

)

by Elliot William Allsop

Submission date: 05-Mar-2019 06:22PM (UTC+0000)

Submission ID: 101724360

File name: 4937_Elliot_William_Allsop____166315_111819121.docx (979.47K)

Word count: 3497

Character count: 20549



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Employee Development

M5X01281

Carl Singleton

Contents

- 1.1 Training and Development
- 1.2 Importance of Training and Development
- 1.3 Benefits of Training and Development
- 1.3i Continued
- 1.4 Disadvantages of Training and Development
- 2.0 Training and Development in Wales
- 2.1 Increased Productivity
- 2.2 Types of Training
- 3.0 Apprenticeships / Work based learning
- 4.0 University via welsh government grant
- 5.0 Welsh Government Support
- 5.1 Lowest Paid graduates
- 5.2 NHS Training Not Supported
- 6.0 Conclusion

1.1 Training and Development

Work related training, a great definition to start with would be “training is knowing where you are in the present and after some time where will you reach with your abilities” MBA Skool-study. learn. Share. [Unreliable source](#) is because with your current knowledge and combining this with new taught content from up to date training, a passionate employee can strengthen themselves within their workplace and progress further up the hierarchical chain essentially, if the training and progression routes are presented by your employer or Human resources team. Training does and will always seem expensive which may be a factor as to why it is avoided or not regularly up to date in most cases. Likewise, in extreme consequences lack of training or improper training can lead to failure as this Concord consulting report highlights. Cipolla, (2013). However, [Unreliable source](#) [Shinlearning.com](#), (2019) points out "If you believe that training is expensive, it is because you do not know what ignorance costs." This seems somewhat logical as the company may have some loyal and passionate workers who with invested training perform over the odds and respectively enable the business to also further itself. This is what many potential investors or employers regularly fail to see and that is the major benefits and returns of training and development in the workforce.

1.2 Importance of Training and Development

Based on above it could be said that although training is deemed as expensive as on a large scale it can be, sometimes it is crucial to an organisation especially in competitive industries and for safety aspects too. This document will outline the generics of training and development as well as critically evaluating the training and development schemes in Wales. Additionally, increased or up to date training will always allow a business to have the upper hand essentially. This is due to all the latest regulations or adaptations of the content will be known first hand. This is provided that the training leader is credible and accredited. This is also indicated By the CIPD who emphasises that learning and development “needs to actively promote its value and credibility” which goes to show training and development is only as good as its taught and by whom to reap benefits. Learning and Development, (2019),

Awk.

Incorrect referencing

1.3 Benefits of Training and Development

So, undoubtedly the main advantages of training and development in the workplace as they are very generic to identify to most. These benefits are the core reason as to why many employees and employers push for increased training and development as there are more benefits which dramatically outweigh the disadvantages with one main factor being cost. Which is associated with many business functions in any business. Cost is a crucial factor to always think about, but it can also be an investment if carefully thought and planned out. On the other hand, it can also go south in a business and this will be due to many other factors associated with costs.

Let's start with the basics, the fundamental reason for employee related training and development is to maximize the employee's potential within the business and unlock any key competencies hidden within which with some investment will increase productivity or minimally impact the business greatly? This is further backed up by Barrett and O'Connell who state that it was discovered that "training only increased productivity in the firm where it was provided" which answers the question to some extent but also refers that it has been bespoke training tailored to your organisation such as eLearning or on the job training Barrett and O'Connell, (1999) It is also to heighten their horizons and ensure pathways are made discoverable to themselves which they were not familiar with or aware of.

The Chronicle Live touches upon this by stating that education or training can be for gaining basic skills such as Maths and English which would enable pupils to enter the world of work. Training can also be used “to better” oneself or even offer “a change of direction” if an employee desired a different pathway in the world of work. It goes to show any job prospect is achievable and there are lots of different pathways to take. However, be mindful of costs incurred in doing so. Hughes, (2019). The article goes on to state how “education is a lifelong journey” and emphasises that It does not end when you finish school and isn’t halted by your age. There are always routes of learning to undertake essentially and more than some are aware of in the workplace.

