

A collection of military medals and a compass are arranged on a wooden board with a blue border. The board has a checkerboard pattern of light and dark squares. In the top left, there is a red ribbon with a circular emblem. Below it is a silver star-shaped medal with a central emblem. In the middle left, there is a blue ribbon with a circular emblem. Below that is another silver star-shaped medal. At the bottom left, there is a circular compass with a white face and black markings. A pair of gold-rimmed glasses is placed diagonally across the board. The background is a light-colored, textured surface.

TRAINING &
DEVELOPMENT

Session 1

MMS- Sem II



What is Training?

- ◆ Training is an organized activity for increasing the knowledge & skills of people for a definite purpose.
- ◆ “Training is the act of increasing the knowledge & skills of an employee for doing a particular job.” - Edwin B. Flippo.



TRAINING AND DEVELOPMENT is a subsystem of an organization and core function of human resource management. It ensures continuous skill development of employees working in organization and habituates process of learning for developing knowledge to work. Training and Development is the foundation for obtaining quality output from employees.



Objectives of Training :-

- To increase the knowledge of workers in doing specific jobs and to improve overall performance of the organization
- To impart new skills among the workers systematically so that they learn quickly.
- To bring about change in the attitudes of the workers towards fellow workers ,supervisor & the organization.
- To build second line of competent officers and prepare them to occupy more responsible positions
- To reduce the number of accidents by providing safety training to workers.

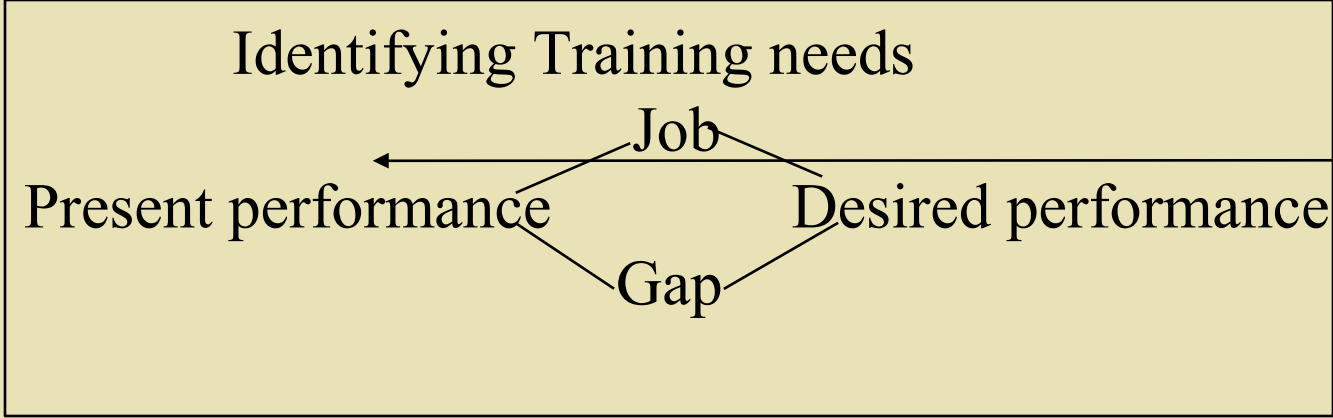
Training Needs & Importance

- ◆ **Standardization of Procedure:-** In formal training the methods are standardized which help in improving the quality of product and Services.
- ◆ **Higher Productivity:-** It improves the level of performance by using the method of work
- ◆ **Less Supervision:-** Well trained Employees are self Reliant and motivated.
- ◆ **Economical Operation:-** Trained Employees make more usage of material and machinery, Reduced wastage and Spoilage





- ◆ **Higher Morale:-** Proper Training Develop Positive Attitude, Job Satisfaction and Creates Job Security by removing employee Grievances.
- ◆ **Organizational Climate:-** It helps in improving the Organizational climate as industrial relation and Disciplines are improved , resistance to change are reduced, Decentralization of Authority and Participative management can be introduced
- ◆ **Personal Growth:-** It enlarges the knowledge and Skills of the Employees which helps them in grow in their career.



Setting Training Objectives and Policy

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Designing Training Programme

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Conducting the Training

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Follow up and Evaluation

Approach to Training

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Types of Training

- ◆ **Induction or Orientation Training:-** It is concerned with introducing or orienting a new employee to the organisation & its procedure, rules & regulation.
- ◆ **Job Training:-** It relates to specific job which the worker has to handle, it gives information about machines, process of productions, instructions to be followed, methods to be used & so on.
- ◆ **Internship Training:-** Under this method, the educational institute enters into arrangement with an industrial enterprise for providing practical knowledge to its students.





