

PROBLEM SOLVING AND DECISION MAKING

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Contents

1. Complex problem	3
2. Analyze information on the identified problem to help decision making process.	3
Ways to improve training and development.....	4
Evaluation of training techniques.....	5
Training & development plan.....	6
Communicating plan to stakeholders.....	7
Review on training and development.....	8
CONCLUSION	9
REFERENCES	10
APPENDIX.....	11

1. Complex problem

Insufficient training and development programs at the workplace can be risky for business success. Insufficient training and development scheme of employees it is a complex problem. If business lack behind in providing good training and development programs to employees it can produce less work and lower quality of work. Thus, the programs of training and development are important for every business to gain more productivity and business growth. The impact made by insufficient training and development for the business such as:

Unsafe work environment – Business needs to provide and deliver proper training programs for employees to create a safe work environment. By ignoring this responsibility, the business can face legal consequences, increase work absence, decreased staff morale and many more (Maheshwari, and Vohra, 2018.).

Weaker performance – Employees who have not been trained properly according to their job position the will produce less work and lower quality work. This type of work leads to errors, time lost and quality issues that impact the business performance.

Reduces productivity – The technology is changing over the time and impacted on the business plan. The technology increases levels of competition between business and this also affects the employee's performance with the lack of technology skills. Poorly trained employees can feel undervalued and reduce productivity at workplace.

Unsatisfied employees – Lack of training among employees creates poor job performance and increase level of stress. To retain employees, business need to invest for proper conducting of training programs. The happy employees will give best efforts at the workplace, and this improves the overall business performance (Sung, and Choi, 2018).

2. Analyze information on the identified problem to help decision making process.

Business face many challenges such as human resource management, lack of motivation among employees due to lack of training. The inadequate trained employees are likely to experience poor job performance and makes unsatisfied and unhappy employees due to work loads. The proper training and development programs of employees that can enhance employee performance, more productive work environment. By analyzing the complex problem related to

insufficient training and development that can create various opportunities and to remove hurdles among employees.

Business can identify the problems related to poor performance of employees, that helps in making decision process. Business needs to focus on the programs for improving performance, tackle shortcomings and increase more productivity. By conducting training programs that changes the behavior, learning capability and knowledge to the jobs.

Ways to improve training and development

There are several ways in which the organization could improve its way of providing training and solution to the employees, some of which are –

Instructor-led training

ILT is a process led by a tutor or instructor in the classroom or the training room. It is a traditional method of training that is used to provide training to the employees. when large group of employees are need to be provide training, this method is used. Real time question and answer session could also be held during this kind of training.

E – Learning

Since most of the employees are working in a hybrid mode, this way of providing training is very fruitful as all the virtual teams could also participate in this program. Training could be provided on any time and through any device, be it computer, laptops, tablets or smart phones (Mohd, 2020). Professionals could provide training to the employees through various ways like video lessons, quizzes, lectures etc.

On the job development

It is the most common way of training the employees as it includes providing instructions to a junior or fresh employee by demonstrating the task on a one-to-one basis. It is a beneficial method as the employees could immediately perform the actions and apply all the actions which are being taught (Zainal, 2018). Through this method, employees could quickly learn from the mistakes.

Coaching & mentoring

In this method, various coaching and mentoring sessions are conducted within an organization to improve the skills, performance, and knowledge of the employees. Employees from every level of the organization participate in the session where the senior employees share the skills and

knowledge with the juniors (Maaravi, 2020). Through this way, both the mentor and mentee gains various skills.

Support from executives –

The training and development program could improve efficiently if the executives and top level management support it extensively. For that, the management is required to give the employees opportunity, time and motivation. Management could also make the training mandatory so that employees get actively engaged in the process and the efficiency as well as employee retention enhance (Ahmad, 2019). The executive team could provide several programs and courses themselves so as to ensure in-depth training. This could include – Management skills by the chief executive officer, a course on communication by the executives and Head of the sales department providing various techniques of negotiating with clients.

Evaluation of training techniques

A complete matrix analysis of each of the training technique should be made to determine the cost, viability, completion rate, resources used, reliability and overall value of the techniques.

s. no .	Method of training	Cost effective	Quality provided	Use of Resources	Reliability	Feasibility to the organization	Time effective	Overall rating
1	Support from executives	3	5	1	5	1	1	16
2	Instructor led training	2	4	2	4	3	2	17
3	E- learning	5	4	3	3	3	2	20
4	On the job development	5	5	4	5	4	3	26
5	Coaching and mentoring	3	4	3	4	3	2	19

It is assessed from the matrix that the most appropriate way of training the employees is on the job development as it provides the actual overview of the everyday tasks and responsibilities of an employee which is being provided by the senior member. Since, the tutor who is a senior employee has already experienced the mistakes and opportunities related to the work, a better training could be provided to the employee.