1.3i Continued

The other crucial benefit to work related training and development are elements including career progression, increased competence within the field, becoming multi-skilled by cross training as well as specialising within a certain industry perhaps. Overall the employee would be refining themselves at each training session held, by increasing already existing knowledge and adding with regular updates based on new legislation Training and Development Policy, (2016). However due to training being so intensive some may not be understood fully especially when training sessions are long drafted or even when they are rushed, and so employee productivity may not be evident as soon as expected or even at all due to misunderstanding. So, it is vital that training and development is respectively extensive and relatively fun or least interactive to ensure processes and regulations are taken in and processed. Growth Engineering, (2019). Otherwise the training will be meaningless and a waste of money as well as time which could have been used productively.

1.4 Disadvantages of Training and Development

The main contradicting factor to training is the cost which is undoubtedly known to many organisations and hence one of the reasons according to eLearning, (2019) that it is often abandoned or postponed. As the article states “employee training is an investment driven affair in any organization” since it can cost crucial amounts of disposable income if you like or even more costly than what the company set aside in the training budget and so the company wants to ensure it is beneficially invested like any other business. It needs to be proven worthwhile, for the downtime, time involved as well as other cost factors originated from the training. These can differ for each company and can include travel expenses invoice by the employee, training company or even the cost of hiring a temporary worker for the mean time of training etc.

Other detrimental impacts that come with training are issues such as security for retaining staff, unless this is drawn up in the training contract if there is one. Investing within training and development needs to be assessed carefully to ensure it is worthwhile for the future of the company. If there is a large workforce, then training costs may be excruciatingly high due to volumes or in contradicting terms smaller businesses may not be able to afford training their workers as well as paying their wages too. This is highlighted in one Chamberlain’s article when she evidences that “small businesses cite cost as the main obstacle to training for their employees” Chamberlain, (2019), this is quite a reasonable assumption by many as cost is quite a high contributing factor whenever an element in business is avoided or delayed and sometimes this can cause serious problems.

The dangers that can arise over missed training are indicated within this article by Develop Training Limited, (2019), whom highlight the many reasons for inadequate training or breaches of natural knowledge which can result in catastrophic injuries or fatalities. However, there are businesses out there who specialise in cost effective training, likewise the government also offering grants for specific training etc. Especially when it comes to apprenticeships GOV.UK, (2019).

Another large factor is that current training can become outdated very quickly due to the forever rapid changing world we live in eLearning Industry, (2019). Again, as mentioned earlier training and development also takes up vital time which could be used for productivity within the business instead.

.

2.0 Training and Development in Wales

No matter which route an individual is looking towards to better themselves /their work prospects, the Welsh government website will have some career pathway/ training to find out about. Whether it be from leaving school after sixth form, adult and learning in the community, generally further and higher forms of education as well as funding. Part-taking in work-based learning or as mentioned beforehand an apprenticeship [beta.gov. wales](https://beta.gov.wales), (2019). So essentially anyone can invest in further training no matter your case or personal lifestyle, there will be further progression routes available to you and these may be funded or supported by the Welsh government or even your workplace following eligibility checks and specific conditions are met.

