

2 Mark:

What is training?

- ✓ Training refers to a planned effort by a company to facilitate employees learning of job-related competencies.
- ✓ The goal of training is for employees to
 - a) Master the knowledge, skill and behaviors emphasized in training program
 - b) Apply to their day-to-day activities.

Two types of training methods?

1. Technology-based learning.
2. Films and videos.

Difference between training and development?

S.No.	TRAINING	DEVELOPMENT
01.	Training refers to an education process in which employees get a chance to develop skills, competency and learning as per the post duty requirements.	Development refers to an informative process which mainly helps in understanding about the overall growth and improvement of the skills of the employee.
02.	So simply we can say it is a process of increasing knowledge and skills of an employee.	So simply we can say it is a process of learning and growth.
03.	It is short time/term focused and for a fixed duration.	It is long time/term focused, which takes place through out the life of a person.
04.	Training is a job oriented process.	Development is a career oriented process.

What is TQM?

- ✓ Total quality management (TQM) is a **management approach to long-term success through customer satisfaction.**
- ✓ Training courses in TQM will teach you how to use a combination of strategy, data, and effective communication to integrate quality into all aspects of your organization.

What is class room training?

- ✓ Classroom training means **instruction conducted in person by an instructor to students in an organized manner utilizing a lesson plan.**

5 Mark:

6. a) Identify training needs

- Proper training is the backbone of any successful organization
- Employees who receive the right training are more productive, efficient, and satisfied with their workplace experience.
- You'd be astounded at the ways that excellent training shapes the landscape of your office environment. If you want to provide superior training, start by making a checklist that addresses the direct needs of the individuals involved.

Training needs:

1. Explore overall performance
2. Compare yourself to similar organizations
3. Perform individual assessments
4. Consider your industry
5. Different training programs for different roles
6. Train for common job requirements

6. b) Group discussion method of training

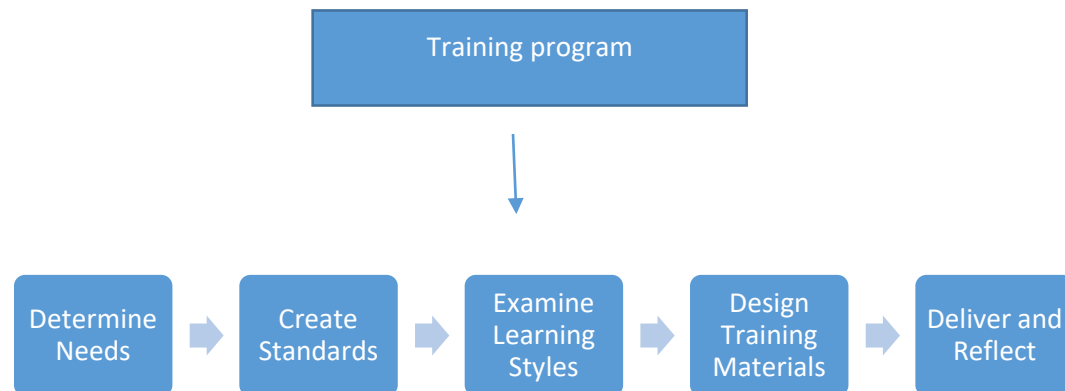
In this method of training two or more participants converse or engage in meaningful deliberations about a particular topic that is facilitated by a trainer/discussion leader.

Group discussions are mainly useful when there is a need to share experiences or knowledge with the group members, create new ideas or actions, do a need assessment, understand complex ideas and then make decisions about them.

1. **Panel discussion:** In panel discussion a selected group of persons (usually 3 to 6 members) discuss the problem in a conversational manner where a chairperson introduces and guides the discussion.
2. **Small group training:** This method is used for imparting training to a small group of trainees to improve their skill.
3. **Seminars:** In seminars there are presentations of papers by various authors related to the issue of training followed by discussions, questions and answers.
4. **Conference:** This method is suited for executives and senior officials in dealing with a complex problem.

5. **Workshop:** A workshop is cooperative gathering of individuals who discuss, learn and apply practical skills under expert supervision.

7 .a) Structure of training department



Determine Needs

Before you create your training department, assess your training needs. Identify skills you need now, and skills you will need in the future. These skills must drive your decision making regarding how you will structure your training department.

Create Standards

Develop measurements and milestones for training. Understand exactly what skills you expect employees to demonstrate upon completion of training, and determine what will constitute a passing score.

Examine Learning Styles

Individuals learn in different ways. Determine whether you will use visual elements, text, auditory delivery or hands-on approaches in delivering training.

Design Training Materials

Based on your decisions about what must be taught, how training will be delivered, and what learning styles you will appeal to, have your instructional designer create your training materials.

Deliver and Reflect

Have your training department deliver your initial training sessions. Ask for feedback from trainees, as well as suggestions from training department personnel.

