



**CERTIFICATE COURSE ON
TRAINING AND
DEVELOPMENT**

培訓及發展證書課程

12 October - 14 December 2011



**“Benchmarking
the Award
for Excellence
in Training and
Development”**



香港管理研究院
HONG KONG
INSTITUTE OF MANAGEMENT

CERTIFICATE COURSE ON TRAINING AND DEVELOPMENT

- In Achieving HRD Excellence in a Competitive Business Environment



DESIGNED FOR

All middle level managers with the responsibility for enhancing the effectiveness of their staff through training and development.

INTRODUCTION

Many companies in Hong Kong are currently facing rapid changes in the business environment, especially in ensuring staff members have the competent skills and appropriate attitude to cope with the changing business environment. Training and human resources development are proven to have a substantial impact on improving the overall performance. Successful companies as measured by growth in profit, growth in market share, return on investment, labour turnover, etc. are frequently found to be those with sound investment in people. The programme is designed to meet the above mentioned needs to ensure that participants will acquire the practical and "how-to" skills to design and conduct tailor-made training and development programmes for staff of their own organizations. The programme also provides participants with an open forum to share the ways of developing different training and development strategies including customer service development, business process re-engineering and the latest training trend in corporations. The course leader will benchmark the best practices from some of the reputable organizations in developing the strategies and whole system approach in training and development.

這培訓證書課程適合從事培訓與發展職能有關的人力資源管理行政人員參加。

修畢此證書課程的學員將可為機構員工設計及主持特訂的培訓課程和項目。本課程將研討最新管理策略 - 包括顧客服務發展與業務流程重整策略對培訓與發展的影響。講師並與學員考評多間傑出公司的培訓策略。

OBJECTIVES

Upon completion of the programme, participants will be able to:-

- adopt different approaches in identifying the training and development needs of staff
- learn the ways of designing an effective training and development programme
- apply the professional presentation and facilitation skills to conduct a training programme
- evaluate the effectiveness of training programme systematically
- identify the latest trend of training and development
- benchmark the excellent companies in organizing different training and development programmes/strategies

AWARD OF CERTIFICATE

A participant who has

1. maintained a minimum of 70% attendance of total lecture hours;
2. passed the mid-term exercise; and
3. passed the final project

will be awarded a "Certificate in Training and Development".

LANGUAGE MEDIUM

Cantonese (supplemented with English Terminology)
Course manuals will be in English

DATES AND TIME

Wednesday
12, 19, 26 October; 2, 9, 16, 23, 30 November;
7, 14 December 2011
7:00 pm - 10:00 pm

FEE

HK\$1,525 x 2 instalments = HK\$3,050
Participants are required to settle the payment of the first instalment 5 days before the commencement of the programme (i.e. 7 October) and the second instalment on or before 9 November. Participants who submit the bank receipt are requested to write their name, mobile phone number and course enrolled on the back of the original copy of the receipt.

VENUE

CYMA Charity Fund Management Development Centre
The Hong Kong Management Association
2-4/F Pico Tower
66 Gloucester Road
Wanchai
HONG KONG

REIMBURSABLE BY CONTINUING EDUCATION FUND (CEF)

Institution Code: 300 CEF Course Code: 21C04673-6

This programme is included to be reimbursable under the Continuing Education Fund (CEF). Upon successful completion of this programme, eligible participants will be reimbursed 80% of the course fee or \$10,000, whichever is lower.

Interested applicants must be Hong Kong residents aged 18 to 65, and must submit the completed and certified application form, together with a photocopy of the HKID card directly to the CEF Office before the commencement date of the course. For details, please visit the website: www.sfaa.gov.hk/cef/ or call the enquiry hotline: 3142 2277.

ARTICULATION TO PROFESSIONAL DIPLOMA PROGRAMMES

Upon completion of this programme, participants will be exempted from the module - "Human Resources Development" of the Professional Diploma in Human Resources Management. For enquiries, please call 2774-8501 (Customer Service Department).

