

Training and Development
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Module - 05
Lecture - 24
Basic Consideration for Programme Design

Welcome to lecture number 24, this is the 4th lecture in this module 5 wherein in this particular module we are talking about Programme Design. In previous module we talked about you know transfer of training, principles of transfer of training and this model we are primarily focusing on how do we design a training programme. We talked about you know pre training during the training programme, post training what an organization have to do, when you talking about you know designing processes or a training process.

In today's lecture we are going to talk about some of the basic consideration of a programme design which are very critical and essential for a successful training programme. Because organization spends lot of resources and also the same case where employees are also decided to attend the training programme, meaning that they are also ready to give their time from their regular time work hour and wanted to learn something or improve upon their skills or a knowledge which they do not require.

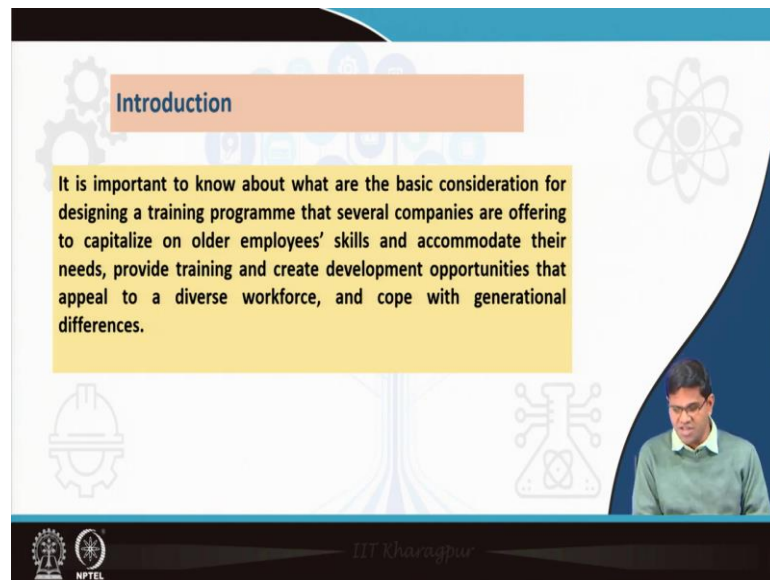
So, there are some considerations which an organization should consider. So, that their design is effective and it will result in a proper transfer of training to occur for employees whoever is participating in the training programme.

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So, today we will be discussing primarily on what are the consideration that one has to consider you know from an organizational perspective or somebody who is actively engaged in designing a training programme. So, we will see what are those special consideration that have to be considered when designing a training programme.

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Now, so why it is important? It is very important to know what are the basic consideration while you are designing a training programme. Because you know companies trying to capitalize the existing employee's skill level and accommodate their

needs. You know maybe they wanted to learn a new tool or probably they are having some difficulty with respect to specific skill set or handling a tool or handling a technology or probably they do not have adequate intra personal skill or interpersonal skills in dealing with situations.

So, organization are always trying to capitalize the existing human resources by way of tapping their resources skill set and also improve and meet their needs by providing training programmes.

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The slide is titled "Consideration in Designing a Programme". It lists six important considerations for designing a programme, each underlined. The second item, "Choosing trainers", has handwritten red notes: "Learner", "Learner's", "Learner's", and "Learner's". The sixth item, "Using knowledge management for learning and transfer of training", has a handwritten red note: "Learner's". The slide also features a small inset image of a man in a green shirt and glasses, and logos for IIT Kharagpur and NPTEL at the bottom.

Consideration in Designing a Programme

Some important consideration for designing a programme are_

1. Selecting and preparing a training site
2. Choosing trainers ← Learner, Learner's, Learner's, Learner's
3. Curriculum, course and lesson designing
4. Choosing a consultant for training services
5. Programme design implications for transfer of training
6. Using knowledge management for learning and transfer of training ← Learner's

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And it also you know gives opportunity for organization to come up with the more efficient and competitive workforces for their organization. So, that is why this basic consideration is very essential while you are designing a training programme. Now let us try to understand what are those important consideration should be there when you are designing a training programme.

First is selecting and design and preparing a training site. So, we are going to see in detail everything ok. So, first is about selecting and preparing a training site you might be thinking ok. What are we talking about? It's about you know infrastructure facilities; it's about you know where are we going to conduct the training programme. Are we going to conduct in a conference room or we are going to conduct in a small rooms or larger rooms or the site where the location is it going to be an inbound training.

Meaning that within the organizations or is it outbound training where you are going to conduct the training programme outside. In case if you decide to go for an outbound or probably you want to choose an agency or a consultancy or a different organization who can offer training and you should choose ok. What is the site and location whether all my employees will be able to access the resources and the facilities what you are talking about.

And next is very important is about choosing a trainer it's very important who is going to train the employees. These are there are different consideration when you are talking about choosing a trainer, we will be talking about whether internal, internal versus external. Are we going to use experts who are part of the organization or are we looking at trainers who come from different organizations or maybe a specific training agency who has the competency and skills set to train my employees.

Then we have to talk about the curriculum course and lesson design. Because when you are designing a particular training programme it is a kind of a course content, you are designing a particular training programme with the content to deliver to be offered to the employees.

So, you need to design what type of a curriculum we do. For example, now you look at you know larger organization or even a smaller organization also coming up with you know training programmes which are long term training programmes or at least you know look at you know 3 months training programmes or over a weekend training programmes.

