greatest appreciation to …….. I can't say thank you enough for his tremendous support and help. I feel motivated and encouraged every time I attend his meeting. Without his encouragement and guidance this project would not have materialized.

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Thank you.

………………

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List of Illustrations, Figures and Tables

Introduction

Here the entire report has aimed to achieve its main learning outcomes of understanding the different kinds of learning theories and the learning styles with emphasizing the importance of the learning, learning curve as well as the transferring the learning to the organization as well as the way of planning and designing a proper training and development program within the organization after making a better training need analysis. Further it has described about the different training methods with their advantages as well as the disadvantages. Finally it has evaluated the overall success of the implemented training program through the different kinds of techniques and procedures in order to ensure the accomplishment of the anticipated training goals and objectives here.

Assignment 01

Task 1: Explain the emphasis given for learning rather than Training

When it comes to identify the difference between the training and learning, it can be identified that the learning is about an individual is achieving his/ her own potential or improving the own natural capabilities through the self-dedication and self-interest towards something. But the training is basically deals with the organizational perspective on behalf of the organizational gain itself. So people are more befitted through the learning rather than training. therefore it can be recognized that the learning can drive people towards the self-development or personal development while pursuing their own goals and objectives in order to achieve the unique personal potential rather than achieving the organizational goals and objectives through the training itself. (Broad, Newstrom, 2002)

Task 2: Compare the different learning styles

There it can be identified that each and every person likes different kinds of learning styles which is better suited to that person itself. So there are several kinds of main learning styles such as visual, aural, verbal, physical, logical as well as social and solitary learning styles. Furthermore according to the David Kolb's model, there are four main learning styles such as converge, diverge as well as the assimilator and the accommodators. Here the convergers are capable of solving the problems using the deductive reasoning and the divergers are

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concentrating on the reflective observations. On the other hand the assimilators are using the inductive reasoning and the accommodators are actively engaging with the global activities.
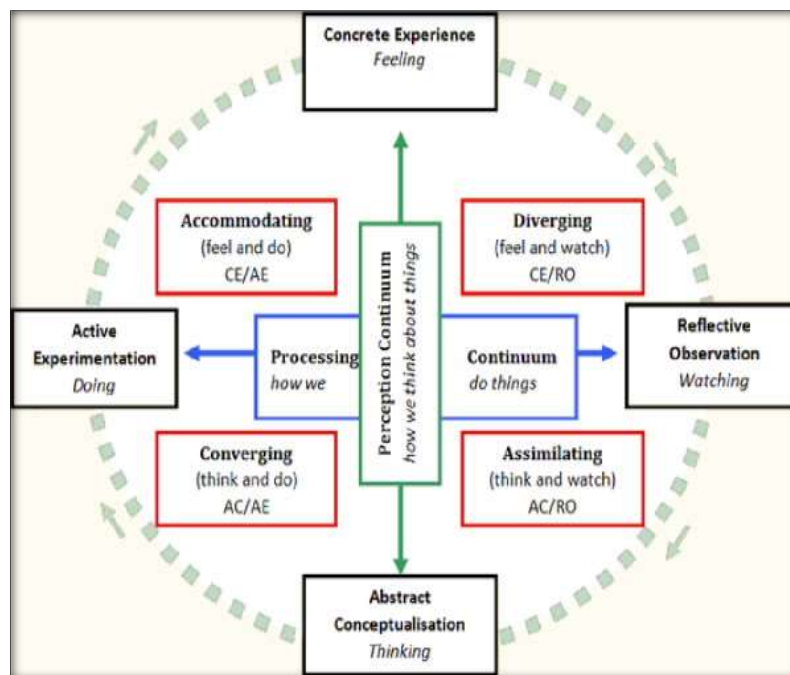
Figure 1.1Compare different learning styles

Task 3: Explain the Role of Learning curve and the importance of Transferring learning to the workplace with real examples.

