

# LGO2222 Human Resource Management in LGO.

Collect and Rearrange By  
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## Learning and development

Chapter 9.

### Objectives

- Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces
- Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success
- Discuss various aspects of the training design process

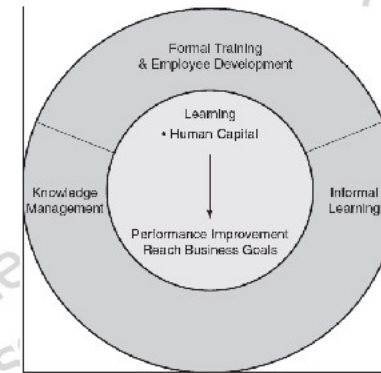
### Objectives

- Describe the amount and types of training occurring in U.S. companies
- Discuss the key roles for training professionals
- Identify appropriate resources for learning about training research and practice

## Importance of Training

- There are many challenges and opportunities in the workplace today
- Training equips individuals with necessary knowledge, skills, and abilities
- Training serves to attract employees to companies, engages, them, and promotes retention
- Training helps to create a competitive advantage

## Key Components of Learning



## Key Components of Learning

- Learning
  - Acquiring knowledge, skills, competencies, attitudes, or behaviors
- Human Capital
  - Knowledge
  - Advanced skills
  - System understanding and creativity
  - Motivation to deliver high-quality products and services

## Key Components of Learning

- Training
  - Facilitates learning job-related competencies, knowledge, skills or behavior
- Development
  - Future focused—includes formal education, job experiences, relationships, and assessments
- Formal Training and Development
  - Developed and organized by the company

## Key Components of Learning

- Informal learning
  - Learner initiated
  - Occurs without a trainer or instructor
  - Motivated by an intent to develop
  - Does not occur in a formal learning setting
  - Breadth, depth, and timing is controlled by the employee

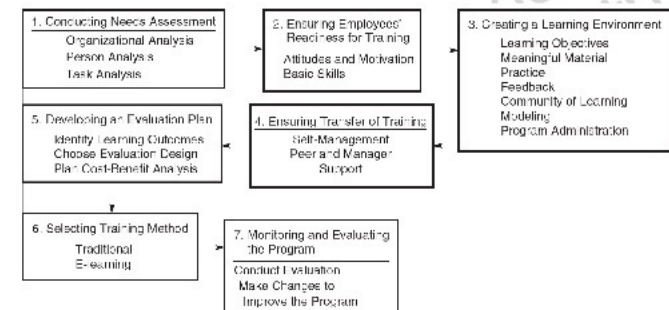
## Key Components of Learning

- Explicit Knowledge
  - Well documented, easily articulated, and easily transferred from person-to-person
  - Primary focus of formal training
- Tacit Knowledge
  - Personal knowledge based on individual experiences that is difficult to codify
  - Facilitated by informal learning

## Key Components of Learning

- Knowledge Management
  - Tools, processes, systems, structures, and cultures to improve the creation, sharing, and use of knowledge

## Systematic Training Design



## Forces Impacting Learning

- Economic cycles
- Globalization
- Value of intangible assets and human capital
- Focus on links to business strategy
- Changing demographics and diversity
- Generational differences
- Talent management
- Customer service and quality emphasis
- New technology
- High-performance models of work systems