

# MANAGING THE TRAINING AND DEVELOPMENT FUNCTION

SG-A6573-2008-3-P

## WORKSHOP OBJECTIVES

### INTRODUCTION

If you are in charge of the training department in your organization, are you aware that the role of the Training Manager, as well as that of the trainer, is gradually changing? With rapid changes in the business environment, in terms of the social, technological, economic and political milieu, the training manager is entrusted with the responsibility of constantly adapting the organization to such changes, so as to help the organization resolve new problems and grasp new opportunities thus arising. He has to be constantly alert to the impact of external and internal changes to his business, and to develop the innate potential of his working force to meet such changes. He has to constantly evaluate the training and development policies, approaches and strategies to keep the organization abreast of the new technological opportunities, and to ensure that the organization can win a competitive advantage over others.

### OBJECTIVES

Upon completion of the programme, participants will be able to:

- have acquired insight into modern concepts in Human Resource Development and the impact of such concepts on the role of a Training Manager
- understand how to contribute more effectively to staff and organizational development
- adopt different approaches in identifying training and development needs, as well as in organization development
- learn how to write effective training policies
- recount training and development methods other than those used in the traditional classroom environment
- write behavioural objectives for training sessions as well as for training programme
- design effective visual aids and case studies
- have acquired various skills in designing an effective training programme
- evaluate the effectiveness and efficiency of their training programmes systematically
- recommend the design of the new training and development programme to management

### DESIGNED FOR

Managers who have the responsibility in enhancing the effectiveness of their staff through the training and development function.

## ADMINISTRATIVE DETAILS

### DATES & TIME

Tuesday & Wednesday  
16 & 17 December 2008  
9:00 am - 5:00 pm

### VENUE

The Hong Kong Management Association  
1-4/FIs Pico Tower  
66 Gloucester Road  
Wanchai  
HONG KONG

### FEE

HKMA Member: HK\$3,700  
Non-member: HK\$3,950  
(Inclusive of tea/coffee breaks)  
Early Bird Discount: HK\$200 each  
(For those who make payment one month before the course commencement date)

### DEADLINE FOR APPLICATIONS

9 December 2008

### AWARD OF CERTIFICATE OF ATTENDANCE

Certificate of attendance will be awarded to participants who have attended the whole course. For enquiries concerning the certificate of attendance, please contact Ms Mei Tang on 2774-8553 during normal office hours.

### ENQUIRIES

For course enquiries and reservations, please call Customer Service Department on 2774-8501 or via fax 2774-8503. For course details, please contact Ms Shirley Chan on 2774-8569; or visit the HKMA website: [www.hkma.org.hk/seminar](http://www.hkma.org.hk/seminar).

[www.PRIMEJobs.hk](http://www.PRIMEJobs.hk)

## WORKSHOP STRUCTURE

### METHODOLOGY

This workshop is conducted on a highly participative basis. The sessions will consist of discussions, individual and group exercises.

### LANGUAGE MEDIUM

The language of instruction will be English. However, course leader(s) may conduct their sessions in Cantonese where appropriate.

## CONTENTS

- 1. PRINCIPLE OF TRAINING AND DEVELOPMENT**
  - What is Training and Development
  - The Concept of Empowerment
  - The Concept of Core Competence
  - Human Resource Management and Human Resource Strategies
  - The Learning Organization
  - The Training Cycle
  - The Changing Role of a Training Manager
- 2. IDENTIFYING TRAINING NEEDS**
  - What is Training Needs
  - Why do Training Needs exist?
  - Role of Training in Managing Change
  - Kinds of Training Needs
  - Tools in Assessing Individual Needs
  - The Training Needs Survey
  - Assessing Group Needs
  - Assessing Organization Needs
- 3. FORMULATING TRAINING POLICY**
  - Definition and Function of a Training Policy
  - Fundamental Concepts Underlying a Training Policy
  - Contents of a Training Policy
  - Writing Effective Training Policies
  - Politics in Presenting Recommendations
- 4. FUNDAMENTALS IN DESIGNING NEW TRAINING PROGRAMME**
  - Principles of Adult Learning
  - Varieties of Training and Development Methods
  - Choosing an Effective Training Method
  - Evaluation of Different Training Methods
- 5. COURSE AND SESSION PLANNING**
  - Steps in Session Preparation
  - Kinds of Behavioural Objectives
  - Writing Effective Behavioural Objectives
- 6. DESIGNING TRAINING PROGRAMME**
  - Developing Training Points
  - Ordering Training Materials
  - Writing Training Brief
- 7. USING CASE STUDIES**
  - Why Use Case Studies
  - Elements of a Case Study
  - Kinds of Case Studies
  - Preparing Case Studies
  - Source of Materials for Case Studies
  - Tips in Writing Case Studies
- 8. PREPARING AUDIO VISUAL AIDS**
  - Why Use Audio-Visual Aids
  - Varieties of Audio-Visual Aids
  - Choosing an Audio Visual
  - Criteria for an effective Audio-Visual Aid
  - Designing a Visual
  - Systematic Steps in Using Audio-Visuals
- 9. TRAINING EVALUATION**
  - Why Evaluate Training and Development
  - Methods and Strategies in Evaluating Training
  - Evaluating Individual Learning
  - Evaluating Group Learning
  - Evaluating Organization Development
  - Benchmarking in Training and Development

## WORKSHOP LEADER

### MR ALBANY WONG BA(Hons) MSocSc

Mr Wong has been involved in training and consultancy for more than 25 years. He had been Training Consultant of one of Hong Kong's largest organizations, responsible for designing and conducting in house management training and development programmes. His expertise lies in the areas of inter-personal skills, negotiation, organizational behaviour, group dynamics and decision-making.

