

MODULE – IV

INTRODUCTION OF TRAINING

Introduction

Training and development play an important role in the effectiveness of organisations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development. All organisations employing people need to train and develop their staff. Most organisations are cognisant of this requirement and invest effort and other resources in training and development. Such investment can take the form of employing specialist training and development staff and paying salaries to staff undergoing training and development. Investment in training and development entails obtaining and maintaining space and equipment. It also means that operational personnel, employed in the organisation's main business functions, such as production, maintenance, sales, marketing and management support, must also direct their attention and effort from time to time towards supporting training development and delivery. This means they are required to give less attention to activities that are obviously more productive in terms of the organisation's main business. However, investment in training and development is generally regarded as good management practice to maintain appropriate expertise now and in the future.

Training Defined

Training is that process by which the efficiency of the employees increases and develops. Training is a specialised knowledge which is required to perform a specific job.

Training has been defined by different scholars of management. Some important definitions of training are as under:

- In the words of **Dale S. Beach**, "Training is the organised procedure by which people learn knowledge and Improve skill for a definite purpose."
- In the words of **Michael J. Jucius**, "Training is a process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased."
- According to **Edwin B. Flipppo**, "Training is the act of increasing the knowledge and skill of an employee for doing a particular job."



- In the words of **Dale Yoder**, "Training is the process by which manpower is filled for the particular job it has to perform."

In simple words, to provide ability to the employee to perform a specific job is called training. Thus, the art. Knowledge and skill to accomplish a specific job in a specific way is called training.

Objective of Training

The general objectives of training are as follows:

- ✓ **To Increase Productivity of Employees:**

Training helps in developing the capacities and capabilities of the employees-both new and old, by upgrading their skills and knowledge so that the organization could gainfully avail their services for higher grade professional, technical, sales or production positions from within the organization. In case of new employees, training aims to provide them with basic knowledge and skill they need for an intelligent performance of their specific tasks.

- ✓ **To Remain Competitive in the Market:**

To tackle the immensely growing competition in the target market, it is important for an employer to increase the productivity of its workers while reducing the cost of production of the products. Training, therefore, aims to bring about efficiency and effectiveness in an organization to enable it to remain competitive in a highly competitive market situation and for the achievement of organizational goals.

- ✓ **To Change Attitude of the Workers:**

Training not only provides new knowledge and job skills to employees, but also brings about a change in their attitude towards fellow workers, supervisor and the organization. It increases job satisfaction among employees and keeps them motivated. It gives them security at the workplace and as a result, labour turnover and absenteeism rates are reduced. It also develops in them self-consciousness and a greater awareness to recognize their responsibilities and contribute their very best to the organization.

- ✓ **To Enable Workers to Adapt Quickly to Changes:**

Technology is changing at a fast pace. Technological changes like automation and development of highly mechanized and computer oriented systems, threaten the survival of dynamic companies by creating new problems, new methods, new procedures, new equipment's, new jobs, new skills and knowledge, new product and services etc.

In such a situation, the employees may find themselves helpless to adapt to the changes and may feel frustrated and compelled to leave their jobs. Thus, training acts as a continuous process to update the employees in the new methods and procedures and make them efficient in handling advanced technology.

✓ **To Mitigate the Risk of Accidents:**

Trained workers can handle the machines safely. They also know the use of various safety devices in the factory. Thus, they are less prone to industrial accidents.

✓ **To Reduce Wastage of Time and Resources:**

Training aims at making employees efficient in handling materials, machines and equipment and thus to avoid wastage of time and resources. It also helps in imparting new skills among the workers systematically so that they may learn quickly. If the workers learn through trial and error, they will take a longer time and even then, may not be able to learn right methods of doing work.

✓ **To Provide Growth Opportunities to Existing Employees:**

Sometimes, it may not be possible for the management to fill in higher work positions from outside. Under such conditions, the apprenticeship programmes aiming at improving the skills of the present employees come to the aid of the company by make available their requirements of the personnel from within the organization. This reduces the need for recruiting people from outside and also improves the morale of the existing employees.

