

Unit II

Training and Development: Concepts and Importance.

Identification of Training Needs.

Types of Training, On-the-job and Off-the-job methods of training.

Designing of Training Programme.

Methods of Executive Development.

TRAINING AND DEVELOPMENT

Training: Training is a process of learning a sequence of programmed behavior. It is the application of knowledge & gives people an awareness of rules & procedures to guide their behavior. It helps in bringing about positive change in the knowledge, skills & attitudes of employees.

Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has & what the job demands.

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TRAINING AND DEVELOPMENT OBJECTIVES

The principal objective of training and development division is to ensure the availability of a skilled and willing workforce to an organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Societal. Training and development is a subsystem of an organization. It ensures that randomness is reduced and learning or behavioural change takes place in structured format.

- **Individual Objectives** – help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.
- **Organizational Objectives** – assist the organization with its primary objective by bringing individual effectiveness.
- **Functional Objectives** – maintain the department's contribution at a level suitable to the organization's needs.
- **Societal Objectives** – ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

IMPORTANCE OF TRAINING

- **Improves Morale of Employees-** Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover.

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- **Less Supervision-** A well trained employee will be well acquainted with the job and will need less supervision. Thus, there will be less wastage of time and effort.
- **Fewer Accidents-** Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents on the job and the more proficient the employee becomes.
- **Chances of Promotion-** Employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization.
- **Increased Productivity-** Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained.

TYPES OF EMPLOYEE TRAINING

ON-THE-JOB TRAINING

- On-the-job training takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained. On-the-job training has a general reputation as most effective for vocational work.

On the Job Training is characterized by following points

- ❖ It is done on ad-hoc manner with no formal procedure, or content
- ❖ At the start of training, or during the training, no specific goals or objectives are developed
- ❖ Trainers usually have no formal qualification or training experience for training
- ❖ Training is not carefully planned or prepared
- ❖ The trainer are selected on the basis of technical expertise or area knowledge

The following are the methods of On-the job training:

- ❖ **Apprenticeship Training:** Under this, the trainee is placed under supervision of an experienced person (master worker) who imparts him necessary skills and regulates his performance. The trainee is given a stipend while learning so that he/she can enjoy the “earn while you learn” scheme.
- ❖ **Internship Training:** Under this method an educational institute enters into agreement with industrial enterprises for providing practical knowledge to its students by sending them to business organizations for gaining practical experience.
- ❖ **Induction training** is a type of training given to help a new employee in settling down quickly into the job by becoming familiar with the people, the surroundings, the job and the business. The duration of such type of training may be from a few hours to a few days. The induction provides a good opportunity to socialize and brief the newcomer with the company’s overall strategy, performance standards etc. If carefully done, it saves time and cost (in terms of effectiveness or efficiency etc.)
- ❖ **Job rotation:** This technique of on the job training is adopted for broadening work experience of the trainees in various related positions because he is to work on different jobs by rotation.

OFF-THE-JOB TRAINING

- Off-the-job training takes place away from normal work situations — implying that the employee does not count as a directly productive worker while such training takes place. Off-the-job training has the advantage that it allows people to get away from work and concentrate more thoroughly on the training itself. This type of training has proven more effective in inculcating concepts and ideas. Off-the-job training methods remove personnel from the stress and ongoing demand of work place and enabling them to focus fully on learning new experience some of them are :
 - ❖ Lecture
 - ❖ Conferences and Seminars
 - ❖ Case method
 - ❖ Simulation : This technique seeks to duplicate the real life work setting in which he has to work.
 - ❖ Sensitivity training : The main purpose of providing sensitivity training is to develop capabilities and improve behavioural patterns of the employee especially with regard to views, feelings, actions of others.

DIFFERENTIATE BETWEEN TRAINING AND DEVELOPMENT

Basis	Training	Development
Definition	It means imparting skills and knowledge doing a particular job	It means growth of an employee in all respects.
Purpose	It is concerned with maintaining and improving current job performance.	It seeks to develop competence and skills for future performance.
Methods	It is imparted through on the job method.	It is imparted through off the job method.
Initiative	The boss takes the initiative to impart training to his subordinates.	The individual takes the initiative for self-growth and development.
Duration	Training programmes are organized for short terms.	Development takes place over a large period of time.

