

p. 19, U2 – Training, Business Brief

TASK Using the following vocabulary framework give reasons why companies like or don't like to invest in training and reasons why they should do so.

I.

Benefits of training, reasons for and against training

1. Training , **competitive edge**.
2. Key, **effective training strategy**..... , (**skills and knowledge x skills gaps**)
3. Managers, reluctant, because a) **short term costs**..... b) **the lack of a tangible return on investment**..... c) competitors might **poach**.....
4. **evaluation process**, benefits of soft skills **difficult to assess** (e.g. **effective communication**,

II.

Forms of training

1. **performance appraisal schneeme – identify** areas where an employee is **underperforming**
2. **career** or **professional development programme**
3. **computer literacy skills, technical** and **behavioural competences**
4. **formal training – pre-determined** form with **specific learning objectives, university courses, in-house expert, external consultants**
- **tailor made** or **bought off the shelf**
- **courses intensive** or **extensive, onsite** or **offsite**
- **cascade training model**
5. **informal training** (importance overlooked) **on-the-job training, self-study books, chatting with peers** over lunch
6. **distance learning courses – via the Internet**, more **economical** for companies, not all courses suited to the **e-learning format**, respect different **learning styles, blended learning** (combination of **face-to-face classes** with **online materials**)
7. **mentoring and coaching – informal personal development** (very popular especially with senior executives)
- **mentor** – word of **Greek origin (trusted friend, counsellor or teacher)**.
- **mentoring programmes** – **experienced managers are paired up with the unexperienced ones**

III.

In the past and today

1. **companies – job-for-life**
2. need for **continuous and self-directed learning**
3. to take responsibility for **planning their career paths**.

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TASK Say whether the following statements are true or false.

1. Professor Williams swapped classroom teaching for e-learning after years of dissatisfaction in tertiary institutes. T/F
2. To leave classroom teaching was a difficult choice to make. T/F
3. Mr Williams left classroom teaching when he realized it was detached from reality of the marketplace. T/F
4. Mr Williams liked to read poems to his students. T/F
5. Mr Williams became associated professor of e-learning because he sensed it was going to be big. T/F
6. Universitas 21 Global is based in Singapore and is a joint venture between Universitas 21, Thomson Learning and a global consortium of 16 universities. T/F
7. The institute wants to exploit the vast potential supply of teachers particularly from Asia. T/F
8. The institute wants to get rid of the elitist model of higher education by providing special low interest loans for students. T/F
9. An online course gives its participants equal opportunities to voice their opinions. T/F
10. The degree conferred by Universitas 21 Global is globally recognised. T/F
11. To be democratic all students pay the same fee. T/F
12. The reasonable cost structure together with time and curriculum flexibility are the greatest incentives for potential students. T/F
13. Education is becoming more and more valued and expensive in India. T/F
14. Education plays a role of an equalizer in the Indian caste system. T/F
15. India is one of the key countries in Asia which Universitas 21 Global is targeting because of its English speaking population and an extensive use of the Internet. T/F
16. China is another country targeted by Universitas 21 Global where the population is quickly responding to programmes offered by the institution. T/F
17. The total price of the online MBA course offered in China accounts for about 75% of the total price of a similar course offered by Chinese universities. T/F
18. Brand recognition is very important in education. T/F
19. Universities offering online courses do not compete with bricks-and-mortar universities but complement them. T/F
20. To be a new kid on the block is a phrase used to talk about somebody who has just started a new activity. T/F