

12/2/25 Unit-3: Training and Development :-

1. What is meant by training? Explain its objectives.

A) Introduction:-

Training may be viewed as a systematic and planned process, which has its organisational purpose to provide learning experiences that will bring about improvement in an employee and enable him to make his contribution in greater measure to meeting the goals and objectives of an organisation.

Meaning:-

Training is the process of maintaining and developing the required skills in an employee to enable him to maintain and improve the performance. Training is the human resource development sub-function. Every organisation spends more time and money to provide training to the employees for better performance.

Definition:-

According to Welch Beach - "Training is the organised procedure by which people learn knowledge and skill for definite purpose".

Objectives:-

1. Skill Development:-

To enhance the specific skills and knowledge required for an employee's current job role.

2. Improving job performance:-

Imparting new skills helps in performance enhancement of employees assigned with specific task.

Training helps to bridge the gap between actual performance and expected performance.

3. Avoiding or Delaying Managerial obsolescence:-

A manager's ability to cope with technological

advancements is referred to as managerial obsolescence as it is the management adept to change the new methods and processes it turns to increase the organisational performance. Therefore training is aimed at avoiding managerial obsolescence.

4. Preparing for promotion and succession :-

An employee acquires new skills in a training program so a manager he can accept challenging tasks, and doesn't hesitate to assume higher responsibilities. Training makes the transition of the employee from the present job to the next job easier, faster and smoother.

5. Motivating and preventing employee attrition :-

An employee needs continuous development to move along the career path as per the career planning. Training motivates organisational commitment. Managers must provide adequate training facilities to all the employees.

6. Gaining organisational Excellence :-

Knowledge, skill and motivation are the dominant determinants of human performance a trained person needs less time and attention from the supervisor, as training makes him self propelled. Training additionally reduces accident rates, rejections and wastages, Break down of machines and facilities, It enhances labour and material productivity.

a. What is training? Explain its importance?

a) Training is a critical element in the development of both employee and organisation its importance extends to improving individual performance, supporting organisational growth and ensuring long term success.

b) Improves employee performance :-

Training equips employees with the skills

and knowledge needed to perform their job duties more effectively this leads to better quality work, higher productivity and reduced errors.

3. Enhances Organisational Competitive ness :-

A well trained work force can help an organisation remains competitive in the market by improving the efficiency of operations, embracing technological advancements and fostering innovation, It ensure the organisation is up-to-date with industry and best practices.

3. Reduces employee Turn-over :-

Offering training opportunities can increase employee satisfaction and loyalty. Employee are more likely to stay with an organisation that invest in their growth, reducing turn over and the associated cost of training and on boarding new staff.

4. Increased productivity :-

Training improves the performance of employees it increases the skill and efficiency it results in better quantity and quality of production. A trained worker will handle machines carefully and he will use the materials in an economical way.

5. Higher productivity :- Employee Moral :-

A trained worker derives happiness and job satisfaction from his work. He feels happy when his performance is upto the mark. This also gives him job security and ego satisfaction. All these factors will improve employees moral

6. Less Supervision :-

The degree of supervision required for a trained worker will be less. He will not be depended upon the supervisor and may carry on his work himself. On the other hand an untrained worker will need constant

watch, and he will require the guidance of the supervisor.

7. Employee Development :-

Training also helps in the development of employees. It first helps in the locating talent in them and then developing it to the maximum. If a worker learns fast, he will be able to develop his talent and improve his performance.

8. Fess wastage :-

Untrained workers may waste more materials, damage machines and equipment. It may cause accidents. Accidents generally due to a deficiency in the operator and not in the machine.

(B) Discuss the techniques or methods of training in an organisation.

A) Hiring the most qualified person, for a position in organisation, is start to ensuring a high rate of productivity and job satisfaction. Organisations are spending thousand of dollars every year to provide training to their employees so that their skills are constantly updated and improved. Employee training methods have been found to be a great source of motivation to an employee and also contribute to their job satisfaction. A multiple methods of training are used to train employees. The mostly commonly used methods and techniques are two types.

