

S E S S I O N

10

Case Study Handout

Role of a Training Manager: Case Study Activity

Directions

1. Review the case study information.
2. Record your answers in the section provided for each case study question.

Role of a Training Manager: Case Study Information

You are a new training manager responsible for communicating the training plan and logistics for a training program that is rolling out to 5,000 sales representatives who are geographically dispersed across the country.

Sales for the organization have been steadily declining for the last six months.

A new product that was launched six months ago was expected to be a top seller; however, sales for that product have only trickled in since the launch. The sales force was trained at the time of the product launch via self-directed, Web-based training, but it was not mandatory and the training was not tracked—so there are currently no attendance reports to indicate who did and did not attend the training.

A gap analysis shows that there is still a gap in the sales force knowledge and skills compared to the new product benefits and functionality, as well as what sales representatives need to be able to demonstrate to clients to show the full features and benefits of the product and to help close the sale. You've conducted your needs assessment and have outlined a training program designed with the key topics and content to be trained and you've also determined the different media for this initiative. The sales force will:

1. Complete self-directed pre-work using paper-based workbooks prior to the national meeting.
2. View an asynchronous webcast communication from the CEO regarding the new product, its key benefits, and how this new product affects sales representatives in the organization.
3. Attend a one-day instructor-led training class at the National Sales Meeting. There will be approximately 30 sales representatives per breakout room for the instructor-led training.

Case Study Questions:

1. Identify at least four roles of the training manager in this scenario.

- 1.
- 2.
- 3.
- 4.

2. Brainstorm a list of logistics, deliverables, and resources the training manager needs in order to be able to deliver this training program to all sales representatives.

3. What are some considerations that training managers face regarding working with subject matter experts (SMEs) on course design and development, selecting SMEs to train (if needed), and preparing SMEs to train?

Case Study Questions:

4. Management confirmed that you have one day of instructor-led training time at the National Sales Meeting; however, today senior management informs you that you now have ½ day only of time at the meeting. What alternative learning technologies could be used to deliver this training prior to or after the training at the national sales meeting? List one advantage and disadvantage of each learning technology that you brainstorm.

5. Based on the learning information systems outlined in Module 6 (pages 30 - 35), which type of learning information system does the training manager need to track mandatory attendance / completion of the training program for this initiative? Explain your rationale for the system selected.

6. Based on this scenario, what are three considerations a training manager faces when trying to decide whether to develop the instructional materials in-house or whether to outsource some components to a vendor?