

# ASSIGNMENT 1

MANAGING PEOPLE (LCBB5004)

LECTURER: SAMUEL ABAH

STUDENT NAME: IONUT AGRIGOROEI

STUDENT NO: 2247225



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# INTRODUCTION

Learning and development (L&D) is how businesses ensure their people have the knowledge, skills, and mindset needed for success. It includes training employees and owners to meet business goals through various tools and methods in alignment with the organisation's strategic objectives (Page-Tickell, 2022).

Technology has greatly changed how we learn at work. It helps make training easier to access and has changed how employees learn new skills.

This presentation delves into the importance of technology in training and development, emphasizing the advantages of training programs based on technology for employees and the benefits they offer to employers.

# TECHNOLOGIES USED IN L&D

1. Learning Management Systems (LMS)
2. Virtual Reality (VR) and Augmented Reality (AR)
3. Gamification
4. Mobile Learning
5. Video Conferencing and Webinars
6. Simulations and Interactive Modules
7. Artificial Intelligence (AI) and Machine Learning

# IMPORTANCE OF TECHNOLOGY IN L&D

In his work "Handbook of Human Resource Management Practice". Armstrong (2020) explores the impact of technology based learning & development (TEL&D) in HRM:

- Expands learning opportunities through various online resources.
- Offers cost-effective training by reducing travel and material expenses.
- Provides flexibility for employees to learn at their own pace.
- Customises learning experiences to individual needs.
- Enhances engagement through interactive content like multimedia and gamification.
- Uses analytics for informed training decisions and improvement.
- Connects global teams for knowledge sharing and cultural understanding.
- Supports lifelong learning through continuous access to resources.
- Aids organisational change by training employees on new processes and technologies.

# CHALLENGES OF TECHNOLOGY-ENABLED L&D

- TEL&D needs to tackle the digital divide to guarantee fair technology access for all employees, particularly in large or multinational companies.
- Organizations must ensure high-quality content and learner engagement.
- Technology-enabled learning lacks social interaction, leading to missed opportunities for debates, peer learning, and causing feelings of isolation and demotivation.
- Lack of structured schedules in learning can lead to procrastination, falling behind, and diminished motivation to meet deadlines and goals.

# BENEFITS OF TECHNOLOGY-BASED TRAINING FOR EMPLOYEES

## ❖ Accessibility

Technology-based training allows all employees to participate conveniently, regardless of their location (Armstrong, 2021).

## ❖ Tailoring and individualising the experience

Personalised technology-based training enhances learning by tailoring content to individual needs, boosting engagement and skill development (Armstrong, 2021).

## ❖ Enhanced Engagement

Technology-based training boosts engagement through interactive content, gamification, and dynamic learning experiences, enhancing employee motivation and knowledge retention.

## ❖ Scalability

Technology-based training enables seamless scalability, reaching diverse learners efficiently and cost-effectively with consistent quality (Armstrong, 2021).

# EMPLOYEE BENEFITS EXAMPLES

1. Unilever has introduced a digital learning tool named Degree, offering a wide range of online courses to its staff. This platform facilitates easy access to training materials for employees across various locations and time zones. By supporting multiple languages, Degree ensures inclusivity for Unilever's diverse global workforce, with records indicating over 2.4 million accesses in 2022 (Unilever, 2024).
2. Google's early practices inspire current corporate trends. Employees seek more training control for enhanced engagement. Voluntary participation boosts motivation and engagement. Google offers personalized learning through "Googler to Google," tailoring courses to employees' roles and goals and encouraging peer collaboration. This approach boosts job performance, teamwork and satisfaction (Titus Learning, 2023).
3. According to Great Place to Work(2024), 98% of Cisco employees view it as a great workplace, credited to their engaging digital training programs. Incorporating videos, simulations, and gamification, like in the "Leadership Circle" course, boosts engagement, completion rates, and skill retention among employees (Cisco, 2023).
4. McDonald's uses the online training system "Hamburger University" to offer scalable training solutions for its global workforce. The platform covers modules on customer service, management skills, and operational procedures. By leveraging the system's scalability, McDonald's can train numerous employees at once, ensuring standardized content and consistency across all locations (McDonalds, 2024).

# BENEFITS OF TECHNOLOGY-BASED TRAINING FOR EMPLOYERS

## ❖ Cost-efficiency

Utilizing technology-based training programs enables cost-efficiency through expense reduction, global scalability, customizable learning experiences, and long-term savings for employers (Gethe & Hulage, 2023).

## ❖ Uniformity and Standardisation

Technology-based training programs offer consistent and standardised learning experiences for employees, ensuring uniform quality of training materials and instructions across various locations and schedules (Armstrong, 2021).

## ❖ Flexibility and Accessibility

Technology-based training programs empower employees with flexible, accessible, and personalised learning experiences, enhancing skill development and knowledge acquisition (Armstrong, 2021).

## ❖ Improved Skills Retention and Performance

Multimedia in tech-based training enhances engagement and understanding, boosting knowledge retention by up to 60% (Clark & Mayer, 2016).

# EMPLOYER BENEFITS EXAMPLES

1. Shell received gold awards for its employee learning programs at the 2023 HCM Excellence Awards. By utilising technology for online training, Shell reduced travel costs, printing expenses, and conducted training for a large group of employees simultaneously without extra costs. Shell's learning and development system showed cost-effectiveness by managing initiatives efficiently and ensuring cost efficiency. (Shell, 2024).
2. Coca-Cola's „university of business" e-learning platform provides consistent, standardised training on corporate policies, safety procedures, and customer service to employees worldwide. This uniform training enhances operational efficiency and maintains the company's global brand integrity (Coca-Cola, 2024).
3. Apple's effective performance in retail, boasting a 90% retention rate, underscores the critical role of thorough employee training. Their technology-based learning system boosts retention by offering cutting-edge tools, personalised experiences, and flexible, on-demand learning. This approach enhances engagement, job satisfaction, and work-life balance while fostering community and continual professional growth, making employees feel valued and supported (LinkedIn, 2023).
4. Technology-driven training provided by Hilton Hotels offers improved operational standards, engagement, and ongoing professional development on a global scale, with enhanced flexibility and accessibility. Hilton University provides access to a plethora of resources, including 25,000 courses, videos, book summaries, and job aids (Hilton, n.d.)

# CONCLUSION

Training and development have been transformed by technology, offering employees and employers exceptional chances for growth and effectiveness. Technology-based training initiatives enhance employees' learning journeys, boost engagement, provide access to current information, and offer flexible learning alternatives. Employers benefit from these programs through increased efficiency, cost savings, data-driven insights, and enhanced talent retention. With organizations increasingly adopting technological innovations, the realm of learning and development will undoubtedly progress, fostering success at both individual and organizational levels.



QUESTIONS

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