

DEVELOPING A COMPETITIVE PROGRAM TO COPE WITH THE 3C(CHANGE, COMPETITIVE, COMPLEX) TREND IN INDUSTRY

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Abstract: Facing the 3C trend – Change rapidly, more Competitive, highly Complex in the industry, it is important issue that how organization can anticipate the tendency for the business, cope with violent change in the fast pace, and take a proactive & strategic action to achieve the competitive advantages. The purpose of this study indicates the program setting designed for different employee according to different requirement and characteristics of job.

It is apparent that keeping capability growth and progress in the performance of manpower and achievement of operating profit which depend both on the development of individual employee and whole organization.

By the serial planed program and curriculum for human resource development, all employees will get a set of “ability diagnosis” first, and then take a drafted program suite for the individual. Obviously, the advantage of competition for organization emphasize on the promotion of the competency for his individual from top to bottom in company.

In the paper, it will explore a programming plan and demonstrate a set of curriculums in a practical example to expose how to design and implement a program for competent manpower.

INTRODUCTION

We know that any organizational training strategy based on prescriptions depending on the sector, product, service and workforce expectation of the organization concerned. Training and development activities would deliver the required knowledge, skills and attitude to fit the achievement of corporate object. And it would be seen as a vital factor influencing the operational performance of organization.

We know the contribution of employee development is

- ◆ The highlights of the contribution made by training
- ◆ To link with the total strategy containing marketing, product engineering, manufacturing systems engineering and business systems

- ◆ To evidence the top- management commitment
- ◆ To play the role in developing the competitive achievement plans
- ◆ To underpin business task forces

How to combine the training and performance?

Organizations have the viewpoint of recognizing that the training and development is a strategic priority rather than a tactical response.