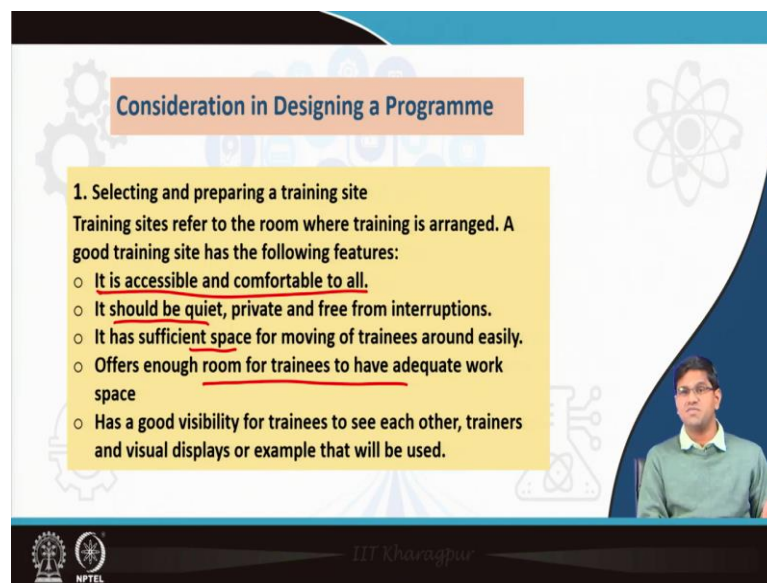
So, they come up with a course curriculum. What is the content of a particular training programme? What are we going to teach during the training programmes on day one what should be the lesson you are going to cover and also choosing a consultant for a training service. How are we going to choose in case an organization wants to choose a consultant to provide a training service.

Then how do we choose it? What are the important aspects we should look into it when we wanted to 0 in on somebody who is going to offer a training service. And again, we will have to talk consider programme design implications for transfer of training how a programme design is designed such a way that it actually facilitates better transfer of training or we are generally concerned about transfer of training to occur.

We meaning that we want my employees to learn and they come back and use it in their workplaces. So, we have to see whether the programme design is considering that aspects of transfer of training. Then using knowledge management for learning and transfer of training. So, the knowledge management system in organizations in terms of resource storage or resource handling, passing on the training materials, storing the resource information, sharing the inputs to the employees.

How the knowledge management system? Whether my organization creates a tool or they have a system which are software system which will take care of the materials knowledge management perspective, the learning content, sharing the material to resource materials as and when they may learn as required. So, these are all the very important things that has to be considered while designing a training programme. We are going to see in detail each of this ok.

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Consideration in Designing a Programme

1. Selecting and preparing a training site
Training sites refer to the room where training is arranged. A good training site has the following features:

- It is accessible and comfortable to all.
- It should be quiet, private and free from interruptions.
- It has sufficient space for moving of trainees around easily.
- Offers enough room for trainees to have adequate work space
- Has a good visibility for trainees to see each other, trainers and visual displays or example that will be used.

The slide features a blue and white background with a gear icon on the left and a stylized atom icon on the right. A small inset video shows a man in a green shirt speaking. At the bottom, there are logos for IIT Kharagpur and NPTEL.

Now first start with selecting and preparing a training site. See the training site what are we referring to is actually the where the training actually takes place, whether it is a room or maybe a conference hall whatever can be. So, we need to look at how the training site looks like. Is it accessible and comfortable for all participants. So, as an organization you have to see choose a site which are accessible as I was saying earlier in case if you are decided to offer training programme not from your regular workplaces,

probably in a different maybe you know training center or probably in a hotel or probably in a different outbound training.

So, wherein you need to find out whether it is accessible and within the locations this rooms where the training is going to be conducted will it be comfortable for my employees or a trainee to go through. Then it should be quite private and it should be free from interruptions. We seen many instances where organization used to give training programmes just within the work sites, where we there are a lot of interruptions are possible, some employees will be participating during a training programme.

And other things will parallelly happen somebody even you know a peep in and then ask somebody support during their office hours [FL]. This kind of an interruptions will not able to make an employee, or a learner to you know have an observation or spending a quality time on learning during the training programme.

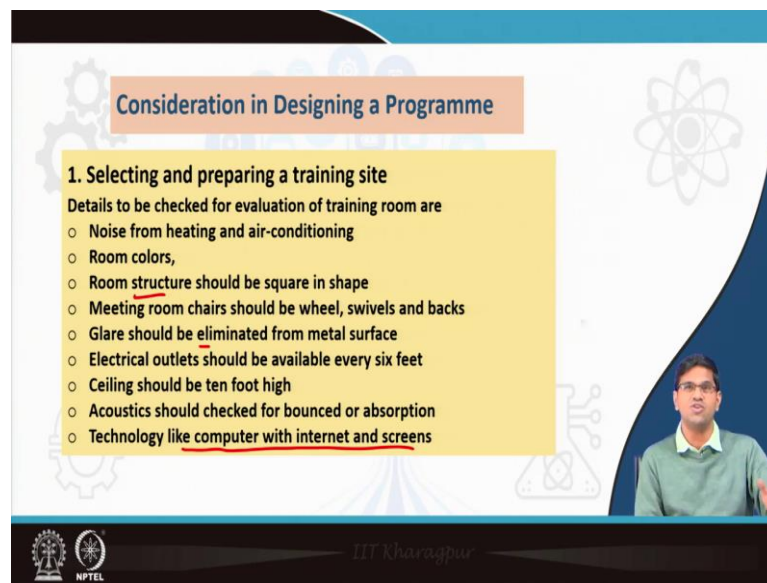
And whether you also see whether a sufficient space for the trainees to move around easily see that the way ergonomically we are talking about ok. How well the training room is arranged in a way such that ok. Let us say I am going to have a training programme 30 people. Does the rooms are adequate enough to accommodate these 30 people even if it is accommodating. Is it having a space for the people to walk around?

