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## ACCA F1 知识课程

Accountant in Business (AB)

商业中的会计师 第十七讲

ACCA Lecturer: Tom Liu





# Training and Development

## *Topics*

- 1 The learning process
- 2 Development and training
- 3 Training needs and objectives
- 4 Training methods
- 5 Responsibility for training and development
- 6 Evaluating training programmes
- 7 Development



# The learning process

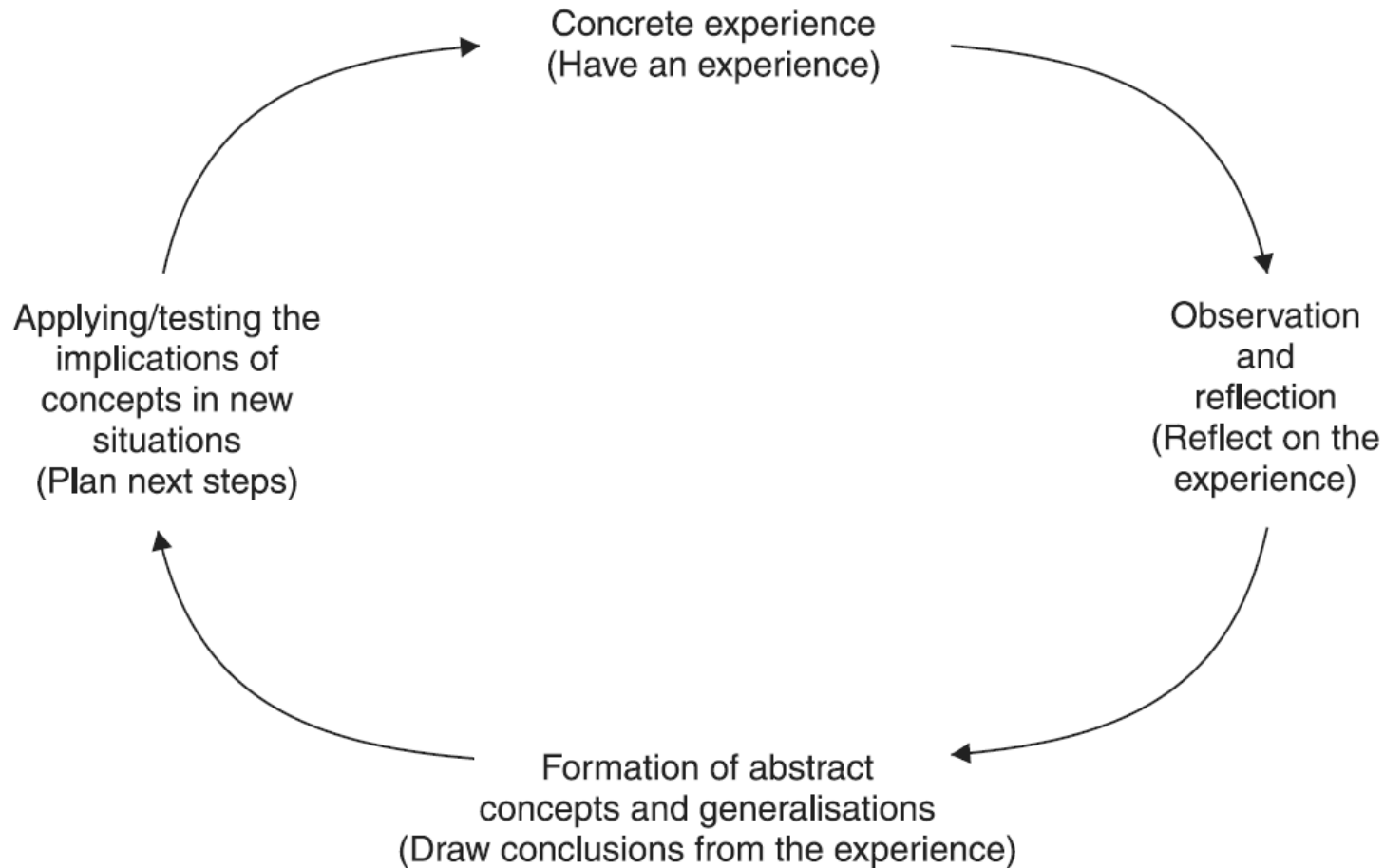
## Learning styles: Honey and Mumford

- Theorists ( 喜欢学习系统性的理论，喜欢做分析，不喜欢动手 )
- Reflectors ( 喜欢通过观察进行学习，需要足够的时间进行观察 )
- Activists ( 喜欢在实际行动中进行学习，对紧张的工作环境感到兴奋 )
- Pragmatists ( 实用主义型学习者，只学实际有用的东西，喜欢在行动前做计划 )



# The learning process

## The learning cycle: Kolb





# The learning process

## Organisational learning

The **learning organisation** is an organisation that facilitates the acquisition and sharing of knowledge, and the learning of all its members, in order to continuously and strategically transform itself in response to a rapidly changing and uncertain environment.

学习型组织是促进知识的获取与分享并让全员都参与学习的组织，为的是持续性地、战略性地改造自身从而应付快速变化且不确定的环境。

## Strengths of learning organisations

- Experimentation ( 不断试验、不断试错，有能力并善于承担风险 )
- Learning from past experience ( 在过去的经验中学习新的知识 )
- Learning from others ( 善于学习他人 )
- Transferring knowledge quickly and efficiently throughout the organisation. ( 善于在组织内部传递知识 )



## Development and training

**Development** is 'the growth or realisation of a person's ability and potential through the provision of learning and educational experiences'.

