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Assignment 3 The Final Project

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TRAINING PROJECT 11

Final Project: Training Plan

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Part 1: Executive summary

Today, businesses that have a shared market are increasingly coming together to form mergers to pool resources together and enhance their competitiveness in the market. Often, the creation of

mergers comes with a lot of uncertainties ranging job insecurity for some employees, culture clash, organizational restructuring, and resistance from both employees and some stakeholders. In the end, a well thought and executed merger strategy creates a stronger business entity and to capitalize on its capital and human resource pool and gaining a competitive edge in the market (Jain, 2018). It is therefore essential for all stakeholders and employees to be prepared adequately through awareness and proper training aimed at enabling them to embrace and integrate into the new system perfectly.

This project focuses on a merger in the hospitality industry, between the Press hotel and Cape Alice Hotel and SPA. The Press Hotel enjoys a flourishing customer reward program that has a wide reach of close to ten million members while the Cape Alice Hotel & SPA reward system has a target membership of around six million annually. The merger between the two hotels is very promising as it will strengthen their booking machine, increase reservations and sales as well as enabling them to enjoy larger economies of scale. For the success of this merger, the employees need to be trained on the new corporate goals and culture, new work systems and operating procedures (Hernández & Moreno, 2018). This project provides a training proposal that identifies the training needs, requirements and objectives, then enumerates viable training methods for the success and effectiveness of this merger. The effectiveness of the training purely depends on the efficiency and effectiveness of the training methods used (Northup, 2018). To achieve this, all the stakeholders have to be involved and a training program deployed whose methods will enhance the learning experience and lead to behavior and attitude change among the employees and all other stakeholders. Use of online training, case studies, game-based method, job rotation, and mentorship will be explained as vital training methods for the success of this merger.

Part II: Training Plan

Training Proposal Taking a look at a hotel industry merger between the Press hotel and Cape Alice Hotel and SPA, the two operate in a common local hospitality market, and a deal for a merger has been struck between the two. The Press Hotel rewards approximately ten million members while Cape Alice Hotel & SPA rewards six million members in a year. The two will be stronger and in a better position to realize improved efficiency by taking advantage of economies of scale in procurement, reservations combined sales expertise, better reward system, customer loyalty and increase in revenue.

The purpose of this training proposal is to ensure all employees get trained on the new shared corporate culture and the new work systems. It will help the employees to integrate into the new system, common culture, goals, and structure, and promote rapid improvement through a shared understanding of the correct standard operating procedures, leadership, and management methods that need to be employed to achieve our shared goals as a merger (Jain, 2018). The proposal aims at enlightening the employees on why this merger happened, the goals of the new organization, new organization structure, the new benefits package and pay plan and allow employees to ask all related questions for appropriate answers leading to a common understanding. The employees need to be trained on a new Macros operating system, guests reward system, Time and attendance monitoring system, Problem resolution techniques, customer care, guest voice system, bonus, and staff benefits system and a customer loyalty program. **2 FOR EFFICIENCY, EMPLOYEES ARE NOW REQUIRED TO RUN SEVERAL REPORTS USING THE DATA IN THE SYSTEM, AND THEY WILL NEED TO LEARN HOW TO SET UP AND RUN THOSE REPORTS IN THE SYSTEM, AND UPDATE THE REPORTS ON A WEEKLY AND MONTHLY BASIS.**

Some employee requires specific training in their areas of operations to enable them to execute their duties efficiently. **2 FINANCE AND HR TEAMS THAT DEAL WITH PAYROLL REQUIRE TRAINING ON THE NEW PAYROLL SOFTWARE, TO ENABLE THEM TO EXTRACT AND SEND PAYROLL RELATED REPORTS WHICH ARE CRITICAL TO UPPER MANAGEMENT, AS THEY HAVE TO KEEP A CLOSE EYE ON EXPENSES AND RESOURCES AS THE NEW ORGANIZATION GETS STARTED.** The training requirements in the merger are diverse and involve all employees, both generally and at departmental level. Therefore, the training must be conducted early enough before the merger starts operations officially.

