

A Case Study of Training Curriculum for Enterprise's Freshman

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Abstract

The purpose of this study is to construct a training curriculum model of real estate enterprise's freshman. The procedure of this study is conducted by theoretical review and case study. The study firstly reviews the literature of curriculum developing and designing theory. Secondly, the developing model of a training curriculum for real estate enterprise's freshman is constructed.

1. Introduction

There is about 11 billions amount for real estate industry in Taiwan. Chen (1995) pointed out that it was firstly permitted by government to operate with business form for real estate brokerage in 1984[1]. Many famous business groups in Taiwan were attracted to enter this market. But Chiu (1994) said there were three operating problems for real estate brokerage industry[2]. That is to earn illegal price difference, depression of market and human resource problem. In these three problems, the depression of market is uncontrollable. Earning illegal price difference is worker's ethics problem. The human resource problem is belonging to employees training. It can approve and upgrade employee's competences through education and training to solve the later two problems.

In real estate brokerage industry, it includes many professional knowledge of cross-fields. It is necessary to give employee full on job training and former duty training. This can improve and upgrade employee's quality and to strengthen complete ability of business. Besides, it can supply consumer more indemnification and to give professional service.

The employee quality and breeding is the key development factor for real estate brokerage business. How to supply a full training system is become a very important topic for each real estate brokerage company. Some real estate brokerage companies have their exclusive training division, but they short systematical curriculum design experience especially for enterprise's freshman. This is the main purpose for the study. So, the purpose of this study is to construct a training curriculum model of real estate enterprise's freshman.

2. Literature Review

Tyler (1949) considered that the curriculum developer should be answered the questions [9]:

1. What educational purposes should the school seek to attain ?
2. What educational experiences can be provided that are likely to attain these purposes ?
3. How can these educational experiences be effectively organized ?
4. How can we determine whether these purposes are being attained ?

Waples & Tyler (1930) outlined the major items in curriculum and instruction [11]:

1. Defining objectives, organizing contents and adopting materials.
2. Selecting learning experiences and diagnosing learners.
3. Managing students.
4. Outlying techniques of instruction and evaluation.

For these opinions, it can be seen that the steps of curriculum development included four elements: objectives, materials, techniques of instruction, and evaluation

Taba (1962) made a seven steps curriculum development procedure : to diagnose demand, to state objectiveness, to select contents, to organize context, to select learning experience, to organize learning experience, and to decide evaluated target and method[8]. Huang (1984) & Wang (1994) called Tyler's & Taba's model were objective oriented model[3,10]. Ou (1985) named these models were technological model[6]. Huang (1987) pointed out that the major essence of objective oriented model was "objective oriented" [4]. From business view, the concept of objective oriented can be combined with object management. According to above discussion, the objective concept is a foundation of this study.

Kan (1987) pointed out that there were six steps to develop business training system[5]. That is:

1. To establish training curriculum.

2. To confirm training way.
3. To invite training instructors.
4. To raise training budget.
5. To set up training place and equipment.
6. To work out encouragement program.

In establishing training curriculum step, Kan brought up a frame model, showed as Fig. 2. In this model there were included seven phases.

1. To make sure course object.
2. To develop evaluating measurement of employee's competences.
3. To check training environment, employee's learning type, individual difference.
4. To design instruction activeness.
5. To perform teaching.
6. To evaluate outcome.
7. To feedback and improve program.

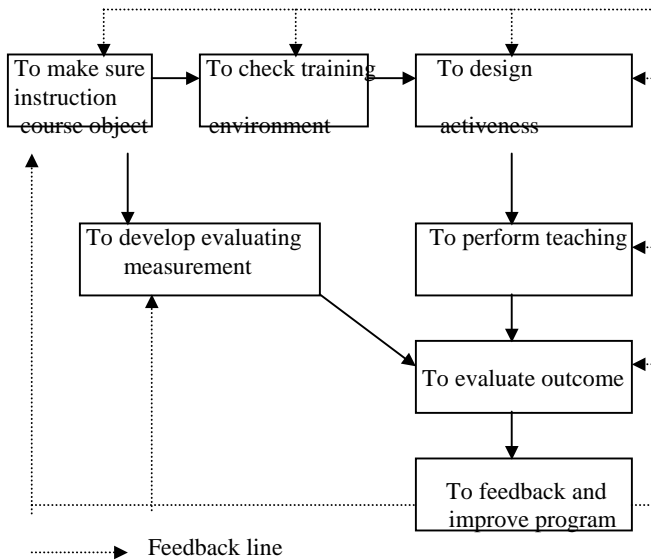


Figure 2 Curriculum Development System
Source: Kan (1987). p.9

3. Case analysis

The case company established in 1988. Its major business was brokerage of house and land. At the initial stage of the business, there were eight stores in Taiwan and the capital was 1.8 million US dollars in that time. In 1993, the company took two systems that were franchise and regular stores. But in 1996, the operating policy for of this company changed. The regular stores were transferred to franchise stores by following company's guidance. It quickly became the second biggest brokerage in Taiwan. So far, this company has

owned 230 stores and becomes the largest brokerage of real estate in Taiwan.

