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MBEIII - 11 – Training & Development Practices

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Academic Purpose Only

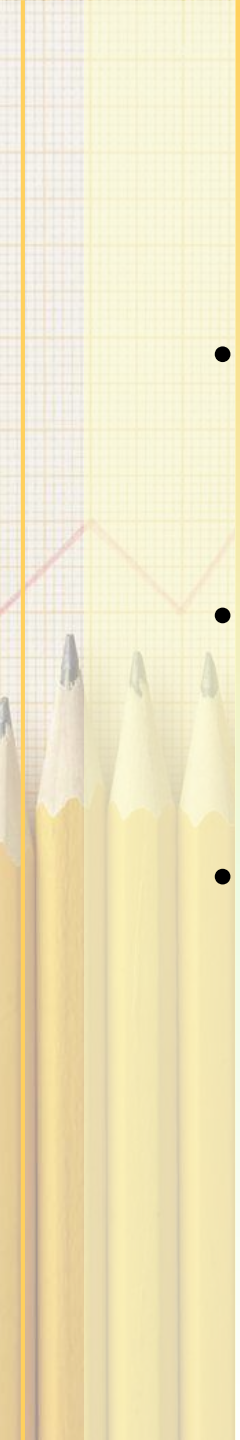
Programme Educational Objectives

Our program will create graduates who:

- 1. Will be recognized as a creative and an enterprising team leader.*
- 2. Will be a flexible, adaptable and an ethical individual.*
- 3. Will have a holistic approach to problem solving in the dynamic business environment.*

TRAINING AND DEVELOPMENT PRACTICES

- CO1-Student should be able to design the framework for conducting TNA and identify its inputs and outputs and also design the Training Calendar.
- CO2-Students should be able to distinguish between Education, Training and Development.
- CO3-Students should be able to compare and contrast between On-the- Job and Off-the-job Training Techniques.

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- CO4-Students should be able to make use of ROI and Cost Benefit Analysis Model of Training program.
 - CO5-Students should be able to formulate the MDPs and training programmes in a given situation.
 - CO6-Student should be able to explain the concept , importance and application od HRD in the organization.

Unit IV:

- **Management Development-** Why focus on Management development; Management Development implications; Types of Management Development Programs; Types of Management development Training, Training for Executive Level Management- Knowledge, Skills, Traits and leadership style, Strategies for development of Executives, Career & Succession Planning.

Unit Objectives

- After studying the unit, students will be able to-
- Understand the meaning and importance of Management Development.
- Learn about the various methods of MDPs
- Understand the difference between Succession Planning and Career Planning and its relevance in the organisation.

What is Management Development?

- Management Development is the systematic process of growth and development by which the managers develop their abilities to manage.
- Management Development programmes are designed to improve the effectiveness of managers in their present jobs and to prepare them in their higher jobs in future.

Features of Management Development

- It is a planned process of learning rather than a trial and error approach.
- It is the long term process.
- It is an ongoing exercise.
- It aims at preparing the managers for handling present and future jobs.
- It is guided self development. The urge for learning has to come from within the executive himself.

Objectives of Management Development Programmes

- Securing continued supply of competent executives.
- Developing technical and administrative skills.
- Growth of talents.
- Preparing managers for higher assignments
- Prevention of managerial obsolescence.
- Motivation of managers.

Needs and Importance of Management Development Programmes

- Technological Developments.
- Change in socio-cultural environment.
- Increasing Competition.
- Increased recognition of Social Responsibilities.
- Workers' education and social awareness.
- Maintenance of industrial peace.
- Imparting knowledge to managerial personnel.

Management Development Process

Define Objectives



Assess strength and weakness of existing executives



Develop long range training and development plans



Develop specific short range training and development program



Implement training and development program



Evaluate training and development program

Techniques of management Development

On-the-Job	Off-the-Job
Coaching	Class-room training
Under study	Case studies
Job Rotation	Conference
Project assignments	Role playing
Committees assignments	Sensitivity training
	In basket exercise

Problems in Management Development Programmes

- Lack of specifications of level and types of development.
- Lack of measurement & evaluation.
- Single program
- Lack of integrations of outside contribution.
- Improper selection of participants.
- Unfavorable organizational climate and lack of support from top management.
- Defective contents of Development Programmes.

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CAREER PLANNING AND SUCCESSION PLANNING

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Meaning

- Career planning is the process by which a person selects his career goals and the path to attain these goals.

Characteristics of career planning

- It is a process of developing the human resource of an organisation.
- Integration of individuals and organisation needs is the main objective of career planning.
- Career planning is mutually beneficial.
- Career planning is a continuous process as the work environment is never static.

Need for careerplanning

- To attract talent.
- To enable employees to meet future challenges.
- To provide career advancement benefits.
- To ensure correct placement of employees.
- To promote job satisfaction.

Process of career planning

The process of career planning involves the following stages:

1. Analyzing the potentials of individuals.
2. Analyzing career opportunities.
3. Matching individual aspiration and organizational needs.
4. Preparing and implementing action plans.
5. Review.

Advantage of careerplanning

For employees:

1. knowledge of career opportunities.
2. Longer association.
3. Greater skills and qualification.
4. Career paths and promotion opportunities.

For organisations:

1. Increases employees loyalty.
2. Availability of career prospects.

Succession planning

Succession planning is a process for identifying and developing new leaders who can replace old leaders when they leave, retire or die. **Succession planning** increases the availability of experienced and capable employees that are prepared to assume these roles as they become available.

Succession planning process

- Link strategic and workforce planning decisions.
- Analyse gaps.
- Identify talent pools.
- Develop succession strategies.
- Implement succession strategies.
- Monitor and evaluate.

Career planning and Succession planning

- Succession planning
- It covers only top level executives.
- It is concerned with the identification of vacancies that are likely to arise at the higher levels.
- It is the task of the management alone.
- It is the process by which successors are found to key executives of the organisation.
- Career planning
- It covers all levels of employees.
- It is concerned with the positions an employee is fit to hold in an organisation.
- It is generally the mutual responsibility of both the employee and the management.
- It is the process by which a person selects his career goals and the career path to reach the goals.

Books Referred and Suggested Readings

- Personnel Management and Human Resources – N.C. Jain & Saakshi (Allied Publisher)
- Effective Human Resource Training and Development Strategy – Dr. B. Rathana Reddy Publication –Himalaya Publication House
- Human Resource and Personnel Management – Text and cases, K. Aswathappa, Publication - McGraw- Hill Publishing co. ltd
- Human Resource Management , Tenth Edition, Gary Dessler, Publication- Pearson Education
- Human Resource Management , Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication- Pearson Education
- Human Resource and Personnel Management, by K Aswathappa, Publisher: Mc-Graw Hill.
- Strategic Human Resource Management, by Tanuja Agrawal, Publisher: