

TRAINING AND DEVELOPMENT _06



Training

- Training is an organised activity for increasing the knowledge and skills of people for a definite purpose. It involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency.

- According to Edwin B. Flippo, —Training is the act of increasing the knowledge and skills of an employee for doing a particular job||. Training involves the development of skills that are usually necessary to perform a specific job. Its purpose is to achieve a change in the behavior of those trained and to enable them to do; their jobs better .

- The managers are continuously engaged in training their subordinates. They should ensure that any training programme should attempt to bring about positive Changes in the (i) Knowledge,
- (ii) skills,
- and (iii) attitudes of the workers.
- The purpose of training is to bring about improvement in the performance of work. It includes the learning of such techniques as are required for the better performance of definite tasks.

- The objective of training is to achieve a change in the behavior of those trained. In the industrial situation, this means that the trainees acquire new techniques skills, problems solving abilities and develop proper, work attitude

NATURE OF TRAINING AND DEVELOPMENT

- The term training indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones.
- Training is a vital phase of management control. It helps in reducing accidents, eliminating wastages and increasing, the quality of work.

- Training and Development are terms which are sometimes used interchangeably. Development was seen as an activity associated with managers, In contrast training has a more immediate concern and has been associated with improving the knowledge and skill of non-managerial employees in the present job.

- Training and development may be regarded interactive, each complementing the other. The logical step for the organisation is to produce a plan for human resource development (i.e. training and development) which will dovetail into the employee resourcing plan (i.e. selection) and the organisation's overall strategic plan.

\Objectives of Training 5

- 1-To impart to new entrants the basic knowledge and skill they need for an intelligent performance of definite tasks;
- (ii) To assist employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills, they will need in their particular fields;
- (iii) To build up a second line of competent officers and prepare them to occupy more responsible positions

\Objectives of Training 5

- (iv) To broaden the minds of senior managers by providing them with opportunities for an interchange of experiences within and outside with a view to correcting the narrowness of the outlook that may arise from over-specialisation;
- (v) To impart customer education for the purpose of meeting the training needs of Corporations which deal mainly with the public.

NEED AND IMPORTANCE OF TRAINING

- **Increasing Productivity**
- **Improving Quality**
- **Helping a Company Fulfil its Future Personnel Needs**
- **Improving Organisational Climate**
- **Improving Health and Safety**

Distinction between Training and Development

Training

Training means learning skills and knowledge for doing a particular job. It increases job skills.

The term 'training' is generally used to denote imparting specific skills among operative workers and employees.

Training is concerned with maintaining and improving current job performance. Thus, it has a short-term perspective.

Training is job-centred in nature.

The role of trainer or supervisor is very important in training.

Development

Development means the growth of an employee in all respects. It shapes attitudes.

The term 'development' is associated with the overall growth of the executives.

Executive development seeks to develop competence and skills for future performance. Thus, it has a long-term perspective.

Development is career-centred in nature.

All development is 'self development'. The executive has to be internally motivated for self-development

METHODS OF TRAINING

- **On-the-Job Training Methods**
 - On Specific Job**
 - Experience**
 - Coaching**
- **Job Rotation**
- **Special Projects**
- **Multiple Management**

- **Off-the-job Training Methods**
 - **Special Courses and Lectures**
 - **Conferences**
 - **Case Studies**
 - **Brainstorming**
 - **Simulation**

