



## 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.



## **THE TIMES 100**

### **BUSINESS CASE STUDIES**

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