Measuring training outcomes:

After the training, employees need to be able to identify the culture and structure of the new hotel, understand the different reporting lines, obligations, and individual responsibility, and responsibilities of different professionals and managers. All employees who understand the structure and the subsystem can be tested in an oral session.

Objectives and Areas/sessions to be covered

The training will involve a presentation on the qualities, values, and mission of the two hotels, and describe the goals of the newly established company. Clarify information on each hotel's culture, and then explain the common values, culture, and goals. After this, we should have a quick insight into the structure of the merger, its development of parts and define obligations.

Also, explore alternatives and their relative drawbacks for the various non-surprising problems in each subsystem, then choose the best way to organize. Present the results and clarify by putting the issues mentioned as suggestions, and then have a feedback session.

Meeting the experts to present the framework and the subsystem of the merger; combine the flow of procedures within the incorporated company, including the conditions for evaluating performance and clarify responsibilities. Conduct an interactive session on the new processes discussed in the previous session. Get to know the local environment and culture of each hotel, and develop a common understanding of a customer-driven attitude.

Finally, have an open session where the employees from the different establishments will identify their part in the new merger; synchronize the new goals and structure and promote certainty and understanding through questions and feedback. Take specialists' inputs and respond to employees' concerns appropriately.

Training Methods Before a merger, there is normally a high uncertainty that can undermine the willingness of the employees from the merging firms to undermine the merger efforts. There are many reasons why the resentment may arise. Concerns of job security and the impact of the transition on various stakeholders can motivate employees and stakeholders to resist mergers or work to undermine the working of the mergers. **1 FOR EFFECTIVE TRAINING PROGRAMS, ORGANIZATIONS HAVE TO CONDUCT TRAINING NEEDS ASSESSMENT TO ASCERTAIN AREAS THAT NEED CHANGE AND/OR IMPROVEMENT AND RECOMMEND POTENTIAL SOLUTIONS, THEN COME UP WITH THE MOST APPROPRIATE TRAINING METHOD (S), AND SUBSEQUENTLY EVALUATE OF THE TRAINING CONDUCTED TO DETERMINE IF NEEDS WERE MET AND THE PROBLEMS SOLVED (HERNÁNDEZ & MORENO, 2018).** As such, it is thus

essential to train all stakeholders to improve the chances of the merger's success. Effective training methods can serve as an essential ingredient in the success of Mergers and Acquisitions. ¹ **THE STRATEGIES APPLIED BY TRAINERS ARE AIMED AT ENHANCING THE PARTICIPANT'S LEARNING EXPERIENCE AND FACILITATE CHANGE OF ATTITUDE AND BEHAVIOR AT WORK.** The main key training approaches that can be used for the training are online training, case studies, game-based method, job rotation, mentorship.

The long-term online training program is the best way to prepare all stakeholders for the merger and post-merger. The training program should be designed to involve multiple stakeholders of the mergers with the objective of cultural and knowledge acquisition. Online training is one of the best options because it enables the stakeholders of the merging firms to gain a steady and reliable flow of knowledge before the merger, before the merger, and after the merger. Different stakeholders in a firm have different needs (Tian & Wang, 2016). For instance, the needs of employees, customers, and shareholders are not the same. As such, online training enables the management to carefully select specific information that addresses the needs of the target group. Additionally, online training allows all stakeholders to air their views and concerns. As a result, all stakeholders strongly support the merger initiative and suppress restraining forces and grapevine (Tian & Wang, 2016). Online can be delivered through social media platforms, video conferencing and bulk emails.

