



# TNA-Plan & Budgeting

Unleash the Power of Strategic  
Training Analysis and Resource  
Management



# Introduction



This course is designed to equip you with the essential skills and knowledge required to effectively analyze training needs, plan training programs, and manage budgets efficiently. Whether you're a newcomer to the field or seeking to enhance your existing skills, this course will provide you with practical insights and hands-on experience to excel in the realm of TNA, planning, and budgeting.

# Course Objectives



- 1** Understand the fundamentals of Training Needs Analysis (TNA) and its importance in organizational development.
- 2** Gain proficiency in designing comprehensive training plans tailored to organizational objectives and employee needs.
- 3** Master budgeting techniques specifically geared towards training programs, including cost estimation, allocation, and monitoring.
- 4** Develop the ability to evaluate training effectiveness and adjust plans and budgets accordingly.
- 5** Acquire practical skills through real-life examples and interactive exercises to apply theoretical knowledge in practical scenarios
- 6** Build confidence in your TNA, planning, and budgeting abilities, enabling you to contribute effectively to organizational growth and success.

# Course Benefits

- Acquire in-demand skills sought after by employers across various industries.
- Enhance your career prospects and open up opportunities for advancement.
- Gain the confidence to lead and manage training initiatives within your organization.
- Improve organizational efficiency by optimizing training resources and investments.
- Join a community of like-minded learners and professionals to exchange ideas and experiences.

# Course Modules

## 1 Introduction to TNA and Organizational Development

- Understanding the significance of Training Needs Analysis (TNA) in organizational growth.
- Exploring the role of TNA in aligning training programs with organizational objectives.
- Introducing key concepts and terminology in organizational development.

## 2 Analyzing Training Needs: Methods and Techniques

- Exploring various methods and techniques for conducting TNA, such as surveys, interviews, and focus groups.
- Learning how to identify training gaps and assess learning requirements.
- Analyzing data collected through TNA to inform training decisions effectively.

## 3 Designing Effective Training Programs

- Understanding the principles of instructional design and adult learning theories.
- Developing learning objectives and designing engaging training materials.
- Creating comprehensive training plans tailored to specific audience needs and learning styles.

## 4 Budgeting for Training: Principles and Practices

- Exploring the importance of budgeting in training program management.
- Learning how to estimate training costs, including materials, facilitator fees, and venue expenses.
- Allocating resources effectively and managing training budgets to ensure optimal utilization.

## 5 Monitoring and Evaluating Training Effectiveness

- Establishing key performance indicators (KPIs) to measure training effectiveness.
- Implementing evaluation strategies, such as pre and post-training assessments and feedback mechanisms.
- Analyzing evaluation data to assess the impact of training programs and make informed improvements.

## 6 Case Studies and Practical Applications

- Applying theoretical knowledge to real-life case studies and scenarios.
- Engaging in interactive exercises to solve practical challenges related to TNA, planning, and budgeting.
- Drawing insights from successful training initiatives and learning from common pitfalls.

# Who Should Join This Course

→ HR professionals involved in training and development initiatives within their organizations.

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→ Managers responsible for planning and budgeting training programs.

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→ Individuals aspiring to pursue or advance their careers in the field of training and development.

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→ Entrepreneurs or business owners seeking to enhance the skills and productivity of their workforce.



# Module 1

## Introduction to TNA and Organizational Development

### Lesson 1: Importance of TNA in Organizational Development

#### Objective :

- Understand the concept of Training Needs Analysis (TNA) and its relevance in organizational growth.
- Explore how TNA helps in identifying skill gaps and aligning training programs with organizational objectives.

#### Content :

- In this lesson, we'll delve into the fundamentals of TNA and its role in organizational development. We'll discuss why TNA is crucial for identifying training needs within an organization and how it contributes to strategic decision-making. Real-life examples and case studies will be used to illustrate the impact of effective TNA on organizational performance.



# Module 1 : Introduction to TNA and Organizational Development

## Lesson 2: Methods and Techniques of TNA

### Objective :

- Explore various methods and techniques used in conducting Training Needs Analysis.
- Learn how to select the most appropriate TNA methods based on organizational requirements and constraints.

### Content :

- This lesson will provide an overview of different TNA methods and techniques, including surveys, interviews, focus groups, and job analysis. We'll examine the advantages and limitations of each method and discuss best practices for implementation. Practical examples and interactive exercises will be used to reinforce learning and demonstrate the application of TNA methods in real-world scenarios.





