



THE TIMES 100

BUSINESS CASE STUDIES

Teacher guide

Training and development - Harrods

Where does the lesson fit?

This session would fit in a Human Resources module to introduce the concepts of training and development. It could follow sessions on recruitment and selection, and may be followed by learning about retention or motivation.



Suggested resources & activities related to Harrods and Training and Development.

- Full Harrods case study
- Training and Development PowerPoint
- Staff Retention lesson resources
- Harrods crossword
- Harrods word search

Suggested timings for the session

10 mins	Starter e.g. Harrods word search
5 mins	Use the Training and Development PowerPoint to discuss the topic
5 mins	Read the case study
10 mins	Questions
20 mins	Task . training report for different job roles
10 mins	What have you learned?

Answers to questions

1. What is training?
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.
2. Describe how development differs from training.
Development differs from training because it relates to a person's potential to acquire wider capabilities. It is more concerned with the future and the needs of the employee.



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3. Explain the terms on-the-job and off-the-job training, giving examples from Harrods.

On-the-job training takes place in the work place. At Harrods this can take the form of observing other colleagues. Off-the-job training occurs away from the workplace. The bite-size workshops offered by Harrods are examples of off-the-job training.

4. Analyse why training and development are so important for organisations like Harrods.

Training and development is important for Harrods because:

- It helps to meet business goals e.g. sales targets
- It increases motivation
- It helps Harrods to retain its staff
- It helps maintain its reputation for quality
- It employs workers from many different backgrounds with differing skills and qualifications

What have you learned?

Expected learning is likely to include:

- Definitions of training and development
- The meaning of on and off-the-job training and induction training
- Advantages and disadvantages of both on and off-the-job training
- The importance of training and development for organisations