This study is based on Kan's model. Because the recruited candidate can be divided into two types: experience and inexperience in real estate brokerage. If the candidates are experienced man, the company will hire them for formal employee. They just need to attend the general course in this program. If they are inexperience people, the general and professional course will be considered. In this study, it constructed for inexperience employee in real estate brokerage. The second and third step in Kan's model can be regarded as a constant. Because the teaching material is very important in perform teaching step. The study suggests setting it into the model. The training curriculum development model of real estate enterprise's new workers is shown in Fig. 3.

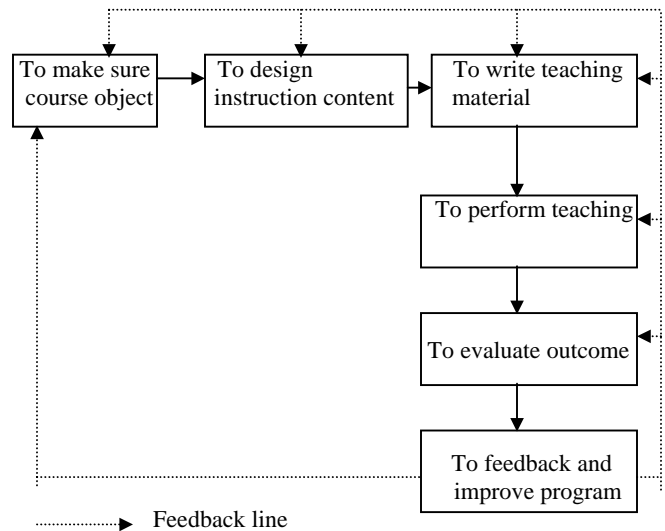


Figure 3 Training Curriculum Development Model of Real Estate Enterprise's New Workers

The detailed steps of this model are explained as below:

1. To make sure course object.

Shieh (1991) said that to introduce what their jobs for freshman is very important and he emphasis that supplies company rule and personnel policy is also considered in training program [7]. So, the object of freshman's training program is to guide new workers understanding brief situation of company, operation idea, management system and substantial their basic professional knowledge and skill.

2. To design curriculum

Based on curriculum object, the training program can be divided into two sections. The first is general course. The second one is professional course. In order to let new workers more understand the real business world, it can design three steps training program. The first step is they come to business within two weeks. The second step is in the second month; in this time they have been a month experience for real estate brokerage. The third step is after the third month. In this time, the new workers may become official employee. The curriculum design is shown in Table 1. The first phase needs four days, the second and third phase only need one day. This design is considered trainee’s absorption and company cost. Besides, when new workers come to their division, the store’s manager will teach them marketing skill in morning and evening meeting. The senior workers will lead them participated actual marketing practice.

3. To write teaching materials.

When make sure contents of curriculum, the committee of teaching material will be made up. The senior managers and professional will be invited in the committee. They will discuss the guideline of teaching material and start to write it.

4. To perform teaching.

This program is aimed to new worker. So, the senior managers and employees will be invite to be an instructor. They can use lecture, group discuss and role player to teach.

5. To evaluate outcome.

In order to understand how much for trainee’s learning in this program. The final examination and trainee’s opinion questionnaire will be held. The analysis of trainee’s opinions will be collected to instructors and human resource division.

6. To feedback and improve program.

When collect trainee’s opinion, it can improve curriculum design and reassign instructor

The program of training curriculum can be designed as three phases. The first is when the freshmen come to company within two weeks. The second is the freshmen come to company over two months and the third is over three months. These three phases have

different training contents in professional courses. The content of training curriculum can be divided into general courses and professional courses. The course is shown in Table 1.

Table 1. The training course for Real Estate Enterprise’s freshmen

	First step	Second step	Third step
General Course	Company Introduction		
	Personnel rules		
	Sales Regulations and salary		
	Go to Success		
	Achievements Check		
Professional course	Building Laws and Constructed Materials	Case study of law	Legal document writing practice
	Real Estate Rights Document		
	Writing Legal Document operation		
	Computing Tax Fare		
	Development of Real Estate Industry		
	Relative Laws of Real Estate		
	Development skill	How to develop case	Consumer complain practice
	Development procedure and table	Bargain skill	Bargain skill
	Development practice	Role player and question discussed	How to receive mediation
	Sales skill		Bad buyer answer readily
	Sales procedure and table		Role player and question discussed
Sales practice			

4. Conclusion

The main findings of the study are in the followings:

1. There are six steps for developing training curriculum model of real estate enterprise’s freshman. That is to make sure of training objectiveness, to design a curriculum framework, to write subject materials, to perform teaching, to evaluate outcome and to feedback and improve program.
2. The content of training curriculum can be divided into general courses and professional courses.
3. The program of training curriculum can be designed as three phases. The first is when the freshmen come

to company within two weeks. The second is the freshmen come to company over two months and the third is over three months. These three phases have different training contents in professional courses.

5. Recommendation

1. It can collect more company data to revise this training curriculum.
2. It can use different methods to explore training curriculum of enterprise's freshman.
3. It can discuss with competence analysis to design practical oriented course of enterprise's freshman.

6. References

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