Because sometimes the trainer wants to go through talk and then may give an activity for a trainees or employees to learn during the time. Does it have an adequate space that can actually take care of those activities to takes place. And you know it also have to provide adequate workspace as I was saying. Yes, some demonstration can happen, some simulation exercises can happen they may do a group work, discussions can happen it should have a proper workspace for the employees to when they attend a training programme.

So, there should be good visibility for a trainee to see each other and trainers visual display it is very important ok. Whether there is an adequate lighting provided, the audio visual aids are adequate sufficient enough, does not interrupt. We have seen several instances where everything is set up. Then audio visual devices are malfunctioned or not proper people cannot hear properly where somebody who sits in the other corner cannot see what the trainer is discussing about.

So, this is very important when you look at the training site also because the environment physical environment also adds to the learning process and that is what we are talking about ok. Why it is important? Physical environment is also critical in the process of training.

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The slide is titled "Consideration in Designing a Programme" and is presented by a male presenter in a green shirt. The slide content is as follows:

1. Selecting and preparing a training site

Details to be checked for evaluation of training room are

- Noise from heating and air-conditioning
- Room colors,
- Room structure should be square in shape
- Meeting room chairs should be wheel, swivels and backs
- Glare should be eliminated from metal surface
- Electrical outlets should be available every six feet
- Ceiling should be ten foot high
- Acoustics should checked for bounced or absorption
- Technology like computer with internet and screens

The slide also features logos for IIT Kharagpur and NPTEL at the bottom.

So, what are the other things you have to do when in case if you wanted to you know conduct a training programme choosing a training room? You should see you know whether you know any noise comes from you know air conditioners or any other things may be probably sometime training rooms are there just next to the production process where there is a very noisy process happen and it interrupts it disrupts where trainer has to be so, loud enough to say pass on information or probably the participants can also get distracted.

So, we have to see whether the rooms are free from the noises and how does the room color look. So, it should be you know. So, pleasant in terms of you know so, that the training room where when their employees participate in a training programme it just looks you know pleasant for trainees to conduct the training programme. And you know we should also see the room structure some most preferred they say room structure can be square.

But again, you know now with lot of changes happening exercises, group design, group works and group processes all that now you know it is not only square. People looking

for a different shape of rooms that is also very you know based on the kind of a training programme they look at it.

And you know then they also see that no yes, the rooms do have other electrical outlets which are available every 6 feet in case if somebody wanted to use the laptop or other devices during the training programmes that all participants have adequate number or adequate you know access to these electrical points that is what we are referring to. And also see that you know ceilings are far high when in the training room because you cannot you know conduct a training programme when a ceiling is not so high sometimes with the crowd and with the noise the acoustics also to be considered ok.

So, and also see whether computer and other internet and screens are properly set in case some place the training programmes require hands on practices you should ensure that yes, the proper software been installed the computer who is going to support whatever they are going to learn today we have observed in several instances once they start the training programme some trainees started to face some you know technical difficulties.

Then over a time you also see many other trainees also face a similar situation most of the time being spent on those that is why it is important that has to be considered. Even before you start a training programme you ensure that yes after proper software is installed computers are working internet is connected.

In case if the training requires the support if not always mandate that every training room requires all this. It depends on type of a training is going to be offered based on that you need to ensure that these are in place ok.

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Consideration in Designing a Programme

1. Selecting and preparing a training site

- Seating arrangements at the training site should be based on the understanding between trainees and trainers for their better interaction

The slide includes several diagrams illustrating seating arrangements: a circular arrangement with a trainer at the center, a rectangular classroom layout, and a U-shaped arrangement with a red 'X' over it. Logos for IIT Kharagpur and NPTEL are visible at the bottom.

Now, comes when you are talking about you know selecting and training site, we are also talking about seating arrangements. So, how a seating arrangement should be done it should be based on the understanding between a trainees and trainer for a better interaction. See yeah, we have given some sample of this you know you would have observed maybe some of you would have participated in training programmes.

You know some training programmes are different you look at you know round tables where interpersonal skills or you know group works or learning how to work in a group or a team where they used to have a lot of these you know conferences where you have to discuss work in a team. So, based on the kind of a training and also the requirement of the trainer.

Because trainer will have visualized how he or she is going to deliver. How what are the contents what are the method that trainer is going to use to deliver the particular content based on that such a way the you know training rooms have to be seating arrangements have to be made, sometime it is like this ok.

He wants to see everybody when they are training an employee. So, again depends you know sometimes it's also circular where the trainer stays at the center, it again depends on the trainer and understand how the things can be placed. So, seating arrangement is also important. So, that everybody gets an equal attention everybody every participant has adequate access to the trainer and you know interactions as well ok.

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The slide features a title 'Consideration in Designing a Programme' in an orange box. Below it, a yellow box contains the section '2. Choosing Trainers' and two paragraphs of text. To the right of the yellow box, the words 'Internal' and 'External' are written in red, separated by 'vs'. The bottom right corner shows a presenter in a green sweater. The slide footer includes the IIT Kharagpur and NPTEL logos.

Consideration in Designing a Programme

2. Choosing Trainers

Professional trainers' selection is very important to keep in mind whether it is from inside of the company or from the outside. The professional should have expertise in the topic and experience in the training.

Trainers' training, in this regard, is very important for the managers, employees and expertise who may have content knowledge but need to improve presentation and communication skills or learn to develop lesson plans.

Internal vs External

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A choosing a trainer now comes the second part which is very important choosing a trainer. So, professional trainer selection is very important whether it is from inside a company or an outside a company.