Figure1 How to plan a strategic training and development

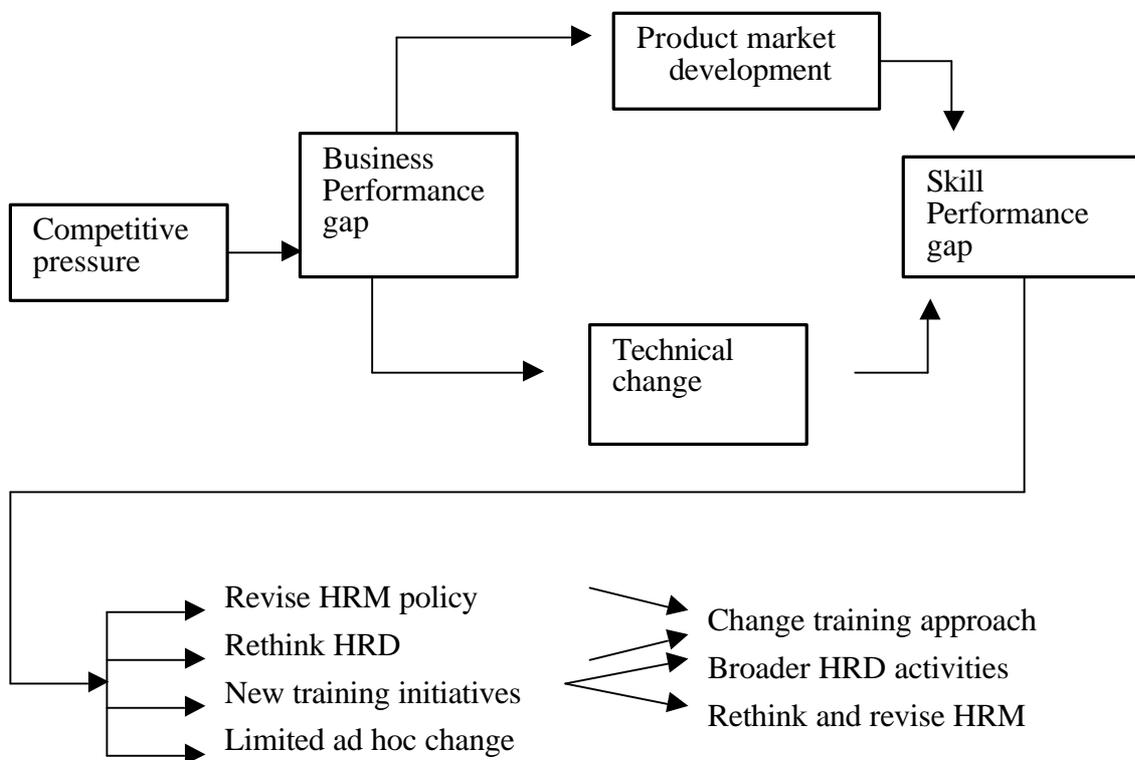
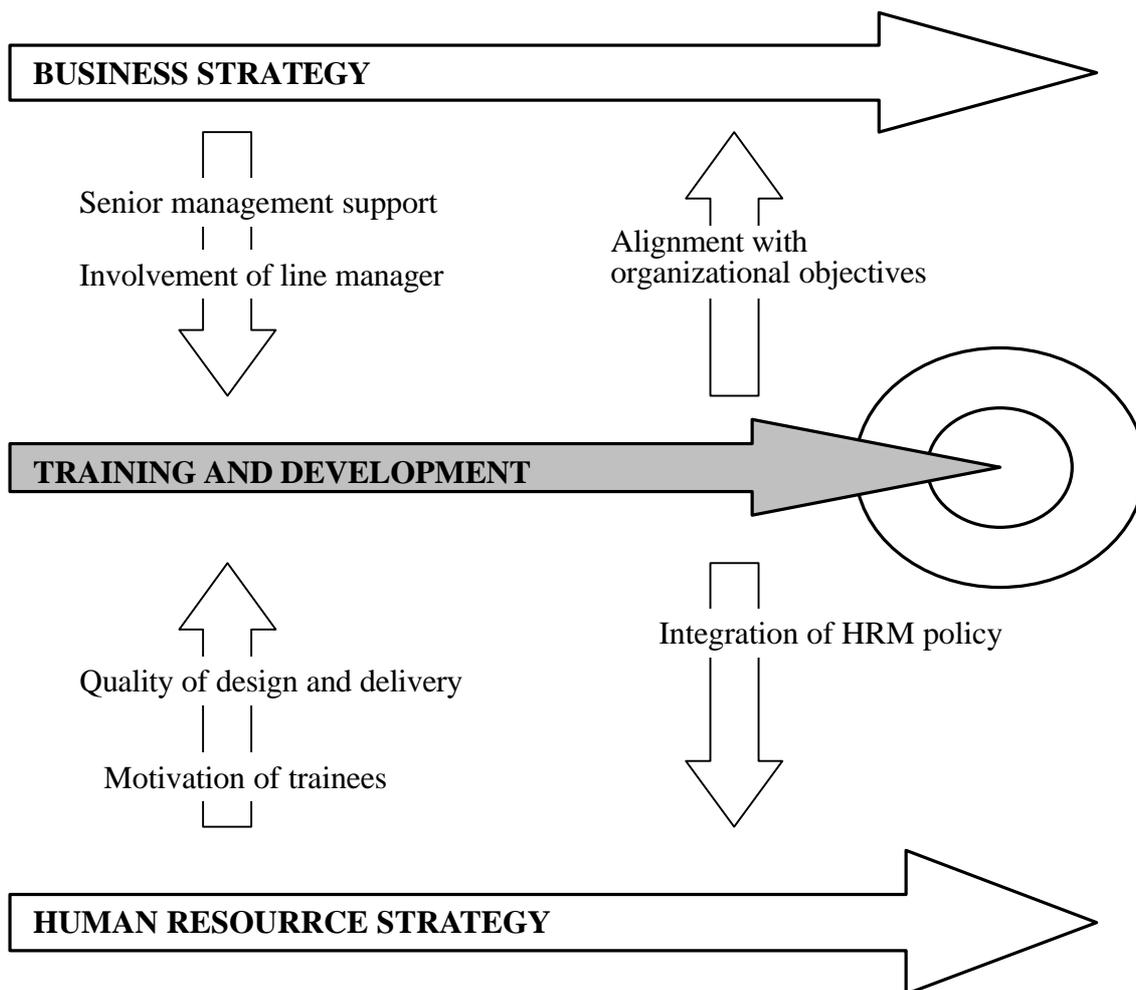


Figure2 Links between business performance and human resource responses



Source: Adapted from Hendry, Pettigrew and Sparrow, 1988, p. 41 The strategic purpose of training and development.

