



## Course Learning Outcomes for Unit I

Upon completion of this unit, students should be able to:

1. Compare the relationship between human resources and human resources development functions in a large global organization to the functions of a small global organization.
  - 1.1 Explain the training design process and how it relates to instructional systems design (ISD).
  - 1.2 Discuss the difference between explicit knowledge and tacit knowledge.
  - 1.3 Define training and why it is important.

## Reading Assignment

### Chapter 1:

Introduction to Employee Training and Development

### Chapter 2:

Strategic Training

## Unit Lesson

If there is one thing that can be guaranteed in life, it is change. Of course, that is among a couple of others one could possibly argue. As in any environment, the workplace is also constantly being influenced by change. Whether it is environmental, organizational, or your own work unit, you will be affected by change. These forces affecting the workplace make training a key ingredient to further enhance organizational effectiveness and value.

The textbook illustrates the different forces influencing the workforce. Whether it is the economic cycles we must face, the global economy, or the value placed on assets and human capital, organizations must address these issues for survival. To survive, specific questions must be addressed to ensure your training product brings the competitive edge desired. What skills and competencies are needed from our training professionals? Who provides the training? Who is responsible for the training? If that trainer is you, which in many cases it could be, success will require you to understand the art and science associated with employee training and development.

A major, if not the primary, reason organizations fail is because of people. Employee engagement and knowledgeable workers must be addressed as a way for an organization to gain an advantage in the market. Training and development will assist in an organization's competitiveness by increasing the knowledge of its workforce. Employee engagement can be increased with training emphasizing adaptation to change.

Training is a planned process to enhance organizational value by facilitating employees' learning of job-related competencies. As organizations compete to gain and/or maintain their place in the market, training has proven to give organizations a competitive advantage. Therefore, to accomplish an effective training process, it must be designed, not haphazardly thrown together. As with any systematic approach, training design can be quite complex. In order to effectively meet complexity head on, one must simplify. Simplifying often requires a *model*. Models simplify a real entity and allow you to predict and forecast. Instructional Systems Design (ISD) is a process for designing and developing training programs to create models to assist organizations. Whatever training design process is developed, it needs to be able to adapt to the needs of the business.

Throughout the years, training and the emphasis on learning has evolved as many businesses understand the importance it brings to the overall strategy of the organization. Once the organization's strategy is determined, training initiatives, activities, and metrics are established. Because these initiatives are then used

to measure training success, they must support the strategy. To hopefully ensure success, roles and responsibilities must be understood by employees, management, and senior management alike. The integration of the organization, how business units are comprised, and how training and development are addressed can also be keys to success.

There is no perfect method when it comes to selecting a training strategy; training issues will vary from one strategy to another. Models can also be used to organize training departments. The organization of different models used in training departments can be essential, as it will contribute to the success or failure of an organization's business strategy.

As organizations consider their training process, it must either be developed in house or purchased. Whether training is developed in house or outsourced, training must be recognized as an essential asset to any organization. Training, development, and continuous learning must be emphasized by all to ensure a competitive advantage.

### **Learning Activities (Non-Graded)**

Use the CSU Online Library to find the ASTD (American Society for Training and Development) article, *ADDIE +*, published in May 2012. Summarize the article, and identify how it relates to the ISD model discussed in Chapter 1.

Non-graded Learning Activities are provided to aid students in their course of study. You do not have to submit them. If you have questions, contact your instructor for further guidance and information.