Mr Wong has lectured at local higher education institutes on professional management programmes, and is capable of incorporating real life examples into his training workshops. He has also conducted many successful programmes for the Association. In this workshop, Mr Wong will help participants gain relevant skills to enhance their effectiveness as a trainer.

**MANAGING THE TRAINING AND DEVELOPMENT FUNCTION**  
**SG-A6573-2008-3-P (EB) 16 & 17 DECEMBER 2008**  
**FE: HKMA Member: HK\$3,700 / Non-member: HK\$3,950**

**ENROLMENT FORM**

\*Applicants should include their HKID card number and fill in their details in block letters, otherwise no MDCU will be given. The Association will issue certificates based on following details and name format.

Name (Mr/Ms): \_\_\_\_\_  
(Surname) (Other Names)

HKID Card No.: \_\_\_\_\_ ( ) HKMA Membership No.: \_\_\_\_\_

Position: \_\_\_\_\_

Company: \_\_\_\_\_

Address of Company: \_\_\_\_\_  
\_\_\_\_\_

Nature of Business (e.g. Toy Manufacturing), please specify: \_\_\_\_\_

Job Responsibilities: \_\_\_\_\_

Telephone No. (Office): \_\_\_\_\_ (Residence): \_\_\_\_\_ (Mobile): \_\_\_\_\_

Fax No. (Office): \_\_\_\_\_ E-mail: \_\_\_\_\_

Correspondence Address: \_\_\_\_\_  
\_\_\_\_\_

Cheque Number: \_\_\_\_\_ Cheque Amount: HK\$ \_\_\_\_\_

Education Level:  Master or above  Bachelor  HKMA Diploma  Other Diploma  
 Matriculation  Secondary  Others (Please specify) \_\_\_\_\_

Total Number of Years' Working Experience: \_\_\_\_\_ Years of Working Experience in Course-Related Field: \_\_\_\_\_

Name and Title of Nominator (Mr/Ms): \_\_\_\_\_

Sponsorship  Company-sponsored  Self-sponsored OINA

Where did you **FIRST** learn about this programme?  
 Email Promotion from HKMA  Email Promotion from Other Website (Please specify): \_\_\_\_\_  
 Newspaper Advertisement (Please specify): \_\_\_\_\_  Direct Mail by Post  
 Website advertisement (Please specify): \_\_\_\_\_  HKMA Website  
 MTR Station Display (Please specify): \_\_\_\_\_  Exhibition (Please specify): \_\_\_\_\_

I understand that all handout materials obtained in class are strictly for my own educational purposes.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

- Registration must be made on the Enrolment Form provided and returned to the Association **5 days before the programme commencement date(s)** with full fee.
- Acceptance is subject to the discretion of the Association.
- Applicants will be notified by telephone to confirm receipt of the application form and full programme fee. An official receipt will be sent to you within two weeks.
- Applicants are expected to attend the course at the place and time specified in the brochure unless otherwise notified.
- When a programme is over-subscribed, additional classes may be started in some cases. Applicants may then be notified of the new time, dates and place of meetings when necessary.
- No refund will be made after payment, but participants can arrange to have their places substituted should they be unable to attend the programme by notifying the Association at least 2 days prior to programme commencement.
- Fax reservations are welcome but are subject to confirmation by payment in full within 10 days of the date the reservation is made or 5 days prior to programme commencement, whichever is sooner.
- Applications, upon full payment, will be processed on a first-come first-served basis.
- Before classes/examinations commence, if the Observatory announces that Typhoon Signal No.8 or above/Black Rainstorm Warning is in force; or Typhoon Signal No.8 or above will be hoisted within 2 hours, no classes/examinations will be held. Replacement classes and remedial examinations will be arranged. (All classes will be held as scheduled if Typhoon Signal No.8 or above/Black Rainstorm Warning is lowered at or before 7:00 am; 2:00 pm classes and examinations thereafter will be held as scheduled if Typhoon Signal No.8 or above/Black Rainstorm Warning is lowered at or before 12:00 noon; 6:00 pm classes and examinations thereafter will be held as scheduled if it is lowered at or before 4:00 pm.)
- When Typhoon Signal No.8 or above is in force during classes/examinations, all classes and examinations will be dismissed immediately. Replacement classes and remedial examinations will be arranged. When Black Rainstorm Warning is in force during classes/examinations, all classes and examinations will be held as scheduled.
- For **RESERVATIONS** and **ENQUIRIES** please call **2774-8501** (Customer Service Department) during normal office hours or fax **2774-8503**.
- The HKMA reserves the right to make alterations regarding the details. **For course details, please contact Customer Service Department on 2774-8501 or Ms Shirley Chan on 2774-8569.** Website: WWW.HKMA.ORG.HK
- This form together with a crossed cheque payable to **The Hong Kong Management Association** should be returned to:  
Director General, The Hong Kong Management Association, 16 Floor Tower B, Southmark, 11 Yip Hing Street, Wong Chuk Hang, Hong Kong.
- The HKMA supports the equal opportunities policy, without discriminating against any person on the grounds of gender, disability, family status or any other basis.