The manpower development plan mean that corporate attempt to revise overall human resource management, and to embrace such things as recruitment, reward schemes, reducing attrition, enhancing accountability.

Another strategic purpose of training and development is to play as a catalyst for change. To fit the purpose, we need to take account of

- ◆ the quality of training
- ◆ the context of training
- ◆ the scope of training

It is easy to change external manifestations of culture; and it is far more ambitious to change the ingrained attitudes and norms for employees. What important is the way management development: not only upgrade skills but also to structure attitude.

The third purpose of training and development is an endeavor to get the organizational competitive edge, by the means of the content of activities and the way delivered. More and more organizations practice human resource strategy as a approach of integrating their business plan with organizational development.

The fourth purpose of training and development is to encourage a learning climate in the organization. The focus is on the learning needs of employees, directed by organizational goals. The training approach is away from structured, taught courses, but tends to enhanced opportunities for self-development.

The essence of training needs is a comparison between what is and what should be. Instruction is a way of narrowing the gap between condition and criterion when the deficiency is caused by lack of knowledge or skill.

Some data collection methods can be used to contrast condition and criteria for training needs assessment, including: (1)interview, (2)survey, (3)observation, (4)task analysis, (5)performance evaluation, (6)assessment center, (7)group discussion, (8)critical incident techniques, (9)delphi procedure, (10)nominal group techniques.

Analysis of functional strengths and weaknesses provides insight into what contribution should be making to corporation, what resource should receive. The analysis of past or present strengths and weaknesses is not sufficient for meeting future learning needs. Future analysis is necessary and essential.

The following chart demonstrates the key factors considered for instructional needs assessment of corporation.