The next most suitable way of training assessed is E-learning. It is assessed that the remote work culture is prevailing in almost every organization, thus it is the best way of providing training and development to the individuals as it does not require the physical presence in the office premises.

After that, coaching and mentoring has proved to be the most pertinent way of training as the employees actually seek for the experience as well as skills from the super seniors so as to learn and develop in an efficient way and provide better outcomes.

Support from executives and instructor led training has ranked less and almost same as both of them are not relevant and significant in the current working conditions.

Training & development plan

Preparation of formal program –

Ad-hoc methods of training do not work much effectively on the employees. Thus, the organization should improve its talent management by preparing a formal plan of training and development which would provide an in depth training to every employee constantly and would not suggest short cut methods for the training purpose (Urbancová, 2021).

For preparation of a training plan, all these steps must be followed – setting up goals, setting up rewards for the employees who achieve the goals or learn efficiently, tools that would help in fulfilling the training, progress must be reviewed after assessing the results and goals must be adjusted accordingly. A comprehensive plan should be prepared that includes the following aspects.

	Training and development goal	Skills/competencies to acquire	Action steps	Resources required	timeframe	
					Start	complete
Short range (for less than 1 year)	To provide work related training.	Basic knowledge of everyday tasks	On the job development	Training manuals	1 st month	6 th month
Mid range (for 1 - 2 years)	To provide team building and team working skills	Communication and collaboration	Team projects and assessment of success of the projects	Manuals and visual representations	1 st year	2 nd year
Long range (for 2 - 5 years)	To provide managerial and decision making skills	Time management, leadership, problem solving and critical thinking	Support and mentoring from the executives	Management books and	3 rd year	5 th year

Communicating plan to stakeholders

The importance of training and development programs that should be communicated to the stakeholders. It's important that stakeholders are well informed about the training and development programs that should be improved regarding the all goals and changes in the original plan (Paposa, and Kumar, 2019).

While communicating plan to stakeholders that must need to identify stakeholders and plan communication. Email is common tool to communicate with shareholders that includes the importance of training and development programs in a business. It should need to focus on the difficulties facing by business by insufficient training and development of employees. Regular automated email updates the business can use to send out to each stakeholder can be effective.

The communicating plan to shareholders can in form of online or can physical form. The business uses the online platforms that can spread in large geographic areas quickly and effectively. While communicating plan about the importance of training and development programs for business success that mentioned in project summary report. The project summary reports provides with proper information that stakeholders can research and discover more useful information and take proper decisions relates to business success. Managers can schedule group meeting to provide summary of the project and this would help to identify obstacles that can addressed.

Review on training and development

The effective training and development schemes can be useful for business growth. Training is a learning experience which makes positive changes and help to reach at desired level. Training and development is a process of up skilling the employees and monitoring their performance constantly to help them develop overall personality.

The management team and human resource department takes a special training that supervisor can decide the time for implementation programs. Business can implement through orientation programs and fresher training programs after joining of an employee. In training programs the specific skills are developed on the basis of job position and free time span available to the employee (Kozhakhmet, et.al., 2022). The on the job training program can be conducted for employees. The managers should evaluate and constant monitoring on the training and development program. By monitoring by the managers it changes in performance and attitudes of the employees towards the job work.

By training and development programs for employees that increase the productivity and accuracy related to work. The constant monitoring the performance of employees that helps in improving work harmony and organizational citizenship behavior. The managers also evaluate the behavior of employees that they are goal oriented and participating in team members. The main objective of training and development programs to provide learning in order to improve the performance and the level of outcomes achieved.

CONCLUSION

The report examined the problems that the organization faced while providing training to the employees and its scope. How do it affects the overall efficiency and decision making process has also being discussed. Various solutions comprising the techniques for providing enhanced training to the workforce has been recommended by extensively evaluating the feasibility and applicability of each technique. An in depth plan has also been made indicating every steps required for providing training to the employees according to the goals identified on the basis of the time span and viability.

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Appendix

Slide deck of Power Point Presentation of Role Play