# Module 1 :

# Introduction to TNA and Organizational Development

## Lesson 3: Aligning Training with Organizational Goals

### Objective :

- Understand the process of aligning training programs with organizational goals and objectives.
- Learn how to develop training strategies that support organizational priorities and enhance performance.

### Content :

- In this lesson, we'll explore strategies for aligning training initiatives with broader organizational goals. We'll discuss the importance of stakeholder involvement in the TNA process and how to prioritize training needs based on organizational objectives. Practical tips and case studies will be provided to help learners understand how to design training programs that address specific organizational challenges and contribute to overall success.



# Module 2 :

## Analyzing Training Needs: Methods and Techniques

### Lesson 1: Introduction to Training Needs Analysis (TNA)

#### Objective :

- Define Training Needs Analysis (TNA) and its purpose in the training and development process.
- Understand the importance of accurately assessing training needs to improve organizational performance.

#### Content :

- In this lesson, we'll provide an overview of TNA and its significance in designing effective training programs. We'll discuss the objectives of TNA, including identifying skill gaps, assessing performance deficiencies, and aligning training initiatives with organizational goals. Real-world examples will be used to illustrate the impact of TNA on organizational success.



# Module 2 : Analyzing Training Needs: Methods and Techniques

## Lesson 2: Methods of Training Needs Analysis

### Objective :

- Explore different methods and techniques used in conducting Training Needs Analysis (TNA), such as surveys, interviews, and focus groups.
- Understand the strengths and limitations of each method and how to choose the most appropriate approach for a given situation.

### Content :

- This lesson will delve into the various methods and techniques available for conducting TNA. We'll discuss the process of data collection through methods such as surveys, interviews, observations, and job analysis. Practical examples and case studies will be used to demonstrate how each method can be applied in different organizational contexts.



# Module 2 :

## Analyzing Training Needs: Methods and Techniques

### Lesson 3: Assessing Training Needs and Prioritizing Requirements

#### Objective :

- Learn how to assess training needs effectively and prioritize requirements based on organizational goals and constraints.
- Understand the importance of stakeholder involvement in the TNA process and how to gather input from key stakeholders.

#### Content :

- In this lesson, we'll discuss strategies for assessing training needs and prioritizing requirements to ensure maximum impact. We'll explore techniques for analyzing TNA data and identifying critical training gaps that need to be addressed. Practical exercises and case studies will be provided to help learners understand how to prioritize training initiatives based on organizational objectives and available resources.



# Module 3 :

# Designing Effective Training Programs

## Lesson 1: Principles of Instructional Design

### Objective :

- Define instructional design and understand its importance in creating effective training programs.
- Explore the key principles and models of instructional design, such as ADDIE (Analysis, Design, Development, Implementation, Evaluation).

### Content :

- In this lesson, we'll delve into the principles of instructional design and discuss how they can be applied to create engaging and effective training programs. We'll explore the ADDIE model and its five phases, emphasizing the importance of conducting thorough analysis before designing training interventions. Real-life examples and case studies will be used to illustrate the application of instructional design principles in practice.



# Module 3 :

# Designing Effective Training Programs

## Lesson 2: Developing Learning Objectives

### Objective :

- Understand the importance of learning objectives in training programs and how to develop clear and measurable objectives.
- Learn how to align learning objectives with organizational goals and learner needs.

### Content :

- This lesson will focus on the development of learning objectives, which serve as the foundation for designing training programs. We'll discuss the characteristics of effective learning objectives and how to ensure they are specific, measurable, achievable, relevant, and time-bound (SMART). Practical examples and exercises will be provided to help learners practice writing clear and concise learning objectives for different training scenarios.



# Module 3 :

## Designing Effective Training Programs

### Lesson 3: Designing Training Materials and Activities

#### Objective :

- Learn how to design training materials and activities that engage learners and facilitate effective learning.
- Explore different instructional strategies and techniques for delivering content in training programs.

#### Content :

- In this lesson, we'll explore the process of designing training materials and activities to meet the needs of diverse learners. We'll discuss strategies for selecting appropriate instructional methods, such as lectures, discussions, group activities, and multimedia presentations. Practical tips and examples will be provided to help learners create engaging and interactive training materials that promote active learning and knowledge retention.