Figure3 Instructional needs assessment

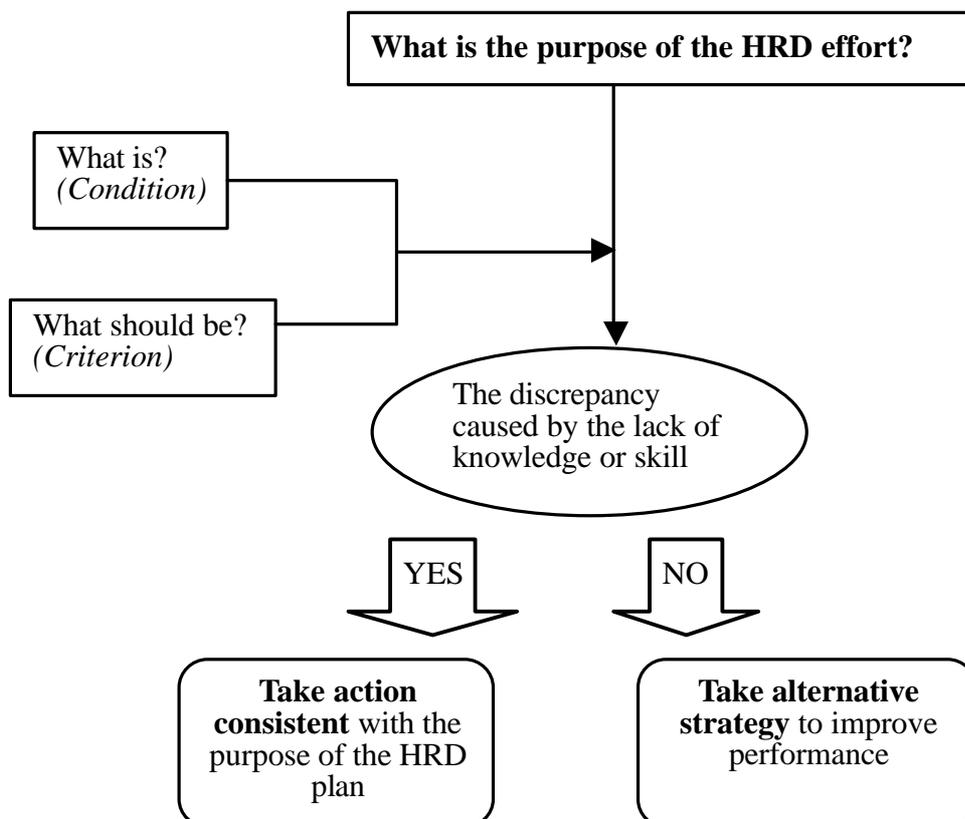
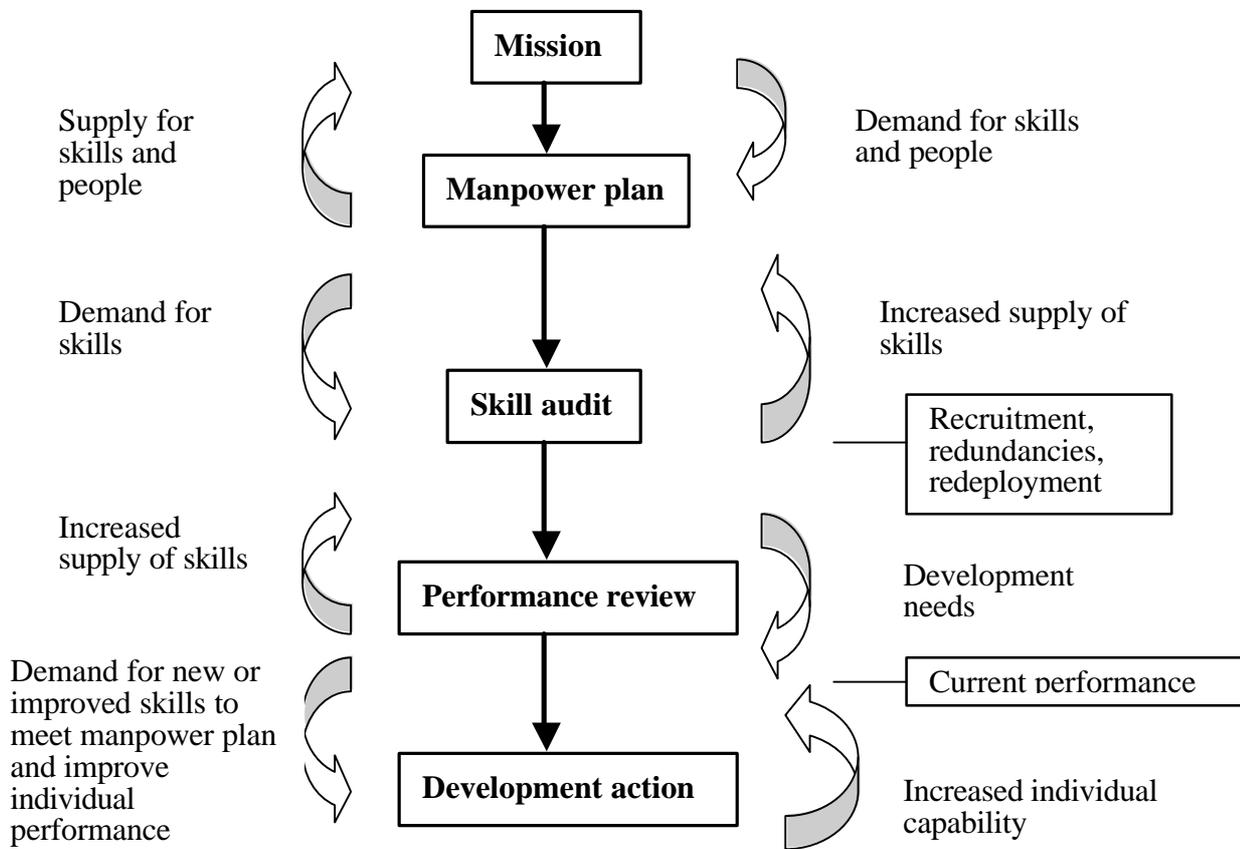