As I was saying yes, it is between internal versus external. How are we going to do? Whom we are going to choose for an organization to offer a training programme. The professional should have expertise in the topic and experience in training that is very basic condition to decide who is going to offer whether internally or externally it depends on the expertise of a particular trainer.

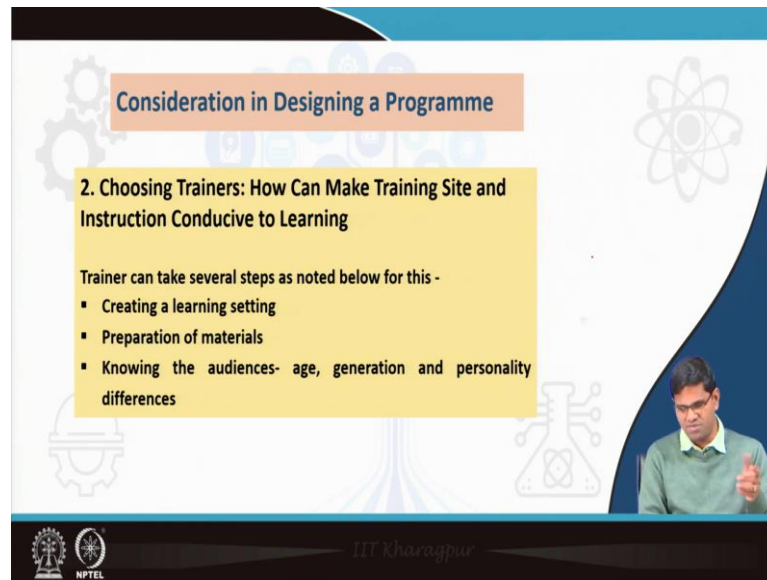
Whether the trainer have adequate experience specifically on a topic or specifically on whatever we are going to offer through a training content. And next is about does the person have an experience of conducting a training.

It is not that you know everybody who is an expert can actually handle a training programme who can actually offer a training programme it is not always true. Because somebody who is really contented with a knowledge, but may be not good at you know imparting the knowledge to others.

So, you have to understand whether the person have adequate knowledge at the same time the person can conduct or a deliver a training programme. So, it is very important for a managers and employees and expertise to have a content knowledge, but need to

improve on presentation, communication skill and learn to develop lesson plans. So, that is why it is very important it is both you know one should be an expert as well as ability to conduct a training programme as well.

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The slide features a blue and white background with technical icons like gears and a molecular structure. A yellow box contains the following text:

Consideration in Designing a Programme

2. Choosing Trainers: How Can Make Training Site and Instruction Conducive to Learning

Trainer can take several steps as noted below for this -

- Creating a learning setting
- Preparation of materials
- Knowing the audiences- age, generation and personality differences

In the bottom right corner, there is a small video inset showing a man in a green sweater speaking. The bottom of the slide has logos for IIT Kharagpur and NPTEL.

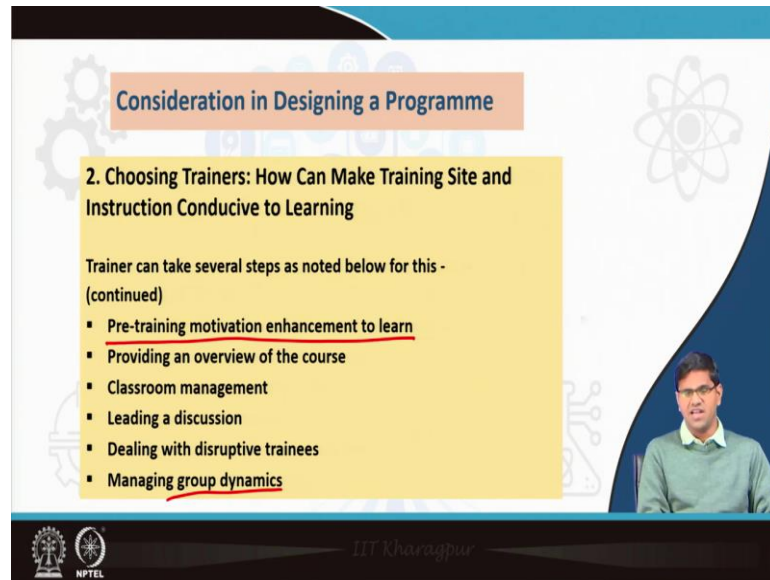
So, when we are again talking about you know training choosing a trainer. So, where we have to see trainer can take several steps for this you know creating a learning setting, preparation of the materials, knowing the audiences, knowing the audiences is very important in terms of age in terms of their generation or a personality difference. In case if it is possible why it is important the trainer will get more information about what is the distribution of my participant.

You know some of us would have even experienced where we also seen you know different several training programmes. When we offer, we see that you know when there is a distributed participant let us say you see millennials and also you know generation y and z. Look at the difference in their perspective how do they participate how are you going to manage and also look at the gender differences in the participants.

And also see you know what are their departments for example, some training programmes may be offered from people from different departments or a division or a particular domain. So, that is very important that you appreciate and understand know that you will be able to connect with the audiences and say ok. You customize the

examples or customize the training programme so as to meet all the different types of distributed audiences have during the training programme ok.

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Consideration in Designing a Programme

2. Choosing Trainers: How Can Make Training Site and Instruction Conducive to Learning

Trainer can take several steps as noted below for this -
(continued)

- Pre-training motivation enhancement to learn
- Providing an overview of the course
- Classroom management
- Leading a discussion
- Dealing with disruptive trainees
- Managing group dynamics

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So, and again you know what are the other things you know trainer can also do pre training motivation to enhance learn as a if you remember we were also talking about transfer of training to occur. How do you know motivate employees to participate in training programme giving a you know brief about the training what this training is going to about you know.

