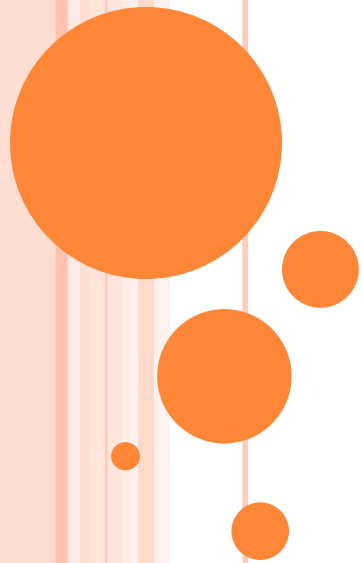


HUMAN RESOURCE MANAGEMENT

UNIT IV

“ Training & Development”



CONTENTS

- Introduction, Objectives & Importance of Training
- Classification of Training Methods / Techniques
- Need & Importance of Management Development
- Techniques of Management Development
- Reasons of Training Failure
- Improving Effectiveness of Training



INTRODUCTION TO TRAINING

- Development of organization through individuals
- For survival & attainment of goals
- Training is the act of increasing knowledge & skill of employee in doing a job
- To improve health & safety
- Obsolescence prevention
- Personal growth



NEED FOR TRAINING

- To match the employee specifications with job requirements & organizational needs
- To improve productivity & quality
- Technological advances
- To improve organizational climate
- To help a company fulfill its future needs
- Change in the job assignments



OBJECTIVES OF TRAINING

- To prepare new & old employee to meet present & future needs
- To prevent obsolescence
- To impart basic knowledge / specialized knowledge
- To prepare employees for higher level ranks
- Broaden the minds
- Develop potential
- To ensure economic output as to quality
- To promote individual & collective morale



IMPORTANCE OF TRAINING

- It improves, changes, moulds the employee to fit in
- Acquires specialized skills to work
- Benefits of training:
 - To the Organization
 - To the Employees
- Job requirements are not static
- Organizational efficiency depends upon employees
- Training constitutes significant part of management control



STEPS IN TRAINING PROGRAM

- Discovering or identifying training needs / Who are the trainees & trainers
 - Through organizational operational need analysis
- Getting ready for the job / Identification of training techniques
 - Designing the program
- Preparation of the learner
 - Shortlist, create desire & prepare accordingly



STEPS IN TRAINING PROGRAM

- Presentation of operations & learner
 - Application of training techniques
- Level of training; Principles of learning; venue
- Performance try out
 - Do the job gradually building up skill & speed
- Follow up
 - Evaluation on feedback & follow up



SUPPORT MATERIAL FOR TRAINING

- Lectures
- Role playing & job rotation
- Case or project studies & problem solving sessions
- Use of charts, pamphlets, handbooks, manuals, etc
- Graphs, pictures, books, slides, videos
- Posters, displays on notice board
- Visit to plants
- Correspondence courses
- Teaching material
- Membership of professional or trade associations. For instance, NIPM, NHRD



WHO ARE THE TRAINERS?

- Immediate supervisors
- Co – workers
- Members of the personnel staff
- Specialists in other parts of the company
- Outside consultants
- Industry associations
- Faculty members at universities



CLASSIFICATION OF TRAINING METHODS / TECHNIQUES

Techniques

On the Job

- Orientation / Induction
- Coaching
- Job Instruction
- Apprentice
- Internship
- Job Rotation

Off the Job

- Vestibule
- Sensitivity
- Lecture
- Special Study
- Films / TV
- Conference
- Seminar
- Case Study
- Role Play
- Simulation
- Programmed Instruction



OFF THE JOB TECHNIQUES

- **Vestibule Training 7 Simulation training**
 - Create an environment similar to that at work
 - Takes place out of work place without disrupting ongoing work
 - Relieves employees from pressure
 - Cost of special training & trainer is added expense
- **Sensitivity Training (Laboratory training, encounter groups, T – group)**
 - Increase awareness of own & others' behaviour
 - Feelings & emotions
 - Improved listening skills, increased openness
 - Effective conflict resolution skills
 - Increased tolerance of individual differences



OFF THE JOB TECHNIQUES

○ **Lecture method** (Classroom instruction)

- To impart knowledge on theories, facts, situations, etc
- Trainer can be internal or external
- Explanation of application, rules
- More of theory clubbed with other methods like case study, role play

○ **Special Study**

- Orienting new employees, introducing innovations
- Special skills training
- Safety education
- Creative, technical & professional education
- Can be arranged for all employees with different training criteria



OFF THE JOB TECHNIQUES

○ **Films / Television / Videos**

- Visual learning more effective
- Can relate to the characters of the movie or video
- Inspiration to success

○ **Conference**

- Gather to discuss points of common interest
- More participative & group centric method
- Formal meeting to decide upon issues or planning

○ **Seminars or Team Discussion**

- Papers are presented by participants followed by discussion



OFF THE JOB TECHNIQUES

○ Case Study

- Use of individual skills to deal the case given
- Can be real or fictional
- Trainer explains, initiates discussions & once discussion starts; he intervenes the least
- Trainee masters the facts, defines objectives, identifies issues & gives a solution

○ Role Play

- Trainees act out to a given role as they would in a stage play
- The knowledge of results is immediate
- Trainee's interest & involvement is high
- Develops skills & abilities required
- Increases confidence



TRAINING EVALUATION

- To know effectiveness
- To correct performance deficiencies
- Evaluation must be continuous & specific
- Realistic target dates should be set for each phase of evaluation program

Criteria for Evaluation

- Training Validity
- Transfer Validity
- Intra – organizational Validity
- Inter – organizational Validity



TRAINING EVALUATION TECHNIQUES

- Use experimental & control groups
- Longitudinal or Time series analysis (during the program & plot on graph)
- Questionnaire
- Interview



REASONS OF TRAINING FAILURE

- Management commitment is lacking & uneven
- Aggregate spending on training is inadequate
- Educational institutes award degree but holders lack skill
- Poaching of trained workers
- Trainers or trainees not prepared
- Wrong identification of training needs



IMPROVING EFFECTIVENESS OF TRAINING

- Allocation of resources for training
- Strategy training
- Systematic approach to training
- Make training important
- Proper link between training need & training provided
- Evaluation of training



MANAGEMENT DEVELOPMENT

- Systematic process to develop abilities for managers
- Improving the job performance
- **Evolution of management development**
 - Shift from owner managed to professionally managed enterprise
 - Management has been recognized as a distinct kind of occupation



ESSENTIALS OF MANAGEMENT DEVELOPMENT

- Analysis of organizational needs
- Appraisal of present management talent
- Planning of individual development program
- Establishment of development program
- Evaluation of the program



OBJECTIVES OF MANAGEMENT DEVELOPMENT

- To improve:
 - Performance
 - Skills & abilities
 - Thought process & analytical ability
- To stimulate creative thinking
- To keep managers aware about new technology
- To increase morale



TECHNIQUES OF MANAGEMENT DEVELOPMENT

On the job



Coaching

Job rotation

Under study

Multiple management

Off the job



The case method

Incident method

Role playing

In basket method

Business game

Sensitivity training

Simulation

Grid training

Conferences

Lectures

Behavior Modeling