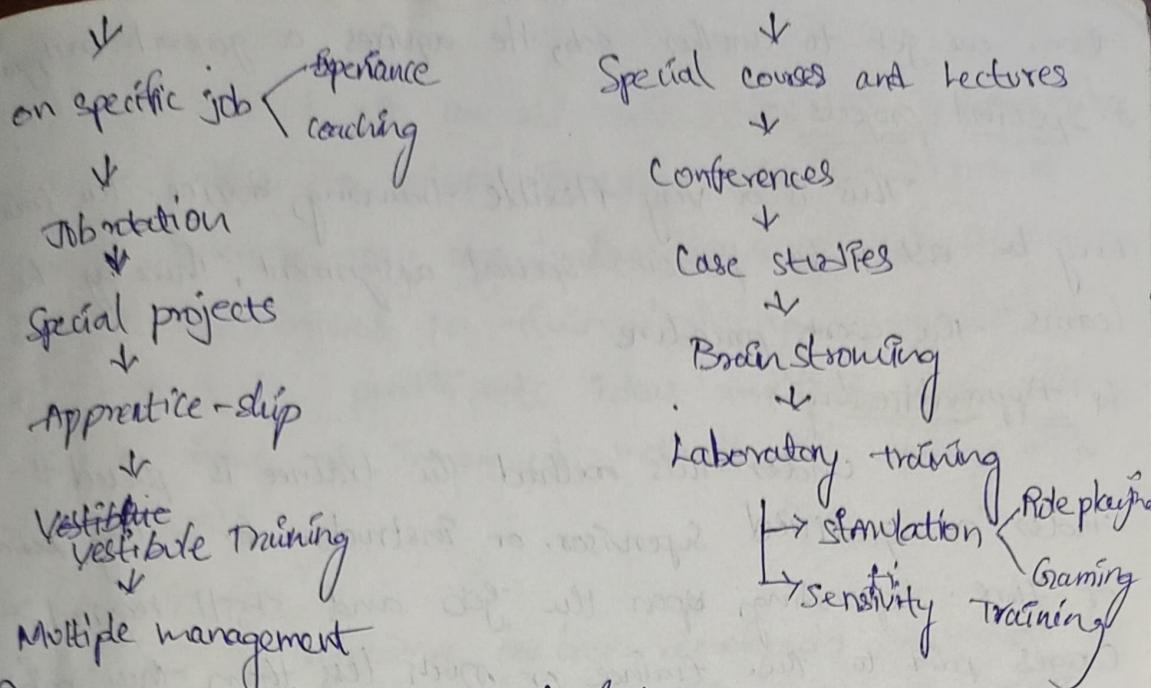
1. On the job training methods

2. Off the job training methods

method of training

on the job training methods

of the job training methods



Q) on the job training methods:-

1. on specific job:-

on the job training methods is used to provide training for a specific job such as electrical, motor mechanic, Plumber etc... .

a) Experience :-

This is the oldest method of on the job training. Learning by experience can't and should not be eliminated as a method of development, though as a sole approach, it is a ~~costly~~, time consuming and inefficient.

b) coaching :-

on the job coaching by supervisor is an important and potentially effective approach is superior. The technique involves direct personnel in structure instruction and guidance, usually with extensive demonstration.

2. Job rotation:-

The major objective of job rotation is training the broadening of the background of training trainee in the organisation. If trainee is rotated periodically

from one job to another job, he acquires a general background.

3. Special projects:-

This is a very flexible training device. The trainee may be asked to perform special assignment, thereby he learns the work procedure.

4. Apprenticeship:-

Under this method the trainee is placed under a qualified supervisor or instructor for a long period of time depending upon the job and skill required. Wages paid to the trainee are much less than those paid to qualified workers.

5. Vestibule training:-

Conducting training away from the actual work place but providing a simulated work environment with all necessary equipment. It can be created in a class room or a workshop. The machines, materials and tools under this method is same as those used in the actual performance in the factory.

6. Multiple management:-

Emphasizes the use of temp committees to increase the flow of tasks from less experience managers and to train them for their position of greater responsibility.