And also, you know a classroom management how classroom management can happen how the interactions can be moderated. How do you facilitate a training programme sometimes you see a few people used to dominate during the discussion part? How do you manage it? How do you dealing whether it is in the discussions dealing with a disruptive trainee. So, somebody who is always disturbs you do not let you to move forward or else he or she will not let others to ask questions. So, how you have to handle those situations? How do you give opportunity for everybody in a training programme to do?

And also, I understanding how do you manage the group dynamics when you are conducting a training programme. So, these are all some of the you know steps that you know trainer has to take. So, that he or she becomes so effective while delivering a training programme.

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Consideration in Designing a Programme

3. Curriculum, Course and Lesson Design

A curriculum refers to an organized program of study designed to meet complex learning objective. A curricula usually includes several courses and it focuses on developing a set competencies needed to perform a job.

A course, on the other hand, usually covers more specific learning objective and addresses a more limited number of competencies or skills.

Also, a lesson design is more detailed than the designing document.

The diagram shows a flow from 'TNA' (Training Need Assessment) to 'Curriculum' and 'Course'. Below this, a box labeled 'L.O' (Learning Objective) contains a list: 1, 2, 3. An arrow points from this box to 'MBA Curriculum', which then points to 'MBA Course'.

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Now comes to the third important component which is about curriculum course and lesson design when you are talking about a curriculum. What are we talking about as a curriculum? So, curriculum is referred to an organized programme of study designed to meet a learning objective. So, every training programme has a learning objective. So, now, to meet the learning objective we always have this L o L o can be 1, 2, 3.

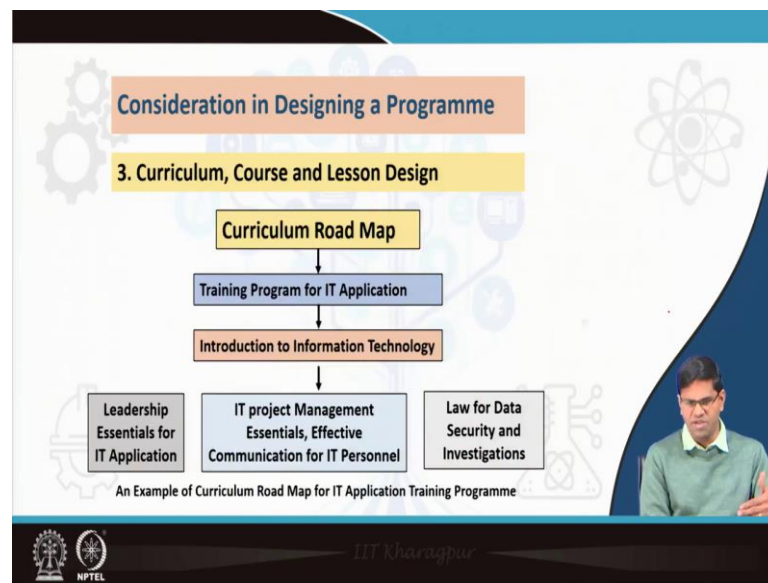
So, this learning objective comes from training need assessment if you recollect in the previous modules. Yes, now I have the learning objective now I need to come up with the curriculum which is designed to meet these learning objectives through this. So, curriculum usually includes several courses it focuses on developing a set of competencies needed to perform a particular job.

So, because that is how you know we are formulated a learning objective. So, then now comes the curriculum we have discussed now we discovered the course what is the course. So, the usually it covers more specific learning objectives and addresses more limited number of competencies or skills see the course is a larger one. So, the curriculum is a larger one and from curriculum it goes to a course.

For example, instance let me say MBA as a you know MBA curriculum let us talk about MBA curriculum. So, there will you will have lot of courses to be offered. So, each will have multiple number of courses and each course is specifically targeting a particular subject that is what the course comes in.

And then lesson design is more detailed which for example, within the course you will have a specific chapter to offer, specific lessons to offer. Then how do you offer the training? What is the content of the particular chapter? How will you deliver? So, that is how the three levels of curriculum course and the lesson comes into picture ok.

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So, now, you know just an you know example of this is a curriculum roadmap for an IT application training programme. So, now, look at you know how this the roadmap of being equivalent. So, now, let us talk about the curriculum roadmap you have to have a larger curriculum of you know set of programmes that has to be offered part of this training programme.

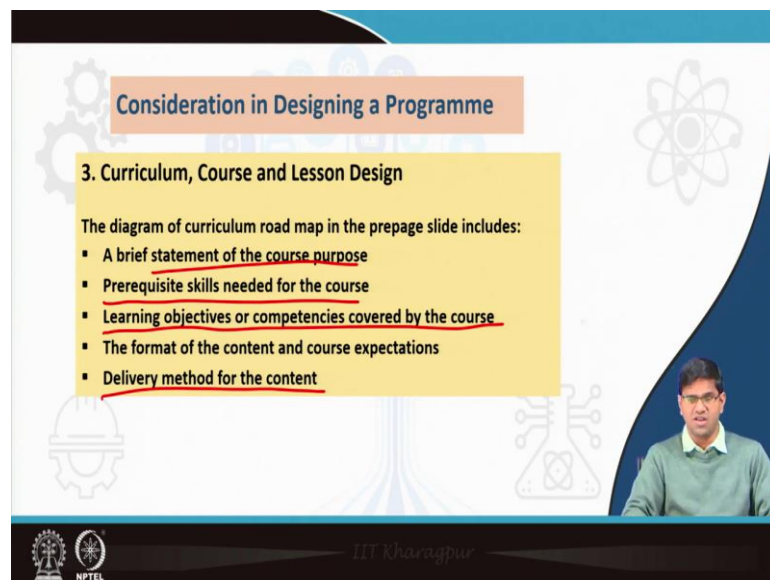
Then you have to come for a training programme for IT applications. Because as we said yes, we are specifically talking about an IT application training programme. Now see what do you do have? You have to talk about introduction to IT then you will have other components which are ok. So, one is about IT project management these are all very important essential and effective communication for IT personnel.