2.1 Increased Productivity

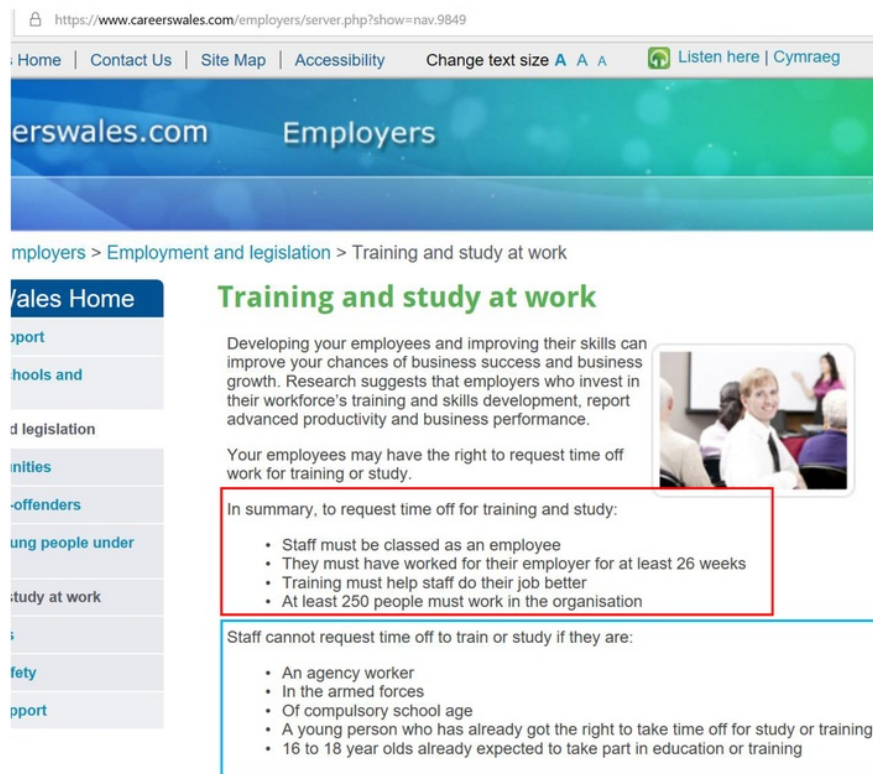
It can also lead to more efficient work ethics resulting in greater business all round essentially and this will in future pay for itself. Much of this training is greatly emphasised in the CIPD report Learning and Development, (2015), on learning and development which talks of how businesses are realising increased skills such as “analytical and technological skills” are often lacking or missing and so this further illuminates the necessity for increased training methods throughout the workplace. Incorrect referencing (2019), In compromise to this there will always be the excuse of cost as previously mentioned so this always needs to be reflected upon when proceeding with potential training.

2.2 Types of Training

This following chapter aims to explore the many types of further training and criticise each for their benefits and drawbacks essentially. In addition to this it will also show how the government influence these types of training and if the costs are worthwhile. So, as it is very clear to see training and development is an important factor when starting off in the world of work as much as it is important to regularly maintain when already experienced too, for reasons such as new regulations or increasing or refreshing worker safety etc eLearning, (2019)

3.0 Apprenticeships / Work based learning

As it is legislation, it is imperative that an employer, must grant some dedicated time off to employees whom want to seek some form of extra training outside of work, this is governed by the fact that they meet eligible criteria of the following in figure one below or can be denied also via to conforming to element below in in the blue box:



The screenshot shows the 'Employers' section of the careerswales.com website. The breadcrumb trail is 'Employers > Employment and legislation > Training and study at work'. The main heading is 'Training and study at work'. The text explains that developing employees improves business success and that research shows employers who invest in training report advanced productivity. It states that employees may have the right to request time off for training or study. A red box highlights the summary criteria for requesting time off: staff must be classed as an employee, have worked for at least 26 weeks, training must help staff do their job better, and at least 250 people must work in the organisation. A blue box highlights the conditions under which staff cannot request time off: if they are an agency worker, in the armed forces, of compulsory school age, a young person who has already got the right to take time off for study or training, or 16 to 18 year olds already expected to take part in education or training. A sidebar on the left contains a list of links including 'Home', 'Contact Us', 'Site Map', 'Accessibility', 'Change text size', 'Listen here | Cymraeg', and a list of categories like 'Support', 'Schools and colleges', 'Employment legislation', 'Employment initiatives', 'Offenders', 'Young people under 25', 'Study at work', 'Safety', 'Fety', and 'Support'.

https://www.careerswales.com/employers/server.php?show=nav.9849

Home | Contact Us | Site Map | Accessibility | Change text size A A A | Listen here | Cymraeg

careerswales.com Employers

Employers > Employment and legislation > Training and study at work

Training and study at work

Developing your employees and improving their skills can improve your chances of business success and business growth. Research suggests that employers who invest in their workforce's training and skills development, report advanced productivity and business performance.

Your employees may have the right to request time off work for training or study.