Here it can be defined the learning curve as the graphical representation of the rate of change in the learning process of an average person regarding a given leaning techniques or tool. So this can be considered as an important concept in the companies with their hiring and training employees which may indicate the increment of the overall production efficiency as well.
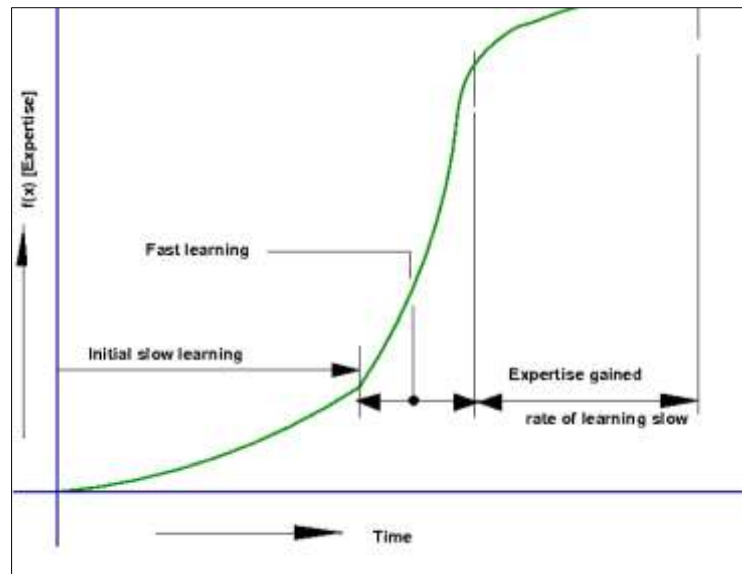
Figure 1.2 – Importance of transferring learning

So here the transferring the learning can be identified as the ability of applying the knowledge as well as the procedures which have already learned within one context to another context. So according to Holton (1996), there are three main factors which may determine the transfer of learning such as motivation, design and the climate. For an example, Tesco Company is transferring their learning among the group under their main principle of '*Invent Once, Deploy Everywhere*' through their "Tesco Academy Online"

Task 4: Assess the contribution of Learning styles and learning theories when planning and Designing learning event.

Each and every person is preferred to learn according to the most suited learning style to them. Therefore when implementing a learning event; it should have to understand that there are four main categories of learning styles of people such as converger, diverger as well as the assimilator and the accommodators according to the David Kolb's model. Not only that but also according to the Behaviorist Approach, the learning can be identified as the process of behavior changing through the positive, negative reinforcements as well as through the punishments. And also as per the cognitive concept, the learning is process of constructing the mental imagery of a person. Further the social learning theory has observed that the people are learning through the observations, imitations and the modeling etc. Ultimately it can be concluded that these models, theories and the different learning styles should have to be considered before planning and designing a learning event inside of the organization.

Assignment 02

Task 1: Identify and prepare a document that indicates the different level of training needs required for different level of positions. Compare the training needs.

Here the Training needs are the shortages of the skills and the abilities of the employees which can be eliminated through the training & development within the organization. So it can be further identified that the training needs analysis has focused on the recognition of skill deficiency as well as the related training need on that. (Broad, Newstrom, 2002)Through a personal development program, it can be identified that there are several kinds of training needs at different levels of the organization as follows;

Organizational Level	Training Need
Top level	Analytical Skills, Action orientation, Coaching, Decision Making, Leadership, Problem solving, interpersonal skills, Planning, Risk Management, business knowledge etc.
Middle level	Decision Making, Interpersonal skills, persuasion, influence, result orientation, adaptability etc.
Lower level	Technological skills, customer focus, team work, communication skills, adaptability etc.

Table 1.1- Different level of the organization

Task 2: Discuss the advantages and disadvantages of different training methods

It can be basically identified that there are two main methods of training the employees at the organization such as on- the –job- training and the off- the- job-training. Under the category

of on- the- job training there are several methods such as job rotation, coaching, apprenticeship, job instruction and the committee assignments etc. so this may become advantageous to the organization since the low cost of training, high employee motivation, direct attachment to the job, learning through the experience and it lead to enhance the learning of the employees. But on the other hand this may interrupt to the overall production and the procedures of the organization and it can be reduced through off- job trainings like classroom method and the lecture method etc. so this may give the several advantages of leaving the learner to commit to the training fully with personal dedication to it. But this may incur high costs to the organization as well.

Task 3: Design a Training Plan for the above event.

Position	Required knowledge	Required skills	Required attitudes	Training objectives	Recourses needed	Place	Time	Evaluation
General Manager	Bachelor's Degree Master's degree	Multitasking Analytical thinking Action orientation Time management	Better judgment equitable Being fair Being reliable	Increasing the capacity to adopt with new workplace & technical methods	Sound Work Environment HR, Financial & Physical resources Equipment Time	Learning center	6 months	Through the Observation

Technical Assistant	Technical proficiency Administration & marketing management	Technical skills Monitoring coordination	dedication tolerance Integrity Work under pressure Cooperation dependability	Increasing the efficiencies of work processes giving new knowledge skills, attitudes	Sound Work Environment HR, Financial & Physical resources Equipment Time	Learning center	8 months	Through the Questionnaire