- ◆ **Refresher Training:-** It meant for the old employees of the enterprise. The basic purpose of refresher training is to acquaint the existing workforce with the latest methods of performing their jobs & improve their efficiency further. In the words of Dale Yoder, “Retraining programmes are designed to avoid personnel obsolescence.”
- ◆ **Training for promotion:-** The talented employees may be given adequate training to make them eligible for promotion to higher job in the organisation.

Training Methods

On-the-Job Methods

- Job Rotation
- Coaching
- Job Instruction

Off-the-Job Methods

- Vestibule Training
- Role Playing
- Lecture Methods
- Conference or Discussion
- Programmed Instructions





On-the-Job Training Methods

This type of training, also known as job instruction training is the most commonly used method. OJT has the advantage of giving first hand knowledge & experience under the actual working condition while the trainee learns how to perform a job, he is also a regular worker rendering the services for which he is paid.

Managerial on-the-Job Training

- ◆ Job rotation
 - Moving a trainee from department to department to broaden his or her experience and identify strong and weak points.



- ◆ Coaching/Understudy approach
 - The trainee works directly with a senior manager or with the person he or she is to replace.
- ◆ Job Instruction
 - This method is also known as training through step by step. Under this method, trainer explains, the trainee the way of doing the job, job knowledge & skills & allow him to do the job. The trainer appraises the performance of the trainee, provides feedback information & corrects.



Off-the-Job Training Methods

- ◆ Under this method of training, trainee is separated from the job situation & his attention is focused upon learning the material related to his future job performance. There is an opportunity for freedom of expression for the trainees.



Off-the-Job Management Training and Development Techniques

◆ Vestibule Training:-

- In this method, actual work condition are simulated in a class room. Material, files & equipment those are used in actual job performance are also used in training. This type of training is commonly used for training personnel for clerical & semi skilled jobs. The duration of training ranges from days to a few weeks.



◆ Role playing

- Creating a realistic situation in which trainees assume the roles of persons in that situation. This method of training involves action, doing & practice. The participants play the role of certain characters, such as the production manager, mechanical engineers, superintendents, maintenance engineers, quality control inspectors, foreman, workers & the like. This method is mostly used for developing interpersonal interactions & relations.



- ◆ Lecture Method – The lecture is traditional & direct method of instruction. The instructor organises the material & gives it to a group of trainees in the form of a talk. To be effective, the lecture must motivate & create interest among the trainees. An advantage of lecture method is that it is direct & can be used for a large group of trainees.
- ◆ Conference or Discussion- It is a method in training the clerical , professional & supervisory personnel. This method involves a group of people who pose ideas, examine & share facts, ideas & data, test assumption, & draw conclusion all of which contribute to the improvement of job performance .Discussion has the distinct advantage over the lecture method in that the discussion involves two way communication and hence feedback is provided.



- ◆ Programmed Instruction- In recent years this method has become popular. The subject matter to be learned is presented in a series of carefully planned sequential units. These units are arranged from simple to more complex levels of instruction. The trainees goes through these units by answering question or filling the blanks .

Design Of a Training Programme





1. Identification of Training needs:-

(1) Organisational Analysis :-

It is a systematic study of the organisation in term of its objectives, resource allocation and utilisation, growth potential and its environment. Its purpose is to determine where training emphasis should be placed in the organisation for increasing organisational effectiveness. Organisational analysis involves the following element:

- (a) Analysis of Objectives
- (b) Resource Utilisation Analysis

(2) Task Analysis:- It is a systematic analysis of jobs to identify job contents, knowledge, skills and aptitudes require to perform the job.



(3) Manpower Analysis:-

The quality of manpower required by the org. has to be carefully analysed. It has to be done in the light of both internal and external environment of the organisation.

2. Setting Training Objective:-

Once the training needs are identified, the next step is set to training objectives in concrete terms.

Specific Objectives of Training

1. Increased Productivity
2. Improved Quality
3. Better H.R. Planning
4. Higher Morale
5. Better Health & safety
6. Prevention of Obsolescence
7. Enhanced Personal Growth

Overall Purpose of Training


Increased
Organisational
Effectiveness





3. Organisation of Training Programme:-

- a) Selection of Training Programme:- A trainee should be trained for the kind of job he likes & is fitted to perform. Careful screening of candidates for training will raise the effectiveness of the training programme.
- b) Preparation of the Instructor :-
 1. The instructor of trainer is a key figure in an effective training programme.
 2. Qualified instructor may be obtained from inside or outside the organisation.
 3. Trainee must be tolerant & patient.
 4. Trainee must be able to appreciate the value of training job in Relation to the enterprise



c) **Determination of training Period:-** The length of training period depends upon skill to be acquired, the trainee's learning capacity and the training methodology used.

d) **Training Methods & Material:-** There are several On-the job & Off-the-Job methods of training. The choice of any method would depend upon the specific objectives of the training programme.