Then you may have content related to leadership essential for IT applications and also talking about you know data security and other related legislative perspective. When you talk about cyber security what else is available. So, this is how you know you it is kind of a sample.

So, how do you come up with the you know course and curriculum content for offering a training programme which is one just an example it can you will be able to you know see other examples of you know conducting a training programme specifically for a tool or probably soft skill development, leadership development. Then you will have a larger objective of how do you develop a leadership.

What are the content you are going to focus on? You are you going to focus on building competencies, leadership competencies are you going to talk about a specific skill of a leader. How leaders should look like how a leader should manage the followers this is how you know you will have to model or develop your curriculum.

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The slide is titled "Consideration in Designing a Programme" and is part of a presentation from IIT Kharagpur. It features a yellow box with the following text:

3. Curriculum, Course and Lesson Design

The diagram of curriculum road map in the prepage slide includes:

- A brief statement of the course purpose
- Prerequisite skills needed for the course
- Learning objectives or competencies covered by the course
- The format of the content and course expectations
- Delivery method for the content

The slide also includes the IIT Kharagpur logo and the NPTEL logo in the bottom left corner, and a small video inset of a man in a green sweater in the bottom right corner.

So, when you look at you know the curriculum map. So, what does it actually should include? So, the curriculum should include a brief statement of the course purpose what is the you know course purpose of the course what is the objective of the course? Why this course is going to be offered? And then it will also talk about any prerequisite skill needed for the course. If you see people who are enrolling this particular course also, they would have seen ok.

So, what is the purpose of this course? What this course is going to offer and also it will say any prerequisite. For example, let us say there is a training programme, there is a course which says people who have basic knowledge on coding or people who have

basic knowledge on mathematics, people who have a basic knowledge on statistics there can be a prerequisite.

Or at least somebody who is want to go for an advanced analytics programme. Then they may be asking the prerequisites you know have some gone through some basic analytics programme or a course already having some knowledge about it that is kind of a prerequisite to attend a training specific training programmes or any specific skills are required. Then talking about you know learning objective competencies covered by the course ok. What are the learning objectives will be covered by the course?

And you know format of the content and course expectations what is the course expectations I means course outcome out of this you know when you complete this training programme what you will learn and also talk about the delivery method pedagogy. So, it's about what type of a pedagogy they are going to use or they are going to talk about a case study method or they are going to talk about a lecture or are they going to offer any hands on trainings or simulations or activity based. So, that has to be discussed on that is how the course curriculum should contain the information.

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Consideration in Designing a Programme

3. Curriculum, Course and Lesson Design

Course or Lesson Design

Lesson design includes the specific steps involved in the lesson, instructor and trainee activities, time allocated to each topic in the lesson to ensure that these are consistent regardless of the trainer.

It also helps to ensure that both the trainee and the trainer are aware of the course and program objectives.

1 - 45 mins
2 - 90 mins
3 - 90 mins
4 - 180 mins

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Then comes about you know course or a lesson design lesson design includes specific steps involved in lesson. So, instructor and trainee activities, time allocated to each topic ok. Let us say I have multiple topics 1, 2, 3, 4 topics I will have to say ok. This is 45 minutes for this particular topic, then I will say 90 minutes for the next topic. I might

look at this 90 minute is for this topic probably one I could see the larger topic. I need you know 180 minutes for this particular topic.

How I am going to spread. So, how you have to offer the you know particular training the lessons the specific information has to be there in a lesson designing. And the granular level of you know sub topics to be covered on the particular lesson that also to be discussed.

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Consideration in Designing a Programme

3. Curriculum, Course and Lesson Design

Sample Lesson Plan/Design

Course title: Conducting an On-job Training on IT Session

Lesson title : Application of IT skills in Job Performance / Cyber Security

Lesson length: Full day / 2 Hours / 3 Hours

Learning objectives: Explaining the purpose of session ✓
Identifying benchmark skills ✓
Description of IT skills to be imparted ✓

Target audience: Managers ✓

Instructor: Familiar with IT Application and on-job training

Room arrangement: Fan type

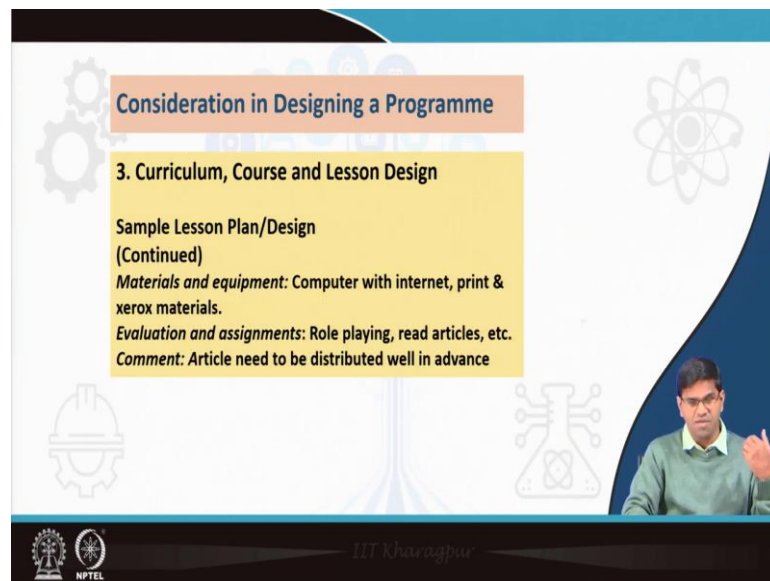
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Some sample lesson plan or a design which I can show let us say course title. Let us say this is on a conducting on the job training on IT sessions. So, lesson title which is about application of IT skills and job performance. So, what is the length of the lesson? Or this can be a full day maybe probably you can say 2 hours, you might see 3 hours training programme, may be probably on you know cyber security. Just imagine in this place of this topic you talk about next topic, cyber security this lesson length will be 3 hours learning objectives.