✓ **To Make the Management Effective:**

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. Knowledge and experience gathered through training enables them to handle the tough situations and confusing realities, thus opening the way for bigger and better opportunities for business. It can also be used for strengthening values, building teams, improving inter- group's relations and quality of work life.

Importance of Training

- a. Training must be help to create an attitudinal change by creating awareness of the overall process
- b. Training helps to perform the role of different sections of employees, the managerial responsibility and the importance of communication and participation
- c. It must enhance skills in organizational and managerial areas
- d. It must make orient new entrants in the organization to the discipline and culture requirement of the organization
- e. Proper orientation and training should be given to the new entrants.
- f. An effective training programme should process the following characteristics.

- g. Training programmes should be chalked out after identifying needs or goals.
- h. It should have relevance to the job requirements.
- i. It should make due allowance for the differences among the individuals in regard to ability, aptitude, learning capacity, emotional make-up, etc.
- j. A good training performance should prepare the trainee mentally before they are imparted any job knowledge or skills.
- k. Training programmes should be conducted by well qualified and experienced trainers.
- l. An effective training programme should have the support from top management.
- m. Top management can gently influence the quality of training in the organization by the policies it adopts and the extent to which it supports training programmes.
- n. An effective training programme should be supported by critical appraisal of the outcome of the training efforts.

Stages of the Training Process

Effective training begins well before a trainer delivers an individual training session and continues after that training session is complete. Training can be viewed as a process comprised of five related stages or activities: assessment, motivation, design, delivery, and evaluation. Within each of these five areas, this online guide offers strategies with the potential to enhance training efforts, methods for achieving those strategies, and references to supporting literature. Each section of the guide builds on the previous sections, reflecting the process by which trainers move through the steps of developing, delivering, and evaluating training.



1. **Needs assessment:** The first step in the training process is to assess the need for training the employees. The need for training could be identified through a diagnosis of present and future challenges and through a gap between the employee's actual performance and the standard performance.

The needs assessment can be studied from two perspectives: Individual and group. The individual training is designed to enhance the individual's efficiency when not performing adequately. And whereas the group training is intended to inculcate the new changes in the employees due to a change in the organization's strategy.

2. **Deriving Instructional Objectives:** Once the needs are identified, the objectives for which the training is to be conducted are established. The objectives could be based on the gaps seen in the training programmes conducted earlier and the skill sets developed by the employees.

3. **Designing Training Programme:** The next step is to design the training programme in line with the set objectives. Every training programme encompasses certain issues such as: Who are the trainees? Who are the trainers? What methods are to be used for the training? What will be the level of training? etc. Also, the comprehensive action plan is designed that includes the training content, material, learning theories, instructional design, and the other training requisites.

4. **Implementation of the Training Programme:** Once the designing of the training programme is completed, the next step is to put it into the action. The foremost decision that needs to be made is where the training will be conducted either in-house or outside the organization.

Once it is decided, the time for the training is set along with the trainer who will be conducting the training session. Also, the trainees are monitored continuously throughout the training programme to see if it's effective and is able to retain the employee's interest.

5. **Evaluation of the Training Programme:** After the training is done, the employees are asked to give their feedback on the training session and whether they felt useful or not. Through feedback, an organization can determine the weak spots if any, and can rectify it in the next session. The evaluation of the training programme is a must because companies invest huge amounts in these sessions and must know it's effectiveness in terms of money.

Thus, every firm follows the series of steps to design an effective training programme that serves the purpose for which it was intended.

Training Need Identification

Training need identification is a tool utilized to identify what educational courses or activities should be provided to employees to improve their work productivity. Here the focus should be placed on needs as opposed to desires of the employees for a constructive outcome.

Identification of training needs (ITN), if done properly, provides the basis on which all other training activities can be considered. Also requiring careful thought and analysis, it is a process that needs to be carried out with sensitivity as people's learning is important to them, and the reputation of the organization is also at stake.