¹ **THE CASE STUDY TRAINING METHOD OFFERS THE STAKEHOLDERS THE OPPORTUNITY TO SHAPE THEIR SKILLS BY PROBING THEM TO PROVIDE A SOLUTION TO A PROBLEM PRESENTED TO THEM. THE TRAINER FIRST GIVES THEM AN EXAMPLE OF HOW TO SOLVE RELATED PROBLEMS.** This will be suitable after the stakeholders have been briefed on the objectives of the merger and the required resources are accessible (Hernández, & Moreno, 2018). The method stimulates the students' ¹ **INTEREST AND MOTIVATION TO LEARN, AND IT STRENGTHENS THEIR COMMUNICATION, DECISION-MAKING, INTERPERSONAL AND ANALYTICAL SKILLS. THE METHOD IS LESS EXPENSIVE AND LESS RISKY, AND HIGH NUMBERS OF TRAINEES CAN BE TRAINED SIMULTANEOUSLY (STENSAKER, PERSSON & PINHEIRO, 2016).** For instance, stakeholders can be trained on how resistance to mergers affected the success of a merger or how support produces imperious results.

1 ACCORDING TO NORTHRUP (2018), THE GAME-BASED METHOD ALLOWS THE STAKEHOLDERS TO COMPETE IN SEVERAL TASKS THAT INVOLVE THOUGHTFUL DECISION MAKING AND USE OF STRATEGIC MOVES THAT AFFECT AND/OR OUT WIN THEIR COLLEAGUES, AND WITH MINIMAL RISKS TO THEMSELVES. THE COMPONENTS TO THE GAME CONTRIBUTE TO LEARNING BY BUILDING PERSONALITY CHARACTERISTICS, ENHANCING TEAM COHESION AND MOTIVATION, AND NATURE THEIR ACADEMIC ABILITIES WHICH ARE ESSENTIAL FOR THE SUCCESS OF THE MERGER (KÖNIG & WOLF, 2018). THIS IS AN EFFECTIVE TRAINING METHOD, WHICH IS LESS EXPENSIVE AND OFFERS THE STAKEHOLDERS MOTIVATING FEATURES THAT CAPTIVATE THEM TO SUPPORT THE MERGERS.

WITH THE JOB ROTATION TRAINING METHOD, AN INDIVIDUAL IS TRAINED FOR A CERTAIN JOB WHILE STILL UNDERTAKING THEIR ORIGINAL ONE FOR A SPECIFIED SHORT PERIOD (CARPINI & PARKER, 2016). This method significantly enhances employees' 1 COMMITMENT TO THE ORGANIZATION, PROMOTES UNDERSTANDING AMONG TEAM MEMBERS AND INCREASES THEIR CHANCES OF CAREER GROWTH, WHILE BOOSTING THEIR CAREER SATISFACTION. AT THE SAME TIME, JOB ROTATION ASSISTS IN DEVELOPING COMMON ORGANIZATIONAL CULTURE AND VALUES BETWEEN THE MERGING FIRMS (NORTHRUP, 2018). THIS METHOD IS, HOWEVER, RECOMMENDABLE FOR LEARNERS WHO HAVE THE PREREQUISITE KNOWLEDGE AND APTITUDE TO SUCCEED IN THE NEW ROLE.

MENTOR-SHIP AND APPRENTICESHIP METHOD IS ONE IN WHICH A SENIOR EMPLOYEE IS GIVEN A LESS EXPERIENCED STAFF TO OFFER GUIDANCE AND SUPPORT AS THEY GAIN EXPERIENCE AND THE NECESSARY JOB SKILLS BEFORE THE MERGER. THE KEY IMPORTANCE OF MENTOR-SHIP IS THE ONE ON ONE TRAINING ENVIRONMENT. THE LEARNER GETS PSYCHOLOGICAL SUPPORT, AS THEY BUILD THEIR CONFIDENCE AND A SENSE OF ACCEPTANCE, AND CAREER FACILITATION (NORTHRUP, 2018). THIS METHOD IS SUITABLE BEFORE A MERGER AS IT HELPS GROOM QUALITY SKILLS FOR LEADERSHIP.