CONTENT 課程內容

A. IDENTIFICATION OF TRAINING AND DEVELOPMENT NEEDS IN CORPORATION (確認企業的培訓及發展)

1. Survey Approaches
 - Customer Feedback Survey
 - Training & Development Needs Analysis Survey
 - Staff Attitude Survey
 - Problem Centre Approach
 - Organizational Alignment Survey
2. Organizational Functional Audit and Review
3. Individual Needs Determination:
 - Staff Interview
 - Conference and Workshop
 - Competencies Survey
 - Performance Appraisal

B. WRITING TRAINING & LEARNING OBJECTIVES (撰寫培訓課程的目的及綱要)

1. Reasons and Classification of Objectives
2. Guiding Principles of Writing Training Objectives
3. Essential Techniques of Writing Training Objectives

C. DESIGNING AND TAILORING AN EFFECTIVE TRAINING AND DEVELOPMENT PROGRAMMES (設計有效的培訓及發展課程)

1. Writing Training Objectives
2. Conceptual Model for Designing a Training & Development Programme
3. Classical Learning Theories and Adult Learning Principles
4. Application of Programmed Learning and Experiential Learning Approach in Course Design
5. Using Various Training Methods
6. Writing Course Proposal
7. Writing Trainer's Guide and Lesson Plan
 - Key Training Points
 - Session Plan
 - Methodologies
 - Participant Manual
 - Visual Aids
 - Handouts
 - Writing Case and Role Play Scenarios
8. Demonstration and Case Study of Effective Training Design

D. APPLICATION OF EXPERIENTIAL LEARNING IN DESIGNING EFFECTIVE TRAINING PROGRAMMES (經驗學習在設計有效益的培訓)

1. Experimental Learning Cycle
2. Strength and Considerations of Experiential Learning and Facilitation

3. Designing and Facilitation of Experiential Learning Activities/Structured Exercises
4. Demonstration of Experiential Learning in Various Training Programme

E. DESIGNING EFFECTIVE ON-THE-JOB TRAINING SYSTEM (設計有效益的在職培訓)

1. Designing On-the-Job Training System
2. Guidelines for On-the-Job Trainers
3. Writing On-the-Job Training Manual and Task Analysis
4. Coaching Skills for On-the-Job Trainers
5. Writing On-the-Job Training Policies and Handbook
6. Benchmarking of Excellent Companies in Designing On-the-Job Training System

F. EVALUATION OF OUTCOMES AND BENEFITS OF TRAINING PROGRAMME (培訓課程的效益評估)

1. Four Levels of Evaluation:
 - Reaction, Learning, Behaviour, Results
2. Methods of Evaluation
3. Measurement of Contributions of Programme to the Business Strategies

G. CONTRIBUTION OF STRATEGIC TRAINING PROGRAMMES TO SUPPORT BUSINESS STRATEGIES (配合公司業務策略的培訓課程)

1. Strategic Management Training Programmes and Strategies
2. Effective Customer Service Training Strategies
3. Process Improvement Training and Strategies
4. Management Development Programmes and Strategies
5. Career Management Strategies

H. LATEST TREND OF TRAINING AND DEVELOPMENT (培訓課程的新趨勢)

1. e-Learning Training Approaches
2. Knowledge Management Training
3. Computer Based Training
4. Executive Coaching Training

I. BENCHMARKING EXCELLENT COMPANIES IN INITIATING EFFECTIVE TRAINING AND DEVELOPMENT STRATEGIES (傑出公司培訓策略參考)

- Winning Programmes in the Award for Excellence in Training in Hong Kong

LECTURER

Mr Raymond Fung is currently a customer service, training and human resources consultant. He was the Head of Training Department in one of the airline related companies and the Training Director in one of the leading service organizations in Hong Kong. The leader holds double master degrees in Personnel Management and Business Administration. He also possesses a professional qualification in training management. The leader has many years of extensive management training and human resources training experience and has trained up more than 10,000 managers and executives in the past ten years in various tertiary institutions both in Hong Kong and overseas. His commitment to training professionals leads him to receive several training awards.

What Some Past Participants Say About the Programme:

- * The programme is very well planned and well executed. Students learn much more than expected.
- * The facilitator has provided many resources and examples of realistic training for students' reference.

ENQUIRIES

For enrolment and general enquiries, please contact the Customer Service Department on 2774-8501 or via fax 2774-8503. For course details, please call Ms Candy Ho on 2774 8554; or visit the HKMA website: certificate.hkma.org.hk/pdf/cba002420112p.pdf

CERTIFICATE COURSE ON TRAINING AND DEVELOPMENT**培訓及發展證書課程 CB-A0024-2011-2-P 12 October - 14 December 2011**

FEE: HK\$1,525 x 2 instalments = HK\$3,050

Participants are required to settle the payment of the first instalment 5 days before the commencement of the programme (i.e. **7 October**) and the second instalment on or before **9 November**. Participants who submit the bank receipt are requested to write their name, mobile phone number and course enrolled on the back of the original copy of the receipt.**21C04673-6****ENROLMENT FORM****Applicants should include their HKID card number and fill in all details in block letters, otherwise no MDCU will be given. The Association will issue certificates based on the details and name format as given in this form.*