Different Levels at which it is to be Conducted

Identification of training needs can be done at three levels to ascertain three kinds of needs: -

- ❖ **Organisational Needs:** - These concern the performance of the organisation as a whole. Here identification of training needs is done to find out whether the organisation is meeting its current performance standards and objectives and if not, exploring ways in which training or learning might help it to do so. Sometimes organisational training needs are also identified when the organisation decides that it has to adopt a major new strategy, create a new product or service, undergo a large-scale change programme, or develop significant new relationships, such as joining with others to form new partnerships.
- ❖ **Group Needs:** - Since working in groups and teams have become very much prevalent in today's corporate world that is why nowadays there is increased emphasis given on team effectiveness and team performance. So training needs are nowadays even identified at the group level. Training needs here are concerned basically with the performance of a particular group, which may be a team, department, function, sub-unit, or so on. Information about this group's performance may identify areas of need - which, again, may be for training or other interventions. It is used to find out how efficiently a particular team or group goes about its business and meets its current objectives.
- ❖ **Individual Needs:** - These concern the performance of one or more individuals (as individuals, rather than as members of a group). Here identification of training needs is about finding out to what extent individuals need to learn or be trained in order to bring their current performance up to the required level as a result of changes in methods and processes that call for new competencies and skills.

The Most Effective Training Methods

Employees that are effectively trained are happier and more productive, so it's important to take care when considering not only the material that needs to be taught but the method for teaching it. In this article, we'll explain why choosing a training method is important, and explore the best types of training methods for employees based on the material being taught.

The best training methods target all three learning styles, but it's also important to get to know what works best for your learners, and tailor the material to them. Here is a list of the eight most effective employee training methods:

1. Simulators
2. On-the-job training
3. Coaching/mentoring

4. Instructor-led training
5. Role playing
6. Films and videos
7. Case studies
8. Technology-based learning

1) Simulators: -

Simulations are an effective training technique for fields that require a specific set of skills for operating complex machinery, such as in the medical or aviation industries. Successful simulations reflect actual work situations, and allow trainees to solve issues that they will likely face on the job.

2) On-the-job training: -

On-the-job or hands-on training jumps straight to the practical skills necessary for the job. New hires begin working immediately with this training method. In some cases, it may be beneficial to incorporate an employee shadowing component. This will allow new hires to gain a little insight into the context and job requirements before trying it on their own.

3) Coaching/mentoring: -

Though a structured curriculum has its place in training, there are many benefits to mentorship and coaching. Implementing a mentorship program at your company, along with other training methods, creates employee development opportunities as well as develops relationships that help new employees feel welcomed and supported.

Mentorship is invaluable, but it does come with its challenges. Your best employees will be asked to take time away from their work to train and grow newer staff members. Though it proves to be beneficial in the end, it will require a little sacrifice.

4) Instructor-led training: -

Classroom-style training is the most traditional and popular training method for employees. This method mimics other classrooms in that an instructor prepares and leads the experience, usually using a lecture-style presentation with a visual component.

This style of training has many benefits, one of which being that trainees can interact with their trainer. Questions are asked that might otherwise go unaddressed in other training methods. It also allows for relationship building between the trainer and the trainee as well as among the employees that are going through the training together.

A major challenge for instructor-led training is the inability to scale it. If the classroom is too large, it can inhibit instructors from interacting one-on-one with the students. Additionally, in-person monitoring is required throughout the entire training. Trainees are unable to move at their own pace in this environment. It's important to keep energy high if you're using this training method. Allow students opportunities to take breaks and move around, and encourage engagement to avoid trainees from losing interest.

5) **Role playing: -**

This technique is usually executed with a trainee and a facilitator (or trainer), where each is allowed to act out different potential work scenarios. This method is most effective in industries that require client or customer interaction, as it allows employees to practice handling difficult situations.

6) **Films and videos: -**

Video has quickly gained popularity as an effective training technique. It aids companies in training employees more quickly and efficiently. Many employees prefer it to reading materials. There are several approaches to training videos. Some companies choose one approach depending on the material, while others combine a few approaches into one video seamlessly. The approaches include:

- a. **Animation:** This style allows complex topics to be explained through visual illustrations. If a topic is difficult to record, animation is probably the best method.
- b. **Live action:** Live action videos are more demonstrative and are great for showing appropriate and inappropriate interactions through role-play scenes.
- c. **To-camera:** This approach features a narrator that is speaking directly to the viewer. Typically, the narrator is communicating the information through a more lecture-style format.
- d. **Screen recorded:** This method features a recording of things happening on the computer screen. It's perfect for showing employees how to use new digital tools through a step-by-step process.