7. b) Objective of training and development

1. Increased Productivity
2. Quality Improvement
3. Learning time Reduction
4. Safety First
5. Labour Turnover Reduction
6. Keeping yourself Updated with Technology
7. Effective Management

1. Increased Productivity

For any company, keeping the productivity at its peak is as important as getting in new customers for business. Since even a slightest of the disturbance can take the business to the brink of huge losses.

2. Quality Improvement

Improving the quality of the product is obviously one of the main objectives of **training and development** since it's not like those times when customers weren't such quality conscious.

3. Learning time Reduction

Keeping an eye on the learning capabilities of employees, and providing them the help which they need, can be highly beneficial in longer runs.

4. Safety First

Safety of anyone, either he is a worker, an officer or even a customer, is not something that can be taken lightly, especially in cases, where one knows that even a minute mistake can even lead to life threats.

5. Labor turnover Reduction

No business can flourish well while it is regularly turning over its workforce since it is obvious that every new workforce will require some time to understand the type of work, its principle and safety precautions, which lead to decreased productivity.

6. Keeping oneself Updated with Technology

Computers and mobile phones are the miracles of the past but the world of today is far more advanced than that.

7. Effective Management

One of the primary objectives of training and development process is to give rise to a new and improved management which is capable of handling the planning and control without any serious problem.

8) a. how do you evaluate training program

4 Steps for Evaluating Your Training Programs

1. Identifying What Participants Need for Their Job

An important step, therefore, is to determine a measurable list of skills, knowledge, and abilities needed.

2. Matching Session Learning Objectives with Job Requirements

The next step is to craft the training program in such a way that it's actually addressing on-the-job needs.

3. Assessing Performance During and Upon Completing the Training

"Effective trainers do this by developing one or more assessment tools for each learning objective," During the session, you want to apply a variety of these assessment methods

4. Evaluating the Training Effort After a Period of Time

This is a key element many companies miss. Asking training session participants to take a test at the end of a training session doesn't give you any idea of how well they retain that knowledge long term.

8. b. How do you conduct training programme

Here are 5 proven techniques to conduct a successful training session:

1. Tell trainees what you're going to cover. Introduce your session with a brief overview of the training subject's main points.
2. Tell them the information. In the main portion of the session, explain key points, go over policies, demonstrate procedures, and relate any other information trainees need to know.
3. Tell them what you told them. Conclude with a summary of your opening overview. Use repetition to help trainees grasp and retain information.
4. Always explain what trainees are going to see before you show a multimedia portion. This practice creates a better learning environment by guiding trainees to know what to look for and what to remember. Explaining the purpose of the multimedia ensures an effective reception for its information.
5. Use as much hands-on training as possible. The most effective training uses all the senses to affect learning. Demonstrate and apply teaching points to create greater understanding and knowledge of the subject.
6. Test frequently. Tests are most effective when students know they will be quizzed, because they'll pay close attention to the material. Testing is an objective way to determine whether training achieved its goals.

9. a) Explain the process of training and development

Training and Development Process

Training and development is a continuous process as the skills, knowledge and quality of work needs constant improvement.

1. Determine the need of training and development for individuals or teams

First of all the need has to be seen for training and development. it has to align with the company's goals and objectives.

2. Establish specific objectives & goals which need to be achieved

The goals and objectives of the training and development have to be established. Whether the goal is awareness about new products or even installation is required to be learnt.

3. Select the methods of training

Next, methods have to be defined. The training can be done as a :

- a. Classroom Training
- b. Online Self paced courses
- c. Course with certification
- d. Instructor led online training

4. Conduct and implement the programs for employees

After the plan and methods are finalized, the training and development programs have to be executed where courses, instructions are taught to the employees, partners or vendors.

5. Evaluate the output and performance post the training and development sessions

Training and Development is incomplete without proper monitoring.



9. b) How do you motivate employee

1. Make your business a pleasant place to be.

No one wants to stand around in a dingy, boring space for hours on end. Having an aesthetically pleasing, well-lit, functional and fun workspace makes work a lot more pleasant.

2. Be a respectful, honest and supportive manager.

This may seem like a no-brainer, but bad management is one of the top reasons employees run for the hills.

3. Offer employee rewards.

People will stay with your business if they have a reason to. So, if you want to keep your employees motivated, it's worth starting an incentive program.

4. Give them room to grow.

If your business is rapidly expanding, giving your employees room to grow within the company is a huge motivator.

5. Share positive feedback.

It's great to feel fulfilled by your work. In fact, it's one of the key job satisfaction factors.

10 mark:

10. Explain the function of training manager.

What is a Training Manager?

A Training Manager is an essential part of the hiring and training process within a company. A Training Manager works with Human Resources and supervisors to identify training requirements and develops plans for training new and existing employees.