DESIGNING OF TRAINING & DEVELOPMENT PROGRAMMES

A training design is a blueprint for a training event or experience. It is detailed plan for trainers that what they will do. Why it is to be done, and the best way to reach training's objectives. Training is the most important component of Human Resources Development (HRD) philosophy of modern organizations, which rely on training design and implementation. It helps them to find solutions to their day today problems by identifying their problems and guiding them in the right direction. It functions as a process from identification of the needs to evaluation and feedback. Training as a constructive design mobilizes all available resources in organizations and moves them towards attainment of human goals. A good

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training programme has seven steps, which in a sequence form a constructive training design and implementation process. The seven steps are:

1. Identification of training need and analysis.
2. Setting up of training and development objectives.
3. Selection and designing of programmes.
4. Selection and developing training methods and techniques.
5. Implementation of training and development programmes.
6. Evaluation of training and development programmes.
7. Feedback leading to further identification of training needs.

EXECUTIVE DEVELOPMENT

It is also known as 'management development' or 'executive development'. It is one of the fastest developing areas in personnel. It is realized that an effective management team may be as important to the survival of an organization as any tangible item on the balance sheet. Interest in management development is great partly due to the shortage of well-trained managers. Executive development or management development is a systematic process of learning and growth by which managerial personnel gain and apply knowledge, skills, attitudes and insights to manage the work in their organization effectively and efficiently.

According to Flippo "executive development includes the process by which managers and executives acquire not only skills and competency in their present job but also capabilities for future managerial tasks of increasing difficulty and scope."

CHARACTERISTICS OF EXECUTIVE DEVELOPMENT

- Executive development is a planned and organized process of learning.
- It is an ongoing and never ending exercise.
- Executive development is a long term process as managerial skills cannot be developed overnight.
- It aims at preparing managers for managers.

PURPOSE OF EXECUTIVE DEVELOPMENT

- To sustain good performance of managers throughout their careers by exploiting their full potential.
- To understand economic, technical, and institutional forces in order to solve business problems.
- To acquire knowledge about problems of human resources.
- To think through problems this may confront the organization now or in the future.
- To develop responsible leaders.
- To inculcate knowledge of human motivation and human relationships.
- To increase proficiency in management techniques such as work study, inventory control, operations research and quality control.

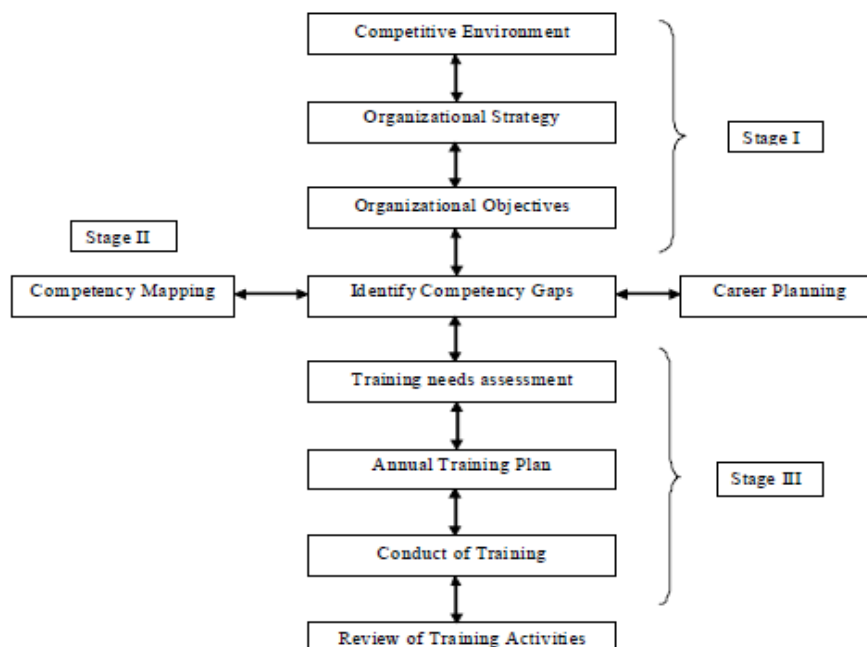
IMPORTANCE OF EXECUTIVE DEVELOPMENT

- Executive development programmes are required to train and develop professional managers.
- It helps managers to develop skills to face cut throat competition.
- It enables managers to face problems related to technology and institutions.
- It helps in developing better relations with the labors.
- Executives need training and education to understand and adjust to changes in socio-economic changes.
- Executive development is required to broader the outlook of managers.

FACTORS INFLUENCING EXECUTIVE DEVELOPMENT

- Failure to train the managers will lead to ineffective and inefficient managers who negatively affect the organization's performance.
- In the absence of training and developmental avenues, the performing managers may get demotivated and frustrated in leading the organizations. This would lead to severe losses for the organization in financial parameters, in terms of the cost of recruiting and training the new incumbent.
- The organizational performance may be affected by the loss of market shares, lower sales, reduced profitability, etc.
- The absence/ shortage of trained and skilled managers make it important for the organizations to have appropriate retention strategies. Training and development is being used by organizations as a part of their retention strategy.
- The competitive pressures make it necessary for organizations to continuously roll out new products and services, and also maintain the quality of the existing ones. The training and development of managers would help them in developing the competencies in these areas.
- The competitive environment is making it imperative for the organizations to continuously restructure and re-engineer, and to embark upon these processes, it is essential for the organizations to train the managers for the new scenarios.