In summary, to request time off for training and study:

- Staff must be classed as an employee
- They must have worked for their employer for at least 26 weeks
- Training must help staff do their job better
- At least 250 people must work in the organisation

Staff cannot request time off to train or study if they are:

- An agency worker
- In the armed forces
- Of compulsory school age
- A young person who has already got the right to take time off for study or training
- 16 to 18 year olds already expected to take part in education or training

Figure 1

Source: www.careerswales.com, (2019)

One form of further training or initial for some are apprenticeships which local enterprises are encouraged to offer to the local area and this inevitably allows employees to earn as well as learn during their work placement. This is highly supported by the Welsh government as it can be seen from their website GOV.UK, (2019). They will be taught the ins and outs of their chosen apprenticeship and at the end of the course will be qualified and essentially more knowledgeable in that industry including a potential career.

Although this is a popular choice for further training it can sometimes limit itself since some apprenticeships essentially pigeon hole the apprentice into one industry effectively limiting the person to become diverse and this may affect future job prospects which may require individuals to be all-rounders in the work area. Support Low pay is also another factor which deters some potential apprentices as it is substantially lower than getting a first-time job, however other will argue the learning and completing the course will eventually pay for itself when the individual lands a full-time job with a respectable salary All About Careers Ltd, (2019).

4.0 University via welsh government grant

Another option which is open to or a popular choice mainly with post education leavers is university. Which if your eligible for can be supported financially with Welsh government grants, some of which will need to be paid back. This being a major drawback or considered a huge disadvantage to some, however once passing the final year of the course job prospects are guaranteed to be obtainable and worthwhile due to experience and knowledge obtained.

The Welsh government also encourages businesses to send their workers to some form of college /University funded course (Good point ng) which enables the employee to increase their skills potential whilst the employer can still claim some of the costs incurred back. This can be seen in the Wales online article: the telecoms employer up in Wrexham who heavily invest in staff training. Barry, (2019). The greatness of these internships is that it gives locals in the community a chance to become something more and it will positively benefit the local economy with new skills needed to remain competitive in the present, as well as cash flow.

5.0 Welsh Government Support

As it can be seen in the following article by the Wales Online website, shows just how the Welsh government are aiding meeting legislation of its own regarding training and further education. Gov.wales, (2019). Although some would praise them highly for understanding and empathising with the student, others may also say they could just be trying to increase their targets for university students. However, or whatever the reason it is still a rather generous boost in financial income to aid students and increase their career prospects with this funding and meets aims to encourage school leavers to pursue further education. The article touches upon the fact that the cost of living is a rather high deterrent to potential students, this highlights that the Welsh government are considering all contributing factors that do detest students from pursuing further education and are trying to mitigate these issues.

Additionally, the article supports the fact that Wales was the first of its kind in Europe to offer “equivalent living costs support” which speaks volumes essentially and shows a passion for care essentially for increasing prospects for further training via university.

The article by the money saving expert also supports the Wales online article and further backs up the huge load that the Welsh government is taking on to fulfil its training and development legislation based on facts that university students can gain government grants from “£1k and £10k” MoneySavingExpert.com, (2019). This shows that the government’s financial support is second to none when it means encouraging going to university and funding the extortionate tuition fees.

5.1 Lowest Paid graduates

Despite having a strong employment rate once graduating according to a statement made by the Welsh government. A survey analysed by BBC News has indicated that Welsh Graduates are the lowest paid when in employment after graduating BBC News, (2019). This fact is rather worrying especially if young and considering coming to university as it may have an adverse effect on the number of university students since the salary after graduating may not be worth all the tuition fees incurred. So, this could affect the Welsh government on fulfilling their training and development legislation significantly. These low wages could also have an adverse effect on the local economy as it will decrease spending especially when it refers to employee's disposable income, this will instead be saved for future issues.

