

WORKPLACE  
TRAINING &  
LEARNING

Cases from Cross-  
Cultural Perspectives

Edited by  
Ronald L. Jacobs  
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**Workplace Training & Learning:  
Cases from Cross-Cultural  
Perspectives**

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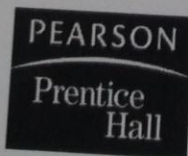
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Performance Development of employees through effective learning, training & development programs is an important issue for all managers in helping to improve individual and organisational performance for sustaining competitive advantage in today's dynamic global business environment. Moreover, in a changing environment of knowledge-based economy, continuous performance improvement through lifelong learning has been identified as the key for success and growth of all members of organisations.

Where the training and learning occur is of significant importance to the human resource professionals and global managers, since location has much to do with training effectiveness and, by extension, the organisational performance. Employees learn more effectively in the workplace since the training events of presenting the information allow trainees to practice the information, and the provision of feedback about the adequacy of the trainees' performance can be done in closer proximity to each other. The closer the learning setting matches the work setting, the greater the transfer of training is likely to occur. When individuals recognise the relevance of the learning – such as learning that is critical for job performance – they have greater interest and motivation to learn. These issues demand that global managers pay close attention to where their training and learning programs occur.

This case book on workplace training & learning presents 18 case studies representing a variety of situations and approaches to training and learning in different work settings. The cases present companies operating in the following seven countries across Asia, Europe and America: USA, UK, Netherlands, India, Taiwan, and Singapore. Each case follows a similar format of presentation: organisational setting, business problem, training and development process, description of the training, results of the training, lessons learned, and questions for further study.

The case studies can be used flexibly to meet a range of instructional objectives. The cases can be studied as entities in themselves as a means to engage in critical analysis. That is, one might analyse the effectiveness of the actions presented in the cases, all the while keeping in mind the difficulty of making changes in organisations. Alternatively, the cases can be used simply as springboards for future learning. That is, the cases might provide a stimulus for readers to predict what they would have done in the same situation. Regardless of how the cases are used, these case studies document a growing sense among global managers and human resource professionals that employee training and learning programs are key investments for organisational success. Thus, how to ensure the effectiveness of these programs has become an on-going concern among all organisations competing in the global economy.

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