发展指的是一个人能力的增长和潜力的开发，这是通过学习和受教育获得的。

**Training** is 'the planned and systematic modification of behaviour.

培训是计划性的，系统性的行为改良过程。

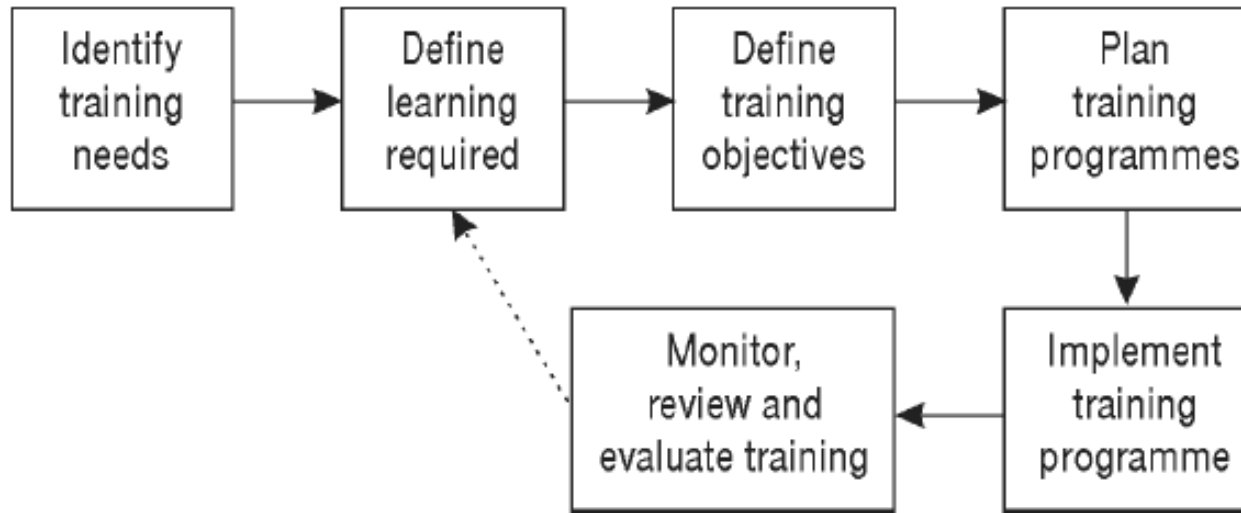
**Education** is defined as that knowledge acquired gradually through learning and instruction.

教育可以被定义为通过学习和教诲逐渐获得知识的过程。



# Development and training

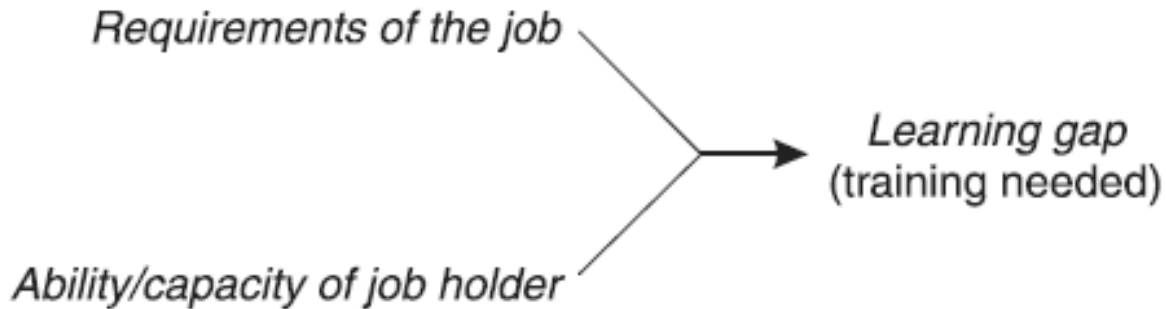
A systematic approach to training





# Training needs and objectives

## Formal training need analysis



Training needs may be defined as the gap between what people should be achieving and what they actually are achieving. In other words:  
Required level of competence **minus** present level of competence = training need





# Training needs and objectives

Incorporating training needs into an individual development programme  
( 培训要尽量和员工个人发展计划相配合 )

Steps in personal development planning

Step 1 Analyse the current position ( 让员工能做他们喜欢且能做好的事 )

		<i>Performance</i>	
		<i>High</i>	<i>Low</i>
<i>Liking of skills</i>	<i>High</i>	Like and do well	Like but don't do well
	<i>Low</i>	Dislike but do well	Dislike and don't do well

Step 2 Set goals ( 找到员工个人发展中的问题 , 也作为培训要解决的问题 )

Step 3 Draw up an action plan to achieve the goals ( 制定计划 )



## Training methods

- Off the job training ( 工作场景外的培训 , 比如集中内培、在线课程 )
- On the job training ( 模拟工作场景中的培训 )
- Induction training ( 直接讲被培训对象带入真实工作场景中进行培训 )



# Responsibility for training and development

- The trainee (好好听讲、好好学习)
- The human resources (HR) department or training department (提供资源、和其他部门做好沟通)
- Line managers (参与培训，有可能需要做教练、需要做反馈)
- The training manager (管理好培训项目，向人力资源部门汇报项目进展)



# Evaluating training programmes

- **Validation of training** means observing the results of the course and measuring whether the training objectives have been achieved.  
( 将结果与目标比较 )
- **Evaluation of training** means comparing the costs of the scheme against the assessed benefits which are being obtained.  
( 将成本与收益比较 )



# Development

Development的含义比Training更宽泛。

- Management development ( 管理能力的提升 , 比如让高管上MBA课程 )
- Career development ( 职业生涯的发展 , 让员工有更多的晋升机会 )
- Professional development ( 专业能力的提升 )
- Personal development ( 个人能力全方位的提升 )

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# Thank You!