5.2 NHS Training Not Supported

On the other hand, in a very contradicting topic and rather sensitive if you like and potentially unfavoured by a lot. This is the fact that the Welsh government cut funding for NHS staff which can be enlightened upon in the following article The Conversation, (2019). In this rather sensitive and unusual article it demonstrates how the bursary for supporting Welsh nurses in the much-pressured NHS has been cut. Meaning potential nurses will have to fully fund their learning, a big ask a lot will question. It is not a cheap career path and not too rewarding either others will argue. Despite this lack of funding on another conflicting matter is the fact that the NHS is always understaffed and lacking a lot of nurses coincidentally which can be seen in another article produced by The Conversation. Which does indicate that on the other hand to the examples above that the Welsh government has not met its training and development legislation here by crucially cutting funding for a very sensitive career in the matter for which Wales cannot rectify the problem and is essentially fighting fire with fire, resulting in no solution other than increased cost by recruiting specialists overseas.

6.0 Conclusion

Whether an individual is looking for a simple community learning experience or a university course, the Welsh government caters for all this with appropriate funding for the attendee as well as the employers with sensible terms and conditions being met, Gov Grants Hub UK, (2019). This inevitably makes the further retraining and development more enticing and aids the government to fulfil its training legislation Careerswales.com, (2019). However sometimes it may be considered to costly hence the NHS cuts or this may have been inevitable and out of their control The Conversation, (2019). Maybe the government wanted to increase its talent pool from abroad to gain new and innovative ideas 

It is very clear to see that the Welsh government does a great deal in terms of supporting or encouraging its training and development overall. This be mainly financially  (2019), and these support packages makes it more appealing or encouraging to pursue further training and development once after school leaving age. This is also in despite of the fact that supporting these students for a few years incurs a lot of cost to the Welsh government however this cost must be necessary for the economy otherwise it wouldn't exist some may question due to the fact of its existence, hence meeting its legislation to increase training and development in Wales. 

References

- Barrett, A. and O'Connell, P. (1999). *Does Training Generally Work? The Returns to In-Company Training*. 513th ed. [ebook] Bonn: IZA, pp.1-4. Available at: <https://www.econstor.eu/bitstream/10419/20887/1/dp51.pdf> [Accessed 27 Feb. 2019].
- Barry, S. (2019). *11 Welsh firms on skills, apprenticeships and the workplace of 2050*. [online] walesonline. Available at: <https://www.walesonline.co.uk/business/business-news/11-best-employers-wales-skills-13285945> [Accessed 5 Mar. 2019].
- BBC News. (2019). *Wales uni graduates 'lowest paid in UK'*. [online] Available at: <https://www.bbc.co.uk/news/uk-wales-41552484> [Accessed 5 Mar. 2019].
- beta.gov.wales. (2019). *Post-16 education and skills | beta.gov.wales*. [online] Available at: <https://beta.gov.wales/post-16-education-and-skills> [Accessed 27 Feb. 2019].
- Careerswales.com. (2019). *Careers Wales : Employers : Employment and legislation : Training and study at work*. [online] Available at: <https://www.careerswales.com/employers/server.php?show=nav.9849> [Accessed 27 Feb. 2019].
- Chamberlain, L. (2019). *Cost is biggest barrier to training in small businesses - Personnel Today*. [online] Personnel Today. Available at: <https://www.personneltoday.com/hr/cost-is-biggest-barrier-to-training-in-small-businesses/> [Accessed 27 Feb. 2019].
- Cipolla, L. (2013). *Study: Lack of training leads to failed management in overseas business*. [online] Concord. Available at: <https://www.concordconsulting.com/blog/study-lack-of-training-leads-to-failed-management-in-overseas-business/> [Accessed 26 Feb. 2019].
- eLearning Industry. (2019). *Outdated Training: From Problem To Asset - eLearning Industry*. [online] Available at: <https://elearningindustry.com/outdated-training-problem-asset> [Accessed 5 Mar. 2019].

eLearning. (2019). *Cost of Training Vs. Cost of Not Training - eLearning*. [online] Available at: <https://elearning.adobe.com/2018/01/cost-of-training-vs-cost-of-not-training/> [Accessed 26 Feb. 2019].

Forbes.com. (2019). *BMO Harris Bank BrandVoice: Why CEOs Want Faster Training--No Matter The Cost*. [online] Available at: <https://www.forbes.com/sites/bmoharrisbank/2013/01/08/why-ceos-want-faster-training-no-matter-what-the-cost/#3092822e2656> [Accessed 26 Feb. 2019].