So, you have to identify what is your learning objective for the particular lesson or a course you are going to offer. Who are the audiences? I am talking about manager probably you say people who are at this level, who are handling these projects can become our target audience. Sometimes it is an open programme everybody is interested on the topic and become a participant.

So, then instructor. So, who is an instructor? Instructor about you know who is an instructor who is going to offer the training programme. You talk about the person and his competency. So, that they know who is going to deliver the training programme and for that they will have a lot of developed lot of interest to participate in the training programme.

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Consideration in Designing a Programme

3. Curriculum, Course and Lesson Design

**Sample Lesson Plan/Design
(Continued)**

Materials and equipment: Computer with internet, print & xerox materials.

Evaluation and assignments: Role playing, read articles, etc.

Comment: Article need to be distributed well in advance

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Then you know you have to see what are the materials and equipments required that has to be clearly indicated. So, that you know the organization provides this adequate info materials required. An evaluation assignment method you will have to also inform if somebody participating in a training programme. How he or she will be evaluated when they participate in a training programme?

Are you going to conduct any quizzes? Are you going to have any exams? Or are you going to give any short projects? Are you going to have any role plays or case activities or presentations during the training programmes that are through which you are going to evaluate their ability to learn the concept or the techniques or tools being taught during the training programme.

And then also materials to be distributed if you wanted to have a training programme. You should distribute the materials on all you know subject or a content in case if there are reading materials to be provided. So, that the participants can learn and come ok.

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Consideration in Designing a Programme

4. Choosing a Vendor or Consultant for Training Services
The most important quality for consultant or vendors includes providing a high quality product with positive results, providing good value for the cost and easy to work with.

Many companies identify consultant/vendors who can provide training services by using request for proposals (RFP) which is nothing but a document with outline the type of services companies are seeking, type and number of references needed, the number of employees to be trained, funding pattern, and the dateline.

Handwritten notes in red ink:
Content
Reference → Training
Schedule
Proposal

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So, then comes the last important point about you know choosing a vendor or a consultant for a training service. So, in case you know if you wanted to go for a vendor or identifying a consultant to do a training programme. You find that yes as an organization you feel that you know you lack the particular competency.

Probably you do not have a people who are trained on this particular aspect to deliver training programme. And you know you will have to go for a vendor or a consultant you need to identify you know quality vendor who have adequate capacity and knowledge and expertise to provide these particular services to you. And you should ensure that yes, they are making a good value for a cost we are going to invest.

Because you as an organization you are going to pay money and also you are employees going to give their time on the training programmes. So, you need to see that whether it's you know they will be a right resource to choose or whether that particular agency can offer the particular training programme. So, many companies identify and you know organizations through RFP which is request for proposals they will send ok. This is the topic which we require can you prepare an RFP.

And show your interest how much what is the course content, give us the course content material how you are going to deliver the programme and also come up with the budget how much the it will cost and everything they will give and then also they will give a

schedule of training programme. With that you know an organization will evaluate with the multiple RFPs which are coming from different vendors or a service provider.

Then they will evaluate based on the one is about content, resources the resources. I mean we are talking about a trainer how good the trainers they are listed down will they be able to deliver and the schedule they give how effective and the methodology method of teaching all that. Then of course, the financial part will also matter a lot. So, based on all this you know you will have to choose your vendor or a service provider in case if you are letting it out for a different vendor to conduct a training programme.

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Consideration in Designing a Programme

5. Programme design implication for transfer of Training

This is important consideration as the trainers have to make important decisions to determine whether the learning environment and learning conditions should perfectly match the job environment or whether it should emphasize general principles that can be applied to many different work situations.

The degree of flexibility and variability of skills and knowledge that learner needs for successful performance is important to consider in determining the extent to which the learning environment and learning conditions should match the job and working conditions.

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So, then comes the programme design for an implication for a transfer of training. As we said yes, every organization is interested in ensuring that their transfer of training occurs when my employees participate, they go back and use at the workplace. So, it is very important that you know yes that training design which provides lot of flexibility and variability for skill and knowledge that.

So, that learners can learn new skills and it is they go back and use those learn skills that will help them in improved performances. For example, when you design how for example, if you remember are you going to replicate identical to the work environment or it is going to be generic what type of a transfer of training you are looking at is it a near for transfer of training or a far transfer of training.

So, based on that the programme design to come into a picture. So, that you know learners will learn and then able to replicate in their workplaces. So, essentially the transfer of training occurs, it is kind of a generalization or probably when you are talking about over a period of time. They are able to remember that training programmes content and materials and then they will able to use it effectively in their workplaces ok.

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Consideration in Designing a Programme

6. Using Knowledge Management for Learning and Transfer of Training

Knowledge management refers to the process of enhancing company performance by designing and implementing tools, processes, systems, structures and cultures to create, capture, share and use knowledge.