Videos can make difficult material more interactive, engaging and demonstrative. Additionally, like computer-based training, the material is easily accessible. An in-person facilitator is unnecessary and employees can revisit the information whenever they need.

Though making videos is relatively affordable, it can be time-consuming. It may be beneficial to partner with a training video agency to save yourself valuable time and frustration.

7) **Case studies: -**

When you're hoping to develop analytical and problem-solving skills, case studies could be the best training technique. Trainees are given scenarios, either real or imagined, that depict common work situations. Either independently or in a group, the employees are then asked to analyze the case and come up with ideal solutions and scenarios.

8) Technology-based learning: -

With the development of technology, computerized training is becoming more prevalent. It's sometimes referred to as computer-based training (CBT) or e-learning, but it essentially refers to the same thing with one key difference: e-learning is hosted completely online, while computer-based training encompasses any kind of training that takes place on the computer.

An important benefit of technology-based learning is that it allows trainees to work through the material at their own pace, and removes the need for an in-person facilitator. This type of training often mimics traditional classroom-style teaching by providing a voiceover with visuals that support the content. Oftentimes, resources such as videos and additional reading accompany the material to aid in the training process

Training Evaluation

Training evaluation is the systematic process of analyzing if training programs and initiatives are effective and efficient. Trainers and human resource professionals use training evaluation to assess if employee training programs are aligned with and meet the company's goals and objectives.

Training evaluation refers to the process of collecting the outcomes needed to determine if training is effective. The company constantly evaluates the effectiveness of training programs to find if the money they have invested has been spending properly or not.

Benefits of Training Evaluation

Evaluation of training gives comprehensive feedback on the value of the training programs and their effectiveness in achieving business goals. It helps the management to better understand and identify skill gaps to analyze the desired outcomes of training programs. It also helps the organization to:

- ❖ identify issues and improve the overall processes of training programs;
- ❖ analyze the effectiveness of training materials and other tools;
- ❖ determine the needed leadership competencies to solve critical problems;
- ❖ support continuous change in career development; and
- ❖ assess the overall training experience of the participants.

4 Steps of Evaluation Process of Training Program

These 4 questions give the 4 steps of evaluating training Program:-

1. Reaction
2. Learning
3. Behavior
4. Result

1. Reaction

Reaction refers to the attitude of employees about the training, whether the employee considers training to be a positive or negative one. If the reaction is positive, then people have accepted the program, and changes will be possible.

2. Learning

Another method of judging effectiveness is to identify levels of learning, i.e., how much the people have learned during the training. This can be found out by trainers mark sheet, the report submitted by the employee, and actual performance.

3. Behavior

The HR department needs to understand the behavior of the employees, to understand the effectiveness of training. The behavioral change can be seen in how the person interacts with juniors, peer groups, and seniors. They mark the behavior change and inform the HR department of the success of the training program.

4. Result

Results provided by the employee in monetary terms also determine the effectiveness of the training program, i.e., employee success in handling the project, the group performance before and after training, etc.



Why should training programs be evaluated?

- The **main reason** for evaluating the training program is determining whether they are accomplishing specific training objectives that correct performance deficiencies.
- A **second reason** for evaluation is to ensure that any changes in trainees' capabilities are due to the training program and not due to any other conditions.
- **Third reason: Training programs** should be evaluated to determine their cost-effectiveness.

Evaluation is useful to explain program failure should occur. The credibility of training and development is greatly enhanced when it is proved that the organization has benefited tangibly from it. If specific performance factor can measure the trainees' performance after the training can be compared with the objectives for the training program. If the training objectives have been met, then the training has been successful.

For example, a training objective could be to train ten people to type a minimum of fifty words per minute with less than a 1 percent error rate.