Functions of training manager

- Organize meetings with management before preparing course materials to ensure a detailed understanding of training subjects and processes
- Continually research methods and techniques in workplace training and remain up-to-date on developments within the industry and competitors
- Collect information from senior management and other departments regarding how well employees retain information and use the concepts learned in training courses
- Administer tests after the completion of training courses to determine the effectiveness of training strategies
- Create printed and instructional materials to be distributed during training
- Actively seek current training methods and best practices to facilitate training employees
- Conduct regular meetings with senior management to identify subjects be addressed or areas in need of additional instruction
- Create internal marketing materials to be distributed throughout the company to announce training programs and details

11. Challenges faced by the training managers?

1.Dealing With Change

Organizational change is challenging and more common than ever. Dealing with changes due to mergers, acquisitions, technology, budgets, and staffing is the top challenge cited by Learning and Development (L&D) professionals.

2. Developing Leaders

Many work environments are faced with leadership development challenges. It is **crucial for organizations to develop leaders** in every level—from the front lines to the CEO—to support its success.

3. Engaging Learners

L&D professionals must communicate the value of learning and development. Too often, other urgent tasks or priorities seem to win out. It's a challenge to get learners to attend, actively participate, and follow-through.

4. Delivering Consistent Training

When a company is global or geographically dispersed, it increases the difficulty of providing consistent training. The most common challenges of training and development include geographic limitations, increased costs, language barriers, translation issues, and **virtual training needs**.

5. Tracking Skills Application

Discovering the “stickiness,” or sustainability of a training program is challenging at best. L&D professionals must find and implement an effective way to ensure skills are learned and applied in the real work environment.

6. Instilling Conflict Management Skills

Training learners about handling conflict can be difficult. **Conflict management is a critical skill** and can deeply affect an organization's success when it is lacking. Conflict can increase turnover, decrease employee morale, and impact the longevity and well-being of a business.

7. Quantifying Training Effectiveness

It is important for many L&D professionals to provide a quantitative assessment of how **training programs** are impacting their organization. It is challenging to figure out which metrics to use, how to incorporate them into post-training assessments, how and when to follow up, and how to adjust future training based on the results.

8. Improving Learning Effectiveness

Training learners effectively is important. There are so many topics to cover and many require unique delivery methods in order for solid skill development to occur. It is important to ask the right questions and identify the desired outcomes when planning each training session.

9. Demonstrating Value to Leadership

It is the task of senior leadership to determine which activities are worth funding. It is paramount for L&D professionals to demonstrate bottom-line value in order to get buy-in from leaders. Keeping **corporate training and development** as a top priority in an organization is challenging.

10. Adapting Training to Millennials

Traditional training methods may not work with Millennials. This generation may be

technologically proficient, but they also tend to lack important skills such as communication, diplomacy, and relationship building. It can also be difficult to provide training to multiple generations.

12. Advantage and disadvantages of training?

Advantages

1. Increased job satisfaction and employee engagement

- *When you invest in employee training, it shows them that they are valued by their company*
- One of the main benefits of employee training is that opportunities for learning and career growth increase employees' levels of job satisfaction.

2. Increased employee motivation

- When you provide learning opportunities, your employees can apply their new skills and take on new challenges at work, which improves their level of enthusiasm for their job.

3. Improved knowledge equals increased profit

- *Companies that had comprehensive training programs had 24% higher profit margins*
- The know-how and skills that employees learn through successful training programs translate to tangible benefits like increased sales, fewer accidents, improved processes, and more satisfied customers.

4. Increased employee retention

- An average company loses 41% of their staff within three years, and one method to slow this is to provide adequate learning and development opportunities

Disadvantages

1. High costs

- The expenses associated with employee training can be daunting for small and medium-sized companies.

2. Requires time away from work

- The time that your employee spends training is time that they spend away from their job.

3. Poor quality training can result in poor quality work

- We have all heard the saying "practice makes perfect". But, what happens when you start to practice bad habits? Creating high quality training materials, and finding quality instructors, is time intensive and challenging.

13. Five methods of training.

1. Classroom-Based Training Programs

Usually led by a qualified facilitator, classroom learning takes place over one or more days in a physical venue on- or off-site. Groups of employees go through a series of presentation slides and activities, like case study assessments or information on company policy issues.

2. Interactive Training

One of the most effective training methods in the workplace, interactive training actively involves learners in their own learning experience. This training can take the form of simulations, scenarios, role plays, quizzes or games.

3. On-The-Job Training

With on-the-job training, not only are employees actively involved in learning, but they also participate in real activities that relate to their current or future job. This is one of the most effective training methods for succession planning.

4. Social Learning

Originating from Albert Bandura's work in the '70s, social learning is commonly defined as learning from others by observing, imitating and modeling their behavior. Social learning can be a very intentional workplace training method, too.

5. Online Training

eLearning, or online training, has become one of the most widely recognized solutions to the challenge of how to train employees effectively. Online [workplace training](#) programs can include eLearning courses, webinars, videos, etc., and allow information to be presented and tested in many different ways.