# Module 4 :

# Budgeting for Training: Principles and Practices

## Lesson 1: Importance of Budgeting in Training

### Objective :

- Define the concept of budgeting in the context of training programs.
- Understand the significance of effective budgeting in maximizing the impact of training initiatives.

### Content :

- In this lesson, we'll discuss the importance of budgeting in the management of training programs. We'll explore why budgeting is essential for allocating resources efficiently, controlling costs, and ensuring the sustainability of training initiatives. Real-life examples and case studies will be used to illustrate the consequences of inadequate budgeting and the benefits of strategic financial planning.





# Module 4 : Budgeting for Training: Principles and Practices

## Lesson 2: Estimating Training Costs

### Objective :

- Learn how to estimate training costs accurately, including direct and indirect expenses.
- Understand the factors influencing training costs and how to account for them in budget planning.

### Content :

- This lesson will focus on the process of estimating training costs, covering both direct expenses (e.g., trainer fees, materials, venue rental) and indirect costs (e.g., employee time, administrative overhead). We'll discuss techniques for forecasting expenses and budgeting for unforeseen circumstances. Practical exercises and examples will be provided to help learners develop budget estimates for different types of training programs.



# Module 4 :

# Budgeting for Training: Principles and Practices

## Lesson 3: Allocating and Managing Training Budgets

### Objective :

- Understand the principles of budget allocation and management in training programs.
- Learn how to allocate resources effectively to maximize the impact of training initiatives.

### Content :

- In this lesson, we'll explore strategies for allocating and managing training budgets to ensure optimal utilization of resources. We'll discuss techniques for prioritizing budget allocations based on training needs, organizational priorities, and available resources. Practical tips and case studies will be provided to help learners develop budget plans and monitor expenditures effectively throughout the training cycle.



# Module 5 :

## Monitoring and Evaluating Training Effectiveness

### Lesson 1: Establishing Key Performance Indicators (KPIs)

#### Objective :

- Understand the importance of defining key performance indicators (KPIs) for measuring training effectiveness.
- Learn how to select appropriate KPIs based on organizational goals and training objectives.

#### Content :

- In this lesson, we'll discuss the significance of establishing clear and measurable KPIs to evaluate training effectiveness. We'll explore different types of KPIs, such as learning outcomes, behavior change, and business impact metrics. Practical examples and case studies will be used to demonstrate how KPIs can be aligned with organizational goals and used to assess the success of training initiatives.



# Module 5 :

# Monitoring and Evaluating Training Effectiveness

## Lesson 2: Implementing Evaluation Strategies

### Objective :

- Learn how to implement evaluation strategies to assess the impact of training programs.
- Explore different evaluation methods and techniques, including pre and post-training assessments, surveys, and interviews.

### Content :

- This lesson will focus on the practical aspects of implementing evaluation strategies to measure training effectiveness. We'll discuss the importance of collecting feedback from participants and stakeholders throughout the training process and how to use various evaluation methods to gather meaningful data. Practical exercises and examples will be provided to help learners design evaluation plans that align with training objectives and organizational requirements.



# Module 5 :

## Monitoring and Evaluating Training Effectiveness

### Lesson 3: Analyzing Evaluation Data and Making Improvements

#### Objective :

- Learn how to analyze evaluation data to assess the impact of training programs.
- Understand how to use evaluation findings to make informed improvements and adjustments to training initiatives.

#### Content :

- In this final lesson of Module 5, we'll explore techniques for analyzing evaluation data and interpreting findings to assess the effectiveness of training programs. We'll discuss how to identify strengths and weaknesses in training delivery and content and how to use evaluation results to make continuous improvements. Real-life case studies will be used to illustrate how organizations have used evaluation data to enhance the impact and efficiency of their training initiatives.



# Module 6 :

# Case Studies and Practical Applications

## Lesson 1: Case Study Analysis: TNA in Action

### Objective :

- Analyze real-life case studies of Training Needs Analysis (TNA) implementations.
- Identify key success factors and challenges faced in conducting TNA within organizations.

### Content :

- In this lesson, we'll examine case studies of organizations that have implemented TNA processes effectively. We'll analyze how these organizations identified training needs, designed training programs, and allocated resources to meet organizational objectives. Through interactive discussions and group activities, learners will gain insights into best practices and lessons learned from TNA case studies.