4.) Evaluation Of Training :-

It is essential to determine its effectiveness in terms of achievement of specific training objectives. Individual like to know how much they learnt or how well they are doing. The sooner employees receive positive feedback from the trainer, the less time they will waste.

Effectiveness of Training

Training effectiveness is the degree to which trainees are able to learn and apply the knowledge and skills acquired during the programme. It is influenced by the attitude, interests, values and expectations of the trainees and the training environment. A training programme is likely to be more effective when the trainees want to learn, are involved in their jobs and have career plans. Contents of the training programme, and the ability of trainers also determine training effectiveness to a certain extent.





The following criteria may be used to measure the effectiveness of training :

- (a) Reaction :- Trainees' reaction to be objective, contents and methods of training are good indicators of effectiveness. In case the trainees considered the programme worthwhile and liked it, the training can be considered effective.
- (b) Learning :- The extent to which the trainees have gained the desired knowledge and skills during the training period is a useful basis of evaluating training effectiveness.
- (c) Behavior :- Improvement in the job behavior of the trainees reflects the manner and extend to which the learning has been put to practice.



Management Development

It is an attempt to improve current or future management performance by imparting knowledge, changing attitudes or increasing skills.

“Management Development is an educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and technical knowledge for general purpose.”



Objectives

- To increase quality of managers/executives performance now and in future.
- To provide a steady source of competent persons at different levels so as to meet the future requirements of the organization.
- To enable the managers to understand the problems of the business organization in so far as they arise out of its policies and system of control.
- To create conditions and a climate which contribute to the growth process.
- To replace elderly executives, who have risen from low ranks, by highly competent and academically qualified professionals.



- ◆ To increase the versatility of the managers
- ◆ To stimulate creativity in the thoughts of the managers.
- ◆ To create a sense of inter-departmental coordination among managers.
- ◆ To acquire knowledge about the problems of human relations.



On the Job Methods

◆ COACHING

In coaching the trainee is placed under a senior manager who acts as a guide or coach and teaches job knowledge and skill to the trainee. He instructs him what he wants him to do, how it can be done etc., and helps him to correct errors and perform effectively.

This technique of development is quite rewarding. As the managers learn by doing. It also creates the opportunities for high level interaction and rapid feedback on performance and provides an opportunity to receive feedback from an expert.

JOB ROTATION

- ◆ It refers to the transfer or movement of executive from one job to another . Such rotation may continue for a period ranging from 6 months to 24 months. Under this method, the trainees are rotated over various routine jobs in a department, division or unit before they are due for promotion as managers. The idea behind this is to give them the required diversified skills and a broader outlook, which are very important at the upper management levels.
- ◆ It also help in assessing employees who have the potential and caliber for filling the position



MENTORING

- ◆ Mentoring is an ongoing relationship that is developed between a senior and junior employee. Executive mentoring is generally done by someone inside the company.
- ◆ By dealing with diverse mentee's, the executive is given the chance to grow professionally by developing management skills and learning how to work with people with diverse background, culture, and language and personality types.
- ◆ This method allows the mentor to determine what is required to improve mentee's performance. Once the mentor identifies the problem, weakness, and the area that needs to be worked upon, the mentor can advise relevant training.





◆ The mentor can also provide opportunities to work on special processes and projects that require use of proficiency.

◆ **JOB - INSTRUCTION TECHNIQUE(JIT)**

Job Instruction Technique (JIT) uses a strategy with focus on knowledge (factual and procedural), skills and attitudes development.



Off-the-Job

◆ **Case Study**

Case Studies try to simulate decision-making situation that trainees may find at their work place. The objective of the case study method is to get trainees to apply known concepts and ideologies and ascertain new ones. The case study method emphasize on approach to see a particular problem rather than a solution.

- ◆ It focuses on Assessing and developing Knowledge, Skills and Attitudes (KSAs)
- ◆ Developing communication and interpersonal skills
- ◆ Developing procedural and strategic knowledge

BUSINESS GAMES METHOD

- ◆ Under this, scheme an atmosphere is created in which the participants play a dynamic role. Usually management games consist of several teams which represent competing groups. Each team consists of 2 to 6 persons.
- ◆ Each team has to make discussion and to arrive at decisions concerning such as production; pricing, research expenditure. The participants are assigned such roles as Managing Director, General Manager etc. They make decisions affecting price level, production volume and inventory levels etc. These business games are intended to teach trainees how to take management decisions in an integrated manner. The participants learn by analyzing problems and by making trial and error method.





IN-BASKET TECHNIQUE

- In this method, each team of trainees is given the different files of correspondence of the business problems. These are also called business papers like memorandum, reports and other general papers which come across the table of the manager. The trainees are asked to study them, analyze them and make their comments on the file.

This technique focuses on:

Building decision making skills

- Assess and develops Knowledge, Skills and Attitudes (KSAs)
- Develops of communication and interpersonal skills
- Develops procedural knowledge