Table1.2 -   Design a training plan

Assignment 03

Task 1: Evaluate the training with suitable techniques

There are some major benefits of their entire training evaluation process to the organization such as helping with monitoring the personal improvements of the people, enhancing the employee morale, help with determining the per cost of employee training with the return on the overall investment process, help with identifying the success of training to determine the future training programs while Measuring the overall effectiveness of the training process etc. so here it could be able to use the 360-degree method of appraisal which is consisting with the scheduled tables as well as measures and checklists etc. for the evaluation of the training event. Further it can be used an activity plan with color coded development ratings within the training process like red for progress has not given as scheduled, green for activities are as per targets and blue for beyond the targets etc.(Bandura, 2007)

Task 2: Carry out an evaluation of the training event

Here the company can use several methods to evaluate the progress of the entire training session such as questionnaires, observations, trainer/trainee feedback, focus groups etc. so here it has used a pre- designed questionnaire to evaluate the effectiveness of the organizational training event as follows;

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The training has met the expectations.					
The training objectives were identified & followed.					
The content was organized well					
The training materials were pertinent & useful.					
The instruction quality was good.					
The trainer has met my training objectives					
The overall training program is excellent					
Other comments *THANKS FOR PARTICIPATION*					

Table 1.3 – Organizational Training event

Task 3: Review the success of the training methods used

Here it can be identified that there are several kinds of advantages to the company by using such kind of questionnaires for the proper evaluation of the designed training programs such as possibility of gathering more information from a large number of employees without having much effort and cost, enhance the overall confidentiality of the information, increase the reliability and the validity of the information and it is possible to use as pre or posttests in order to measure the changes etc. however it may give some disadvantages such as inability of getting detailed information via the open ended questions as well as these may become more impersonal etc. however the organization can be evaluated the overall effectiveness of the training program through the above Likert scale rating system and weighting them accordingly.

Assignment 04

Task1: Explain the role of government in training, development and lifelong learning

Here the UK government has played a vital role on promoting and standardizing the current training and development programs of the companies while introducing some T&D legislations such as National Vocational Qualifications (NVQs) in 1986 while replacing them with Qualifications & Credit Framework (QCF). Further the government has established the Qualifications & Curriculum Authority with the purpose of developing & regulating the national level qualifications. However as per the National Management Salary Survey in year 2010, 38.5% of UK employers are unable to offer proper career opportunities as well as the training session to their employees. Therefore the government has established the Department of Business, BIS, SSCs, Qualifications and Curriculum Development Agency etc. with the purpose of improving the lifelong learning as well.

Task 2: Explain how the development of the competency movement has impacted on the public and private sector.

In the modern dynamic and complex business world, the unique human competencies have become the most powerful tool of gaining the competitive advantages over the rivals of the organization itself. So this has led to the several kinds of developments in HRM like talent management as well as the Competence based HRM or competency movement etc. because of that the companies are trying to enhance the implicit knowledge or level of the competency of their workers in order to get the maximum benefit to the organization in this turbulent business world. Therefore the competency movement has impacted to both private and public sector companies indirectly to design and plan more and more competency development programs within the work place continually in order to update the existing competencies as well as acquire new competencies required by the employees.

Task 3: Explain how contemporary Training initiatives introduced by the UK Government contribute to Human Resource Development for organizations.

Here the Training initiatives refer to the process of making an individual to an agreed standard of proficiency.   So the UK government has introduced several kinds of contemporary training initiatives such as proposed a skill agenda in 2000 with the theme of "skills for new economy",   commenced about 47 skill councils called as TECs in 2001, commenced connexions in order to support to the young learners which may allow to discuss with the personal advisors, established the Youth Gateway in Wales for the purpose of assessing young person's abilities, implemented "lifelong learning" programs at the UfI in England & SUfI in Scotland and commenced a special program called " individual learning accounts" with the purpose of giving the financial support for self- learning individuals. So in Sri Lanka also it has established several kinds of training initiatives and government bodies such as National Vocational Qualifications (NVQ) Framework, MVTT, NAITA, DTET, VTA, Vocational Training Centers and NYSC etc. for the youth development and the development of the overall human resource within the country. So this has made a better contribution to the human resource development within the organizations because it resulted to achieve the more competitive advantages while using it as a blue ocean strategy as well.

Conclusion

Ultimately it can be concluded that the learning is better than training because it leaves the individual to grow potentially as the way he/ she desires rather than only transferring the knowledge from one person to another via the training itself. Therefore each and every organization should have to concern about the different learning styles as well as the theories and models from various perspectives before implementing a better training and development session or program to their employees after identifying the most suited method to each and every person. Furthermore it should have to identify the training needs or the gaps of the employees continually and evaluate them timely and properly while using suitable methods of evaluation in order to ensure the achievement of the expected outcomes of the overall training as well.

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