II. of the job training methods:-

1. Special courses and lectures:-

Lecturing is the most traditional form of formal training method, special courses and lectures can be established by business organisations in numerous ways as a part of their development programs.

2. Conference :-

This is also an old method, but still a favorite training method. In order to escape the limitations of straight lecturing many organisations have guided discussion type of conferences in their training programme. In this method the participants ideas and experience attempting to arrive at improved methods of dealing with the problems.

3. Case Studies:-

This technique has been developed, popularised by the Harvard Business School, USA. It is one of the most common forms of training. A case is a written account of a trained reporter or analyst seeking to describe an actual situation.

4. Brainstorming:-

This is the method of stimulating trainees to creative thinking. This approach developed by Alex Osborn, seeks to reduce inhibitory courses by providing for a maximum of group participation and a minimum of criticism. A problem is posed and ideas are invited.

5. Laboratory training:-

Laboratory training adds to conventional training by providing situations in which the trainees experience through their own interaction. Laboratory training is more concerned about changing individual behaviour and attitude.

There are two methods of laboratory training simulation and sensitive training.

Simulation:-

It is a popular technique of management development simulation of performance. In this method instead of taking participants into the field the field can be simulated in the training session. session itself. It is the prevention of real situation of organisation in the training session.

~~Role planning & business game~~ There are two simulation methods

a) Role playing:-

It is one of the greatest use in connection with human relations training. It is also a sales training, it is a spontaneous acting of a realistic situation involving two or more persons.

b) Gaming:-

It has been used for variety of training objectives from investment strategy. It has been used at all levels from the executives for the productivity supervisors.

Sensitive training:-

It is the most controversial laboratory training method. Many of the advocates have an almost religious zeal in their enhancement with the training gap experience.

- Q How is a training programme designed in HRM?
- Designing an effective training programme in HRM requires a strategic approach to address organisational needs and enhance employee capabilities.
1. Conduct a thorough needs analysis to identify skill gaps and training requirements within the organisation.
 2. Define specific, measurable and achievable learning objectives for the training programs.
 3. Determine the specific employee groups or individuals who will benefit most from training.
 4. Create training content that aligns with the identified objectives and meets the learning needs of the participants.
 5. Establish a training schedule that accommodates participants and ensures minimal disruption to regular work activities.
 6. Communicate with participants before training to outline expectations, objectives and any pre-work requirements.
 7. Develop a detailed plan for implementing the training program, including logistics, timeliness and participant support.
 8. Establish evaluation matrix to assess the effectiveness of training.
 9. Provide post-training support such as access to additional support, monitoring, learning, etc.
 10. Gather feedback from participants and stakeholders.

to identify areas for improvement in training, development programs.

Executive development :-

Q) What is meant by executive development? Explain its features?

A) Executive development program is the process by which managers and executives can acquire not only skills and competency in their present jobs but also capabilities for future managerial tasks of increasing difficulty and scope.

Definition :-

According to S.B. Budhiraja, former managing director of Indian Oil Corporation - Any activity - design to improve the performance of existing managers and to provide for planned growth of manager to meet future organizational requirements is called management development.

Executive development is a predominantly educational process, it is a continuous and life long process. It is not training like one short programme but on going continuous programme throughout the career of an executive or manager.

Features :-

1. Decision making skills :-

It improves executive decision making, risk management and problem solving abilities.

2. Personal effectiveness :-

It focuses on personal awareness, time management and emotional grow, self

intelligence.

3. Interpersonal and communication skills:-

It strengthens leadership communication, negotiation, team building and conflict resolution skills.

4. Strategic leadership:-

It fosters the development of skills necessary for managing change, leading strategic initiatives and aligning the organisational vision.

Ques. 6) What is meant by training and executive development. Explain its differences.

A) Training:-

Training is a process in which the trainees get an opportunity to learn the skills which are required to do the job. Learning with earning is known as training. It helps the employees to understand the complete job requirements.

Development:-

The training for the top level employees is considered as development. It is also known as management or executive development. It is a ongoing system procedure. In which managerial staff learns to enhance theoretical knowledge.