PROCESS OF EXECUTIVE DEVELOPMENT



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- ❖ Stage I: In Stage I, at the macro level, there are three key elements considered as competitive advantage, organizational strategy and organizational objectives. The analysis of the competitive environment helps the organization to decide its competitive positioning in the marketplace, based on which the organizational strategy is drawn out in an attempt to transform or reposition the organization. The macro view is broken down into specific organizational objectives for further dissemination to functional/ departmental, and individual level.
- ❖ Stage II: This stage is the most important and crucial phase of the executive development process. This stage deals with analysis on the competency mapping, identification of competency gap and career planning. In the competency stage which helps to capture the competencies of all the employees of the organization which includes the capacities of the management also. In the second stage, the organizational requirements and competency gap to be analyzed. In the third phase, this deals with identifying and verifying the organizational needs, individual growth and along with career planning of the executives.
- ❖ Stage III: This stage consists of three levels. The first level of this stage deals with the activities involving training need assessment of individuals and of all employees based on which Annual Training Plan (ATP) is drawn. Based on the annual training plan the employees are chosen to be exposed to either corporate training programs, for internal training programs and external organizations. While deciding the venue and types and nature of the training program the personnel department and training facilitator should consider the various issues like no of executives, cost, outsourcing and availability of technical expertise in the organizations.

TECHNIQUES OF EXECUTIVE DEVELOPMENT

The various techniques of executive development may be classified into two broad categories:

1. On the Job Techniques:

It is delivered to employees while they perform their regular jobs. In this way, they do not lose time while they are learning. After a plan is developed for what should be taught, employees should be informed of the details. A time-table should be established with periodic evaluations to inform employees about their progress. On-the-job techniques include orientations, job instruction training, apprenticeships, internships and assistantships, job rotation and coaching. It consists of: -

- **Coaching-** Coaching is a one-to-one relationship between trainees and supervisors which offers workers continued guidance and feedback on how well they are handling their tasks. The coach assigns the task, monitors the trainee behavior, and provides reinforcement and feedback. Coaching is commonly used for all kinds of trainees, from unskilled to managerial position. This method is critically depends on the quality of the coach.
- **Under Study-** An understudy may be assistant to someone or special assistant to some supervisory or executive positions. He learns by experience, observation, guidance and coaching.
- **Position Rotation-**This involves the movement of the trainee from one job to another. This helps him to have a general understanding of how the organization functions. Apart from releasing boredom, Job rotation allows workers to build rapport with a wide range of individuals within the organization, facilitating future cooperation among various departments. Such cross-trained personnel offer a great deal of flexibility for organizations when transfers, promotions or replacement become inevitable.

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- **Multiple Management-** It provides knowledge about the organization to the junior and middle Managerial personnel. Here the members are exposed to all types of the decision taken at higher level.

2. Off-the-Job Technique:

It consists of:

- **Lectures-** It is a traditional and direct method of instruction. The instructor organizes the material and gives it to a group of trainees in the form of a talk. To be effective, the lecture must motivate and create interest among the trainees. An advantage of this method is that it is direct and can be used for a large group of trainees. The major limitation of this method is that it does not provide for the transfer of training effectively.
- **Case Studies-** It presents the trainees with a written description of a business or organizational problem. The object of the case method is to teach the trainees how to analyze information, generate alternative decisions, and evaluate the alternatives. Cases can be analyzed by individuals or small groups. Feedback and reinforcement are provided through oral discussion or written comments from the instructor.
- **Group Discussions-** This method is a direct discussion on a specific topic conducted with a relatively small group of trainees. This method is useful for teaching and exploring difficult conceptual materials, and for changing attitudes and opinions. It provides opportunity for feedback, reinforcement practice, motivation, and transfer, largely due to the active interchange of ideas between the participants.
- **Role Playing-** In most of the role-playing assignments, each of the students takes the role of a person affected by an issue in human life and affects the human activities all around us from the perspective of that person.
- **Management Games-** Verities of business and management games have been devised and are being used with a varying degree of success in the developing programmes. A management game is a classroom exercise in which a number of teams of trainees compete against each other to achieve certain objectives.
- **Sensitivity Training-** It has been successfully employed by behavioral scientists over the past thirty years. Sensitivity to the circumstances and feeling of others is the cornerstone of human relationships.

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