Name (Mr/Ms) _____ (Surname) _____ (Other Names) _____ 姓名: _____ (中文)

HKID Card No.: _____ () _____ HKMA Membership No.: _____

Position: _____

Company: _____

Address of Company: _____

Nature of Business (e.g. Toy Manufacturing), please specify: _____

Job Responsibilities: _____

Telephone No. (Office): _____ (Residence): _____ Mobile: _____

Fax No. (Office/Home): _____ E-mail: _____

Correspondence Address: _____

Cheque Number: _____ Cheque Amount: HK\$ _____

Education Level: Master or above Bachelor HKMA Diploma Other Diploma*(Please attach copies of the proof of qualifications) Matriculation Secondary Others (Please specify) _____

Total Number of Years' Working Experience _____ Years of Working Experience in Course-Related Field _____

Name & Title of Nominator (if applicable): _____

Nominator email/address: _____

Sponsorship: Self-sponsored Company-sponsored (please fill in the following information if a cheque/ receipt is not attached)*Our company undertakes to pay the course fee for the above applicant*

Name of Contact Person _____

Position _____

Telephone No. _____ E-mail: _____

Signature: _____ Company Chop and Date: _____

From where did you **FIRST** learn about this Programme? Mail Newspaper/Magazine (please specify): _____ HKMA email E mail promotion from other websites (please specify): _____ Website Advertisement (please specify): _____ HKMA Website (From where did you learn about, please specify): _____

MTR Station (please specify): _____

Exhibition Education & Careers Expo (EEX) Jobmarket Career & Education (EJEX) Others (please specify): _____I understand that all handout materials obtained in class are strictly for my own educational purposes. **OINA**

Signature: _____ Date: _____

- This form together with a crossed cheque payable to **The Hong Kong Management Association** should be returned to: Director General, The Hong Kong Management Association, 16/F Tower B Southmark, 11 Yip Hing Street, Wong Chuk Hang, Hong Kong.
- Registration must be made on the Enrolment Form provided and returned to the Association before the programme commencement date (Not less than 5 days) with fee.
- Acceptance is subject to the discretion of the Association.
- Applicants will be notified by telephone to confirm receipt of the application form and programme fee. An official receipt will be sent to you within two weeks.
- Applicants are expected to attend the course at the place and time specified in the brochure unless otherwise notified.
- When a programme is over-subscribed, additional classes may be started in some cases. Applicants may then be notified of the new time, dates and place of meetings when necessary.
- For **ENROLMENT** and **ENQUIRIES** please call **2774-8501** (Customer Service Department) during normal office hours or fax **2774-8503**.
- No refund will be made after payment, but participants can arrange to have their places substituted should they be unable to attend the programme by notifying the Association at least 2 days prior to programme commencement.
- Fax reservations are welcomed. Participants are required to settle the payment of the first instalment 5 days before the commencement of the programme and the following instalment(s) according to the payment schedule. Participants who submit the bank receipt are requested to write their name, mobile phone number and course enrolled on the back of the original copy of the receipt.
- Applications, upon payment, will be processed on a first-come first-served basis.
- Before classes/examinations commence, if the Observatory announces that Typhoon Signal No.8 or above/Black Rainstorm Warning is in force; or Typhoon Signal No.8 or above will be hoisted within 2 hours, no classes/examinations will be held. Replacement classes and remedial examinations will be arranged. (All classes will be held as scheduled if Typhoon Signal No.8 or above/Black Rainstorm Warning is lowered at or before 7:00 am; 2:00 pm classes and examinations thereafter will be held as scheduled if Typhoon Signal No.8 or above/Black Rainstorm Warning is lowered at or before 12:00 noon; 6:00 pm classes and examinations thereafter will be held as scheduled if it is lowered at or before 4:00 pm.)
- When Typhoon Signal No.8 or above is in force during classes/examinations, all classes and examinations will be dismissed immediately. Replacement classes and remedial examinations will be arranged. When Black Rainstorm Warning is in force during classes/examinations, all classes and examinations will be held as scheduled.
- The Association reserves the right to cancel a programme and/or make alterations in relation to its lecturers, contents, dates, time, venue and other particulars without prior notice. For course details, please contact Ms Candy Ho on 2774-8554. Website: WWW.HKMA.ORG.HK
- Personal data will be used for the purposes of market research, programme development and direct mailing.
- The HKMA supports the equal opportunities policy, without discriminating against any person on the grounds of gender, disability, family status or any other basis.