Gov Grants Hub UK. (2019). *Government Funded Training - Gov Grants Hub UK*. [online] Available at: <http://www.govgrantshub.uk/support/government-funded-training/> [Accessed 7 Feb. 2019].

GOV.UK. (2019). *Career skills and training*. [online] Available at: <https://www.gov.uk/career-skills-and-training> [Accessed 27 Feb. 2019].

Gov.wales. (2019). *Welsh Government|Welsh students applying for university will benefit from most generous student support package in the UK*. [online] Available at: <https://gov.wales/newsroom/educationandskills/2018/welsh-students-applying-for-university-will-benefit-from-most-generous-student-support-package/?lang=en> [Accessed 5 Mar. 2019].

Growth Engineering. (2019). *Can Training and development be Fun? L&D with Added Engagement*. [online] Available at: <https://www.growthengineering.co.uk/training-and-development-engagement/> [Accessed 27 Feb. 2019].

Hughes, M. (2019). *Why education is a lifelong journey to unlock potential*. [online] nechronicle. Available at: <https://www.chroniclelive.co.uk/special-features/education-lifelong-journey-unlock-potential-15008661> [Accessed 26 Feb. 2019].

Learning and Development. (2015). [ebook] Broadway: Chartered Institute of Personnel and Development, pp.36-40. Available at: https://www.cipd.co.uk/Images/learning-development_2015_tcm18-11298.pdf [Accessed 26 Feb. 2019].

- Ltd, A. (2019). *Advantages of Apprenticeships* / *AllAboutCareers*. [online] Allaboutcareers.com. Available at: <https://www.allaboutcareers.com/careers-advice/apprenticeships/advantages-of-apprenticeships> [Accessed 5 Mar. 2019].
- MBA Skool-Study.Learn.Share. (2019). *Training and Development Definition* / *Human Resources (HR) Dictionary* / *MBA Skool-Study.Learn.Share.*. [online] Available at: <https://www.mbaskool.com/business-concepts/human-resources-hr-terms/8685-training-and-development.html> [Accessed 26 Feb. 2019].
- MoneySavingExpert.com. (2019). *Welsh students to get grant worth between £1k and £10k a year from September*. [online] Available at: <https://www.moneysavingexpert.com/news/2018/02/welsh-students-to-be-given-grants-between-1000-and-10000-a-year-from-september/> [Accessed 5 Mar. 2019].
- Shiftelearning.com. (2019). *The True Cost of Not Providing Employee Training*. [online] Available at: <https://www.shiftelearning.com/blog/the-true-cost-of-not-providing-employee-training> [Accessed 26 Feb. 2019].
- The Conversation. (2019). *Shortage of nurses in UK is affecting patient care and threatening lives*. [online] Available at: <https://theconversation.com/shortage-of-nurses-in-uk-is-affecting-patient-care-and-threatening-lives-89734> [Accessed 5 Mar. 2019].
- The Conversation. (2019). *Soon nurses will pay for their education – they should demand higher wages*. [online] Available at: <https://theconversation.com/soon-nurses-will-pay-for-their-education-they-should-demand-higher-wages-63011> [Accessed 5 Mar. 2019].
- Training and Development Policy. (2016). [ebook] Wireless Group PLC, pp.1-5. Available at: <https://www.wirelessgroup.co.uk/getmedia/f2243fbc-448a-4249-a44e-5e43972621e7/Training-and-Development-Policy.pdf> [Accessed 27 Feb. 2019].

)

GRADEMARK REPORT

FINAL GRADE

46/100

GENERAL COMMENTS

Instructor

A wide range of research used mostly from credible sources. Limited use of recommended HRM specific texts.

A satisfactory knowledge and understanding of training and development demonstrated.

Satisfactory analysis. Mostly descriptive with some good points raised but lacks support from factual sources, depth and explanation in answering the question.

Well laid out and structured. However, incorrect citations throughout and some cumbersome, incoherent sentence structuring.

