



References

References

Vodafone

Employee Training and Development at Vodafone

Career Management Systems at Vodafone



The Need for a Cultural Awareness Program



Recommendations

Recommendations





vodafone

Vodafone in Japan (C)

TheCaseSolutions.com

Introduction

TheCaseSolutions.com

Agenda:

- Vodafone Training and Development
- International Training and Development
 - Recommendations
 - Summary

Training relates to the knowledge, skills and abilities that employees need to perform their current jobs and development looks beyond the knowledge, skills and abilities needed for the current job, to the future jobs.
(Caligiuri & Tarique, 2006)

Vodafone

- Vodafone hires 84 990 people worldwide in 31 countries
- These Include: Albania, Australia, China, Czech Republic, Democratic Republic of Congo, Egypt, Fiji, France, Germany, Ghana, Greece, Hungary, India, Ireland, Italy, Kenya, Lesotho, Malta, Mozambique, Netherlands, New Zealand, Poland, Portugal, Qatar, Romania, South Africa, Spain, Tanzania, Turkey, United Kingdom and the US.

On average Vodafone spends:

- 1.4 million pounds on training and development in the UK
- 3 million dollars on training and development in Australia
- 2 million Euro on training and development in Germany

TheCaseSolutions.com

Employee Training AND Development At Vodafone

- In 2005 Vodafone launched a new learning and capability development policy. The policy links development opportunities to an individual's performance dialogue rating to ensure that they provide the right training to the right employees.
- People managers and senior employees complete 15 leadership and development days to improve their skill constantly.
- Vodafone (most countries) also offer non management courses for employees in the customer service centres and retail. There are also a range of academic training courses offered to employees in sales, human resources, marketing and retail. (more than 50% of employees undertake these courses) there is also talent review and succession planning in place to identify and develop future leaders.
- All new recruits undertake a health and safety module as part of induction and in 2009/10 we developed an online training module to ensure line managers are aware of their responsibilities

Career Management Systems At Vodafone

Vodafone has an appraisal system in place that ensures that the performance of all staff members is evaluated every year. After the performance appraisal managers and employees work together to set the next years objectives to ensure that they are in line with corporate strategy.

TheCaseSolutions.com

INTERNATIONAL TRAINING AND DEVELOPMENT



- Due to the increase in the number of multinational enterprises (MNEs), there has been a push for growth in IHRM.
- The increase in the number of multinational enterprises (MNEs) nations, makes it difficult to manage business internationally.
- Cultural difference between nations is a critical challenge.

(Shen, 2005; Bean, 2006)

TheCaseSolutions.com

- More research
- Relevant culture information
- Understanding cultural approach
- Complexity of training and development



Improve success in an international market

TheCaseSolutions.com

Recommendations

(Hassi & Storti, 2011; Chitakornkijasil, 2009)