ASSESSMENT OF THE EFFECTIVENESS OF THE TRAINING METHODS

KNOWING DIFFERENT TRAINING METHODS HELPS THE TRAINER TO SELECT THE MOST SUITABLE FOR DIFFERENT CIRCUMSTANCES FOR EFFECTIVENESS. TO ADDRESS THE DIVERSITY OF LEARNING STYLES AMONG STUDENTS AND COME UP WITH THE APPROPRIATE TRAINING METHOD, THE FOLLOWING KEY ASPECTS CONSIDERED; environment, presence of the trainer, level of interaction and cost of the training (Semenova et al., 2018). 1 A NATURAL TRAINING ENVIRONMENT IS CONSIDERED IDEAL FOR LEARNING, HENCE, FACE TO FACE TRAINING METHODS ARE MORE DESIRABLE AS THE LEARNER IS EXPOSED TO REAL-TIME EXPERIENCE. THE PRESENCE OF THE TRAINER IS ALSO HELPFUL IN REGULATING THE TRAINING, MONITORING THE TRAINEE'S PROGRESS AND INITIATING NECESSARY ADJUSTMENTS, ESPECIALLY IN COMPLEX TRAINING PROGRAMS. THE PRESENCE OF THE TRAINER IS ALSO AN IMPORTANT MOTIVATION FOR THE TRAINEE.

INTERACTION BETWEEN THE TRAINER AND TRAINEE IS ESSENTIAL AS IT CREATES AN ENVIRONMENT IN WHICH THE TRAINEES CAN ASK QUESTIONS AND CLARIFICATIONS WHILST THE TRAINERS GET IMMEDIATE FEEDBACK ON TRAINING PROGRESS (SEMENOVA ET AL., 2018). IT ENCOURAGES KNOWLEDGE SHARING, COLLABORATION AND SHARING OF INSIGHTS AMONG STAKEHOLDERS. AT THE SAME TIME, TRAINING IS GENERALLY COSTLY, BUT THE EXPENSE VARIES DEPENDING ON THE METHOD OF TRAINING, EQUIPMENT USED AND TIME NEEDED FOR COMPLETION OF TRAINING. FACE-TO-FACE ON-THE-JOB TRAINING IS SUPERFICIALLY LESS COSTLY AS THEY REQUIRE ONLY THE LEARNING FACILITY; time spent undertaking the training at the expense of work (Semenova et al., 2018). 1 CONSIDERING THE LONG-TERM BENEFITS OF THE TRAINING, THE WORKING TIME CONSUMED CAN BE OVERLOOKED.

Part III: 2 CONCLUSION AND LESSONS LEARNED

As this merger between the Press hotel and Cape Alice Hotel and SPA looks forward to enjoying a stronger and faster booking machine, higher economies of scale and increased reservations and

revenues, adequately training all the stakeholders cannot be ignored. The training strategies and methods used are vital in ensuring the effectiveness of the training, staff motivation, and their adaptability to change (Shahzad, 2018). The training period offers an ideal time to evaluate skill sets, fit in workplace culture, and come up with initiatives for retention of key employees. Generally, during transition some employees get a little unsatisfied, causing disruptions and downtime, and consequently loss of sales. In spite of the changes, customers still expect quality service hence employees have to be trained in time to guarantee consistent and top-quality service delivery during the pre and post-merger period.

The training and training methods employed are financially demanding and time-consuming, but in the long run, the benefits accrued will be worthwhile and evident to everyone in the new establishment. Multiple stakeholders' efforts are needed and the strategic leaders in the two entities should ease the process as much as possible by having the necessary systems in place before the launch of the merger. This will save the business a lot of time and headaches down the road (Jaworski, Ravichandran, Karpinski, & Singh, 2018). For this merger, therefore, the use of mentorship and apprenticeship, implementing online training, and encouraging job rotation are more desirable training methods. **1 THESE TRAINING METHODS ARE COST-EFFECTIVE, EASY TO MONITOR PROGRESS AND REGULATE THE SYSTEM AND THE LEADERS CAN MAKE NECESSARY TRAINING ADJUSTMENTS DEPENDING ON IDENTIFIED TRAINING NEEDS AND GAPS.**

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Citations (5/5)

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