Figure4 Linking employee development and organizational mission



Source: Christopher Mabey, and Graeme Salaman(1995), *Strategic Human Resource Management*

Figure5 The practical implement for employee development

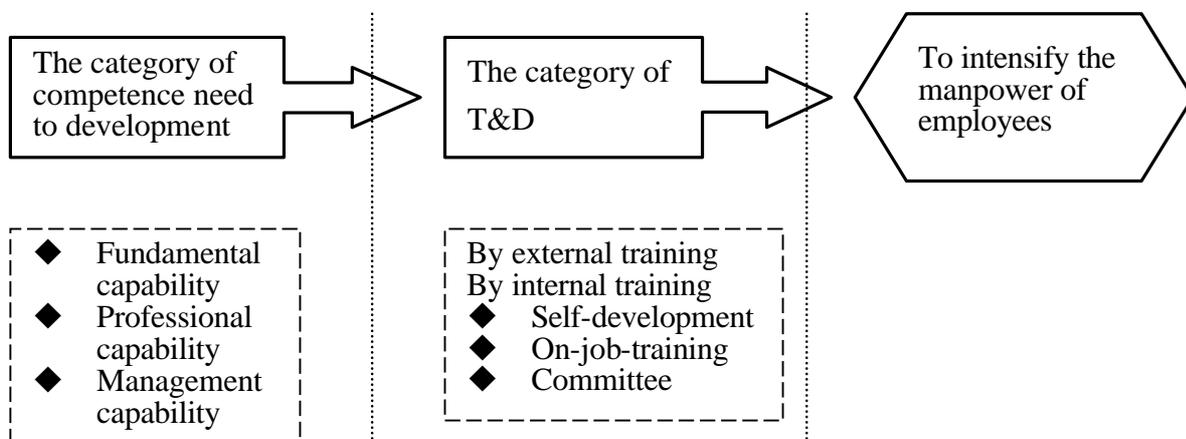
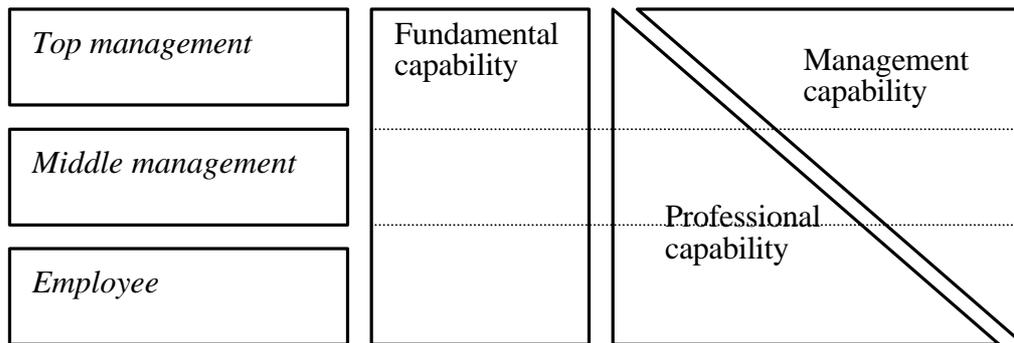


Figure6 The capability category for employee development



The transformative environment

In the past decade, many organizations altered the way they operate their environment. Increased competition impelled many corporations to downsize, more efficient, and flexible, and pushed corporations to proactive the tendency of 3C.

Organizational transformation implies radical changes in how they perceive, think, and behave.

We are concerned with the assumptions underlying how the organization relates to its environment and shifts to its business operational philosophy. The effective training and development would reflect both the strategic priorities of the business as well as the aspirations of the individuals.

CONCLUSION

There are an explicit attempt to match the business plan and employee management at all business level. Training and development program provide the vital linkage between corporate strategy and HRD policies.

To enhance the capability of training function, we should internalize and integrate the knowledge supplying by external expert. By means of those steps described in forward content, we could craft and design a competitive program to proactive the needs of employee development and to meet the path of corporate development, as well as response to the tendency of transformative environment.

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