In this case, evaluating the training program's success would involve testing the typing skills of all trainees both before and after the training. If the objective were found to have been met, the program would be evaluated as having been successful.

Management/Executive Development Programs

Executive Development Programme (EDP) is a planned and organised process of learning and growth designed to improve managerial behaviour and performance of executives by cultivating their mental abilities and inherent qualities through the acquisition and application of advanced knowledge insights and skills.

What is Executive Development?

Executive Development is an ongoing process that helps managers gain knowledge, skills and abilities to handle current situations in a more efficient manner and get matured to handle future challenges successfully.

Executive development is also known as management 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.

Executive Development – Need

There is growing need for the development of an efficient managerial pool to meet the challenges of industry. Realising this, many management institutes and training organisations have geared up their training and development activities to a great extent. However, there is a certain imbalance in the spread of management education. A concentration of management training is found in the industrial sector mostly in traditional industries and public sector enterprises.

Objectives of Executive Development:

1. To overhaul the management machinery.
2. To improve the performance of the managers.

3. To give the specialist an overall view of the function of an organisation and equip them to co-ordinate each other's efforts effectively
4. To identify persons with the required potential and prepare them for senior positions.
5. To increase morale of the members of the management group.
6. To increase versatility of the management group.
7. To keep the executives abreast with changes and developments in their respective fields.
8. To create the management succession which can take over in case of contingencies?
9. To improve thought process and analytical ability.
10. To broaden the outlook of the executive regarding his role positional and responsibilities.

Executive Development Objective at Different Levels:

(a) Top Management:

- To improve thought processes and analytical ability in order to uncover and examine problems and take decisions in the best interests of the country and organisation.
- To broaden the outlook of the executive in regard to his role, position and responsibilities in the organisation and outside.
- To think through problems this may confront the organisation now or in future.
- To understand economic, technical and institutional forces in order to solve business problems.
- To acquire knowledge about the problem of human relations.

(b) Middle Management:

- To establish a clear picture of executive functions and responsibilities.
- To bring about an awareness of the broad aspects of management problem, and an acquaintance with, and appreciation of, inter-departmental relations.
- To develop the ability to analyse problems and to take appropriate action.
- To develop familiarity with the managerial uses of financial accounting, psychology, business law and Business Statistics.
- To inculcate knowledge of human motivation and human relationship.
- To develop responsible leadership.

(c) Middle Functional Level and Specialists:

- To use knowledge of business functions and operations in specific field in marketing, production, finance and personnel.

- To use proficiency in management techniques such as work study, inventory control, operations research and quality control.
- To stimulate creative thinking in order to improve methods and procedures.
- To understand the functions performed in a company.
- To understand industrial relations problem.
- To develop the ability to analyses problem in one's area or functions.

Importance of Executive Development

- The size and complexity of organisation, both business and non-business are increasing. Managers need to be developed to handle the problems of giant and complex organisation in the face of increasing competition.
- The rapid rate of Technological and Social change in society requires training of managers so that they are able to cope with these changes.
- Automations cutthroat competition, growth of new markets, enlarged labour participation, in management, growing public and government interest in business activities are the major problems that have to be handled.
- Business and industrial leaders are increasingly recognizing their social and public responsibilities. They require a much broader outlook to discharge their new responsibilities. Executive Development is required to broaden the outlook of managers.
- Labour management relations are becoming increasingly complex. Executives require new and better skills in union negotiation, collective bargaining and grievance redressal. Workers are better educated and more aware. More competent managers are needed to manage the modern workforce.
- There is a noticeable shift from owner-managed to professionally managed enterprises. Even in family
- Business houses, development programmes are required to train and develop professional managers.
- Executives need education and training to understand and adjust to changes in socio-economic forces. Changes in public policy, concept of social justice, industrial democracy, ecology (pollution) ergonomics cultural anthropology are the main socio-economic changes.
- Without management development programmes, executives may become obsolete. Executive personnel will not be able to survive in future unless they keep pace with modern management education, research, principles and practices.

→ Management of public utilities, state enterprise, and civic Bodies is being professionalized in order to improve operational efficiency. Similarly, agriculture, rural development and public administration require professional executives.
