

# PERFORMANCE DEVELOPMENT & TRAINING

*With Asian Perspectives*



AAhad M. Osman-Gani

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*Articles:*

1. *Human Capital Development in Singapore: An Analysis of National Policy Perspectives*
2. *Human Resource Development Competencies for Effective Performance in a Knowledge-Based Economy: A Study of HRD Professionals in Singapore*
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4. *Status, Impacts, and Implementation Issues of Structured OJT: A Study of Singapore-Based Companies*
5. *Developing Expatriates for the Asia-Pacific Region: A Comparative Analysis of MNE Managers from Five Countries Across Three Continents*
6. *Cross-Cultural Implications of Planned on-the-Job Training*
7. *Cross-Cultural Training, Expatriate Self-Efficacy, and Adjustments to Overseas Assignments: An Empirical Investigation of Managers in Asia*

## **Preface**

Performance Development of employees through effective learning, training & development (T&D) interventions constitute one of the most significant Human Resource Development (HRD) strategies in improving individual and organizational performance for sustaining competitive advantage in today's dynamic business environment. T&D play significant roles in unleashing human expertise through effective learning, and in initiating and managing change in organizations, whether business or government, profit or non-profit. High performing organizations have shown a history of higher resource allocations on employee T&D considering it as an investment in human capital. The role of HRD/T&D professionals cannot be overemphasized in these times of constant changes in skills and knowledge requirements of employees, when skilled training/HRD professionals are scarce. These professionals play crucial roles in an environment of knowledge-based economy, where continuous performance improvement through lifelong learning has been identified as the key for success and growth of all members of organizations.

This book is designed as a supplement to other major texts (such as Ray Noe's Employee Training & Development) to enable the students understand the theories, frameworks and conceptual underpinnings of learning, training & development, and to apply the modern HRD tools and techniques in addressing the performance development issues, particularly in the Asian context. The book may also help in developing the management thinking on how T&D/HRD can play significant strategic roles in managing people. The contents will provide guidelines in the needs assessment, design, delivery and evaluation of training programs in organizations. Technological developments in T&D and E-learning issues are also be emphasized. The book covers various topics focusing on strategic as well as operative issues of learning and performance development of employees in dynamic organizations. Additional research articles on training and performance development in the Asia-Pacific context have also been included, to provide the readers with first hand knowledge on the empirical findings in this area.

There might be some errors that escaped our attention in the final publication of the book. My apologies for such oversights that might have occurred due to the rush in meeting the publication deadline of the book. After getting all the feedback, I shall take the responsibility of making a final revision of the book, and bring it to the readers soon. I shall appreciate all comments and feedback from the readers in this regard. I would like to express my sincere thanks and appreciation to all my friends & family members, colleagues and former students, who have provided a lot of encouragement and support in completing the book during a short period of time. Finally, thanks to my former MBA students in the HCM program for their contributions to different chapters in the book.

**AAhad M. Osman-Gani**