# Module 6 :

## Case Studies and Practical Applications

### Lesson 2: Budgeting Simulation: Allocating Resources Wisely

#### Objective :

- Participate in a budgeting simulation exercise to allocate resources for training initiatives.
- Apply budgeting principles and practices to make strategic decisions in resource allocation.

#### Content :

- In this practical session, learners will engage in a budgeting simulation exercise where they'll be tasked with allocating resources for training programs within a simulated organizational context. They'll have to consider factors such as training needs, budget constraints, and organizational priorities to make informed decisions. Facilitators will provide guidance and feedback throughout the simulation to help learners develop budgeting skills and make strategic resource allocation choices.



# Module 6 :

## Case Studies and Practical Applications

### Lesson 3: Interactive Workshop: Designing a Training Program

#### Objective :

- Collaborate with peers to design a comprehensive training program from start to finish.
- Apply instructional design principles, TNA techniques, and budgeting strategies to develop a training plan.

#### Content :

- In this interactive workshop, learners will work in groups to design a training program for a specific organizational scenario. They'll apply their knowledge of instructional design, TNA methods, and budgeting principles to develop a training plan that addresses identified needs and aligns with organizational goals. Facilitators will provide guidance and support as learners navigate through the process, encouraging collaboration and creativity in program design.





## BASIC PRINCIPLES FOR COURSE IMPLEMENTATION



### Engagement

- Ensure active participation and engagement of learners throughout the course through interactive activities, discussions, and practical exercises.



### Relevance

- Align course content with learners' needs, experiences, and career goals to ensure relevance and applicability in their professional context.



### Accessibility

- Provide accessible course materials and resources to accommodate diverse learning styles, preferences, and accessibility needs of all learners.



### Feedback

- Offer regular feedback and guidance to learners to support their learning journey and address any challenges or misconceptions they may encounter.



### Application

- Encourage learners to apply theoretical concepts to real-life scenarios and practical situations, fostering the development of practical skills and competencies.

## PRACTICAL TIPS FOR IMPLEMENTING THE COURSE



### Clear Communication

- Provide clear instructions, learning objectives, and expectations to learners at the beginning of each module or lesson to ensure they understand what is required of them.



### Interactive Learning

- Incorporate interactive elements such as quizzes, discussions, case studies, and group activities to keep learners engaged and facilitate active participation.



### Real-Life Examples

- Use real-life examples and case studies relevant to learners' industries or job roles to illustrate key concepts and demonstrate their practical application.



### Hands-On Exercises

- Include hands-on exercises and practical assignments that allow learners to apply theoretical knowledge in real-world scenarios and develop practical skills.



### Peer Collaboration

- Encourage peer collaboration and group work to foster a supportive learning community where learners can share insights, exchange ideas, and learn from each other's experiences.

## READING MATERIAL AND CASE STUDIES

### Training Needs Assessment

- This book provides a comprehensive overview of different methods and tools for conducting Training Needs Assessment (TNA), along with practical guidance on how to apply them effectively.

### Designing Effective Training Programs

- This resource offers insights into instructional design principles and techniques for designing engaging and effective training programs.

### Case Study 1:XYZ Corporation

- A Case Study in Training Needs Analysis - This case study examines how XYZ Corporation conducted a comprehensive

### Case Study 2:ABC Company

- This case study showcases how ABC Company effectively managed its training budget by implementing cost-saving strategies, prioritizing training initiatives, and monitoring expenses to ensure maximum ROI.

### Case Study 3:Success Stories in Training Evaluation

- - This collection of case studies highlights successful training programs that have made a measurable impact on organizational performance, employee development, and business outcomes.



# Who We Are



**KLCC ACADEMY** an Accredited Education Centre in Malaysia - provides an enriched learning environment that has helped countless students get ahead. Founded in 2013, the Academy is in heart of Kuala Lumpur near the iconic KLCC - Petronas Twin Towers (distance of 500m) and reflects the diverse backgrounds and cultures of the area.

We believe that education is a fundamental right, and everyone should have access to quality higher education. With this view in mind, we strive to create opportunities for those who have genuine aspiration and honest intention, who seek high-quality education, great academic experience, unparalleled student services, globally recognizable qualifications, and career prospects post qualification after studying in their chosen destination countries.

# Contact Information



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