PAGE 1

PAGE 2

PAGE 3

QM

Unreliable source

Whilst this is quite useful for a general knowledge of the subject, it's not a credible source to reference.

QM

Unreliable source

Whilst this is quite useful for a general knowledge of the subject, it's not a credible source to reference.

Additional Comment

Is this a credible, reliable source? No recognised author named? Is it peer reviewed, edited etc?

PAGE 4

QM

Awk.

Awkward:

The expression or construction is cumbersome or difficult to read. Consider rewriting.

QM

Incorrect referencing

PAGE 5

QM

Stylistics

Additional Comment

never assume the reader knows anything about the topic by using terms like "undoubtedly" or "of course"



Comment 1

benefits for who? employer or employee. This needs to be specifically explained

QM

Missing ","

Missing comma:

Though it may not always be grammatically necessary, a comma can often help to prevent a misreading. When a sentence opens with an introductory element (a phrase, clause or word that is logically related to another phrase or clause in the same sentence), it is a great help to your reader to place a comma after that introductory element. Such phrases will often begin with words like "because," "while" or "although," as in the following example: "While everyone was fighting, the bear wandered away." As you can see, without the comma, the sentence would be confusing.

QM

Support

Support Needed:

A well-written paper will include strong support for its thesis. Support for your thesis should come from primary (original documents, interviews, and personal experiences) and secondary (information that has been processed or interpreted by someone else) sources. To use your support effectively, you must elaborate upon the information, quotations, and examples taken from your sources and connect them to your thesis. It is also important to remember to cite the sources of the evidence and support you use in your paper.

QM

Good point

Good point

PAGE 6

QM

Incorrect referencing

Additional Comment

(Hughes, 2019)

QM

Awk.

Awkward:

The expression or construction is cumbersome or difficult to read. Consider rewriting.

QM

Support

Support Needed:

A well-written paper will include strong support for its thesis. Support for your thesis should come from primary (original documents, interviews, and personal experiences) and secondary (information that has been processed or interpreted by someone else) sources. To use your support effectively, you must elaborate upon the information, quotations, and examples taken from your sources and connect them to your thesis. It is also important to remember to cite the sources of the evidence and support you use in your paper.

QM

Incorrect referencing

PAGE 7

PAGE 8

QM

Good point

Good point

PAGE 9

QM

Incorrect referencing

QM

Awk.

Awkward:

The expression or construction is cumbersome or difficult to read. Consider rewriting.

QM

Support

Support Needed:

A well-written paper will include strong support for its thesis. Support for your thesis should come from primary (original documents, interviews, and personal experiences) and secondary (information that has been processed or interpreted by someone else) sources. To use your support effectively, you must elaborate upon the information, quotations, and examples taken from your sources and connect them to your thesis. It is also important to remember to cite the sources of the evidence and support you use in your paper.

QM

Good point

Good point

QM

explanation required

explanation required

QM

Awk.

Awkward:

The expression or construction is cumbersome or difficult to read. Consider rewriting.

QM

Citation Needed

Cite Source:

Please use the link below to find links to information regarding specific citation styles:
http://www.plagiarism.org/plag_article_citation_styles.html

Additional Comment

you need to cite the article you are referring to

QM

Awk.

Awkward:

The expression or construction is cumbersome or difficult to read. Consider rewriting.

PAGE 18

QM

Support

Support Needed:

A well-written paper will include strong support for its thesis. Support for your thesis should come from primary (original documents, interviews, and personal experiences) and secondary (information that has been processed or interpreted by someone else) sources. To use your support effectively, you must elaborate upon the information, quotations, and examples taken from your sources and connect them to your thesis. It is also important to remember to cite the sources of the evidence and support you use in your paper.

Additional Comment

if this is "appropriate", it needs to be supported with evidence



Comment 2

why else? because it's cheaper with no need to invest in training perhaps? This would be a useful argument in this report

QM

Incorrect referencing

QM

Awk.

Awkward:

The expression or construction is cumbersome or difficult to read. Consider rewriting.

PAGE 19

PAGE 20

PAGE 21
