



THE TIMES 100

BUSINESS CASE STUDIES

Teacher guide

Training and development - ASDA

Where does the lesson fit?

This session would fit in a Human Resources or People in Business module, probably following work on recruitment and selection. The Costs and Benefits of T&D learning would fit after this session.



Suggested resources & activities related to training and development and ASDA

- Full ASDA case study
- Training and development PowerPoint
- Costs and benefits of T&D lesson resources
- ASDA crossword
- ASDA word search

Suggested timings for the session

10 mins	Starter e.g. ASDA word search
5 mins	Use the Training and Development PowerPoint to discuss the topic
5 mins	Read the case study
10 mins	Answer the questions
25 mins	Task . devising a training programme
5 mins	What have you learned?

Answers to questions

1. What is the difference between training and development?

Training involves acquiring new skills and knowledge in relation to a current role. It is concerned with the present and the needs of the job role.

Development, on the other hand, relates to a person's potential to acquire wider capabilities. It is more concerned with the future and the needs of the employee.

2. Describe the two types of training used by ASDA.

ASDA uses on-the-job training and off-the-job training. On-the-job training is carried out in the workplace and includes observation, coaching and mentoring. Off-the-job training is carried out away from the workplace and may use college courses and other professional training providers.



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3. Explain how training and development helps ASDA to achieve its mission.

ASDA's mission is to be Britain's best value retailer exceeding customer needs, everyday. Often firms say that their most important asset is their employees. Exceeding customer expectations will require the provision of excellent service from the workers. Providing training and development of ASDA employees can ensure this service is given.

4. Analyse why development of colleagues is so important for organisations like ASDA.
 - Development of colleagues is part of planning for the future workforce needs of the organisation. ASDA needs to ensure it has a supply of managers who can fulfil senior positions as they arise within the organisation, perhaps as senior managers like ROMs retire. By encouraging the development of workers now, they will be ready to step into more senior positions later.
 - Colleague development is motivating and makes workers feel more valued. This can improve productivity and quality of service, as well as keeping labour turnover and absenteeism low.

What have you learned?

Expected learning would include:

- Training helps workers acquire the skills needed for their job roles
- Development is concerned with building the capabilities of workers
- Development of workers is part of succession planning
- Training can be on-the-job or off-the-job
- On-the-job training includes coaching, mentoring and observations
- On-the-job training is cheaper and provides good transfer of learning, but may be disruptive and pass on bad habits
- Off-the-job training includes college courses, evening classes and courses at other training venues
- Off-the-job training is provided by professionals and has less distraction, but it may be difficult to transfer learning back to the workplace
- Induction training is carried out when a worker first starts in a business to help them settle quickly into their new role
- Induction training should involve some sort of health and safety advice