Training	Development
1) It focuses on job specific skills and immediate performance, it addresses specific tasks or functions that an employee must perform	It focuses on personal and professional growth that prepare employees for higher responsibilities or leadership roles.
2) The objective of training is to improve current job performance, teaching employees the necessary skills to carry out day-to-day	The objective of development is to prepare employees for future roles by enhancing leadership, decision making and

task efficiently.

strategic thinking.

③ Its time-frame is short term and specific to the current job requirement

④ It is a ~~narrow~~ in scope focused on particular skills and knowledge on technologies needed to perform the specific task.

⑤ Training methods include on the job training, work shops, seminars, e-learning courses, tailored to the specific task at hand

⑥ Training generally target employees in specific job roles, who need to improve certain skills

Its evaluation is measured by immediate job performance, skill proficiency or task completion rates.

Its nature is reactive, responding to immediate performance needs or skill gaps.

Training is mostly for non-managing staff and workers, it is one-short deal.

Its time-frame is a long term process. It's continuous growth, skill acquisition, and career advancement over time.

It's scope is wider, it aims at a comprehensive improvement of an employee's overall capabilities.

It includes activities like mentorship, coaching, job rotation, formal education (MBA) and exposure to new roles or challenges.

It aims at employees at all levels, especially those with high potential, preparing them for future leadership (or managerial) roles

It's evaluated through long term career growth, leadership effectiveness and ability to take on higher level responsibilities.

Its nature is pro-active designed to ensure continuous and professional growth

The Development for managers & executives so it is a continuously ongoing process.

goals of training are short-term gains

goals of development are long term accruals.

⑦ Explain the importance of executive development?

→ Executive development is vital for organisations to maintain leadership effectiveness, drive growth and navigate challenges in a constantly changing business environment. The significance of executive development can be understood through its impact on various aspects of an organisation.

1. Improved Leadership Capabilities:-

Executive development focuses on enhancing the leadership skills of top managers. As a result it equips them to lead teams effectively, makes strategic decisions and inspire innovation. Well developed leaders can steer the company through difficult periods and drive long-term success.

2. Succession planning:-

A key benefit of executive development is its role in succession planning, by nurturing (feeding) and preparing future leaders, organisation ensure a smooth transition, when senior executives retire or move on. This minimizes disruptions and helps to maintain stability in leadership.

3. Organisational growth and competitiveness:-

Executives who are trained in key management and strategic areas bring innovative solutions to the organisation. Their ability to understand market trends, manage resources effectively and make sound decisions can directly contribute to the company's growth and competitiveness.

growth.

4. Innovation & creativity:-

By exposing executives to new ideas, methodologies, and cross-industry experiences, executive development fosters creativity and innovation. It helps continuous improvement and stay ahead of competitors.

5. Improved organisational culture:-

Leadership development also involves enhancing emotional intelligence, communication and inter-personal skills. As a result, executives are better able to foster a supportive, inclusive and collaborative culture that benefits both employees and the company as a whole.

⑧ What techniques are commonly used in executive development programmes.

Executive development programme plays an important role in grooming leaders for strategic roles. Various techniques are employed to enhance leadership skills and prepare executives for the challenges of their roles.

1. Leadership workshops:

Intensive workshops focused on developing leadership skills, strategic thinking, decision making for executives.

2. 360° feedback:

Collecting feedback from peers, subordinates and superiors to provide a comprehensive view of an executive leadership strength and

areas for improvement.

3. Coaching & Mentoring:-

Executives with experienced coaches or mentors to provide guidance, feedback and personalized support through-out their development journey.

4. Simulation exercises :-

Simulating real world scenarios to challenge executives and enhance their problem solving and decision making abilities in a risk free environment.

5. E-learning platforms:-

Utilizing digital platforms to deliver interactive and accessible learning material, accomadating executives' diverse schedules and preferences.

6. Case studies:-

Analysing real life business cases to develop critical thinking skills, allowing executives to apply theoretical knowledge to practical situation.

7. Executive retreats:-

Fostering retreats for executives to step away from daily routines, fostering reflection, strategic planning and team building activities.

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