Good case study on 2: what types of training are likely to be needed by almost an...

Homework

Discussion Questions

1: If you were part of the conversation taking place in this case, what advice would you give the CEO concerning how to assess training needs?

In this scenario, training needs assessment is required. Training needs assessment entails a continuous process that involves data collection to help identify what training needs exist. Once these training needs are identified, an organization can go ahead and develop a training plan that will assist in achieving organization's goals.

First, I would advise the CEO to identify the specific areas of the business that needs training. It is important for the CEO and the team to know where the problem exists so as to design the most appropriate training towards the problems. Secondly, management support is essential for ensuring a successful implementation of a training schedule. Hence, I would advise the CEO to seek management support. Third, I would advise the CEO to create data for evaluation. Evaluation data is vital in measuring the intended objectives of the training. Finally, I would advise the CEO to calculate the costs and benefits of the training.

The type of training an organization can offer to its employees depends on the organizational change taking place. An organizational change may be held in its structure, strategy, technology, and people. Strategy change occurs when a company shifts to a new line of business. In such a situation, the company will conduct training to enlighten its staff on the current line of business, and outline the objectives. Technological change occurs when a

company adopts a new technology. In such a situation, the employees will be trained on how to implement a new technology adopted by the business. Structural changes take place when a firm alters its organizational structure. The change may be due to restructuring and merger or acquisition. Hence, there will be a need to conduct training to enlighten the staff on their new roles. People change occurs when an organization lays off some of the non-performing workers to replace them with new blood. Hence, the new employees will need training o how to help the firm achieve its objectives.

Discussion Questions

1: Some of the training courses have been provided, and others are still underway. Is it too early for the CEO to be concerned about results?

An organization should conduct an evaluation of their training. The evaluation can either take place after completion of each phase of the training or at the end of the whole training. Conducting the assessment while the training is underway will not provide the desired results. The reason being the employees have not had time to implement the skills, and knowledge gained. Hence, I believe it is too early for the CEO to get concerned about the results.

2: What advice would you give the CEO regarding how to determine if the training is, doing any good?

Any training, either practical or theoretical, needs evaluation. The CEO should ensure that there is an evaluation to determine if there is definite progress in the training. The evaluation will ensure that the employees get the right concepts of the training, and not just attend because it is an

organization policy.

Discussion Questions

1: Join this debate. If everything turned out well, why should Stark be concerned about process?

Stark should be worried about the process even if everything turned out OK. Following the laid down procedures for hiring employees provides the company with the best employees. When the process is not followed correctly, there are higher chances of discrimination in the hiring process, and this is not a good sign for the organization.

2: What types of problems might have occurred because Stark failed to go through the decision- making process?

First, there would be no validity of a person's past employment history. It is vital for firms to conduct background checks on all the people they hire. The process is crucial to avoiding hiring people who might have been involved in some business malpractices such as fraud.

Secondly, the reliability of the evaluation done by Stark would be questionable. The assessment of a potential employer by two people to maximizes reliability. When an employee is evaluated by two different people and they provide the same ratings, reliability is maximized. In this case, the selection by Stark was unreliable.

Discussion Questions

1: Join this discussion. Do you agree with Sutton or Angelica? Why?

I agree with Angelica. Decision making is a process that requires gathering of relevant information, identifying the alternatives and then choosing the best alternative. Choosing the best option requires brainstorming that involves seeking input from other team members. Hence, it needs collective ideas to come up with the best decision.

2: Discuss the advantages and disadvantages of involving stakeholders when making decisions.

Stakeholders are the people interested in the result of the decision-making process.

Advantages

- Stakeholders provide a broader view of the situation and hence act as sources of more vital ideas, opinions, and suggestions. Such input is essential for effective decision-making.

- Stakeholders have access to valuable resources that can help in the decision-making process.

- The involvement of stakeholders can help build trust. Trust leads to increased consensus that is necessary for effective decision-making.

Disadvantages

- The involvement of stakeholders often takes time that may delay the decision-making process.

- Conflict of interest among the stakeholders may hamper effective decision-making.