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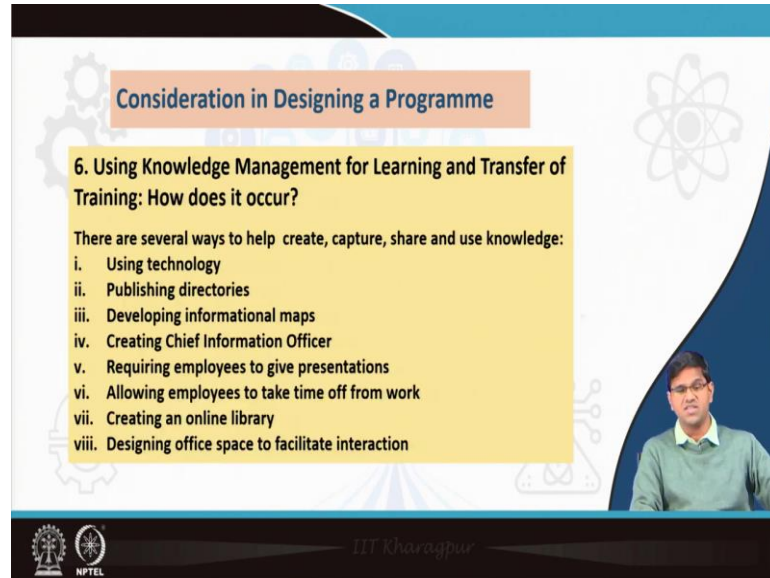
And last one is about you know using knowledge management for learning and transfer. Knowledge management what are we talking about knowledge management refers to the process of enhancing organizational performance by designing and implementing a tool probably a software or a tool or a system structure that create and capture and share use of knowledge. See a knowledge management is very important.

Because the knowledge the employee carries are through a training programme it is very critical and important. And you know when this knowledge is not managed properly or not transferred to the next you know other employees or the knowledge which are available to the access then they will lose a larger part of a competitive advantage.

So, the knowledge management system is very important. How the resources are available how they have an access to the information through the training programme. All the materials being stored you know that access is available to all the participants to go and access through the repository that yes these are the training content which are

available if as and when post your training programme you wanted to see go visit and see.

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Consideration in Designing a Programme

6. Using Knowledge Management for Learning and Transfer of Training: How does it occur?

There are several ways to help create, capture, share and use knowledge:

- i. Using technology
- ii. Publishing directories
- iii. Developing informational maps
- iv. Creating Chief Information Officer
- v. Requiring employees to give presentations
- vi. Allowing employees to take time off from work
- vii. Creating an online library
- viii. Designing office space to facilitate interaction

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So, for example, how do you do it? You know using a technology publishing directory you know and then developing informational maps, creating chief information officer, requiring employees to give presentations, I mean sharing the information sharing the knowledge what they learned and allowing employees to take time off from work and then focus on sharing and creating an online library where the information's are stored and repository is available.

And so, and also facilitate you know better interactions between the employees. So, that the knowledge being shared which is very important. Because the knowledge you come through an experience and participating in training programme that has to be shared through a knowledge management process that is also one of the ways in which you will facilitate a better knowledge management process.

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Consideration in Designing a Programme

6. Using Knowledge Management for Learning and Transfer of Training: How does it occur?

- ix. Creating communities of practice using face-to-face meeting.
- x. Using after-action review at the end of each project
- xi. Story telling to pass on knowledge
- xii. Discussing and recording to performer's passion for the job.

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And creating communities of practice where you it is kind of a quality circles. You create in an organization where to facilitate face to face meetings. They discuss storytelling to pass on a knowledge and discussing and recording a performers passion for the job that will be providing lot of insight and then that act as a knowledge management within the organization ok.

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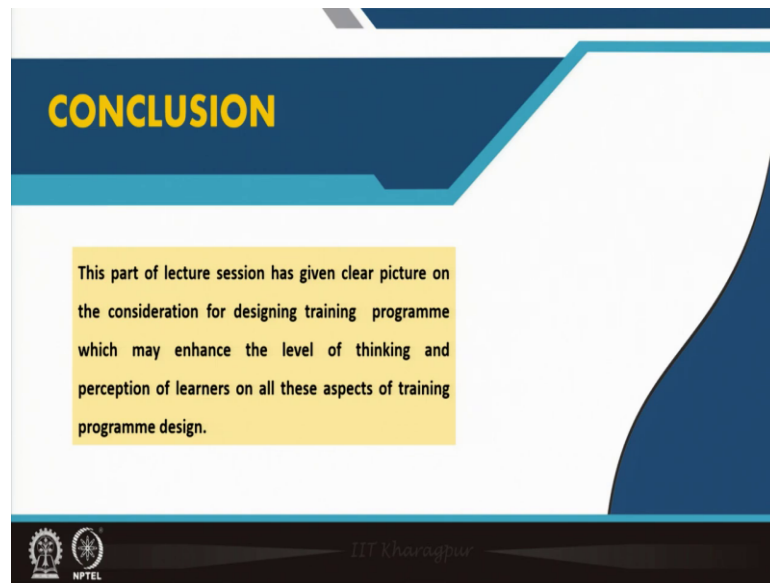
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So, these are the references.

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And today we learnt about some of the basic considerations while you design a training programme. As we talked about yes, a training site, then talking about trainer, how do you choose a trainer, then we talked about a curriculum course lesson design.

We also talked about you know whether are we going to use a consultant or a service provider and of course, what is the knowledge management system you will use. So, that your training programmes is effective ok. So, we will look at the last lecture in this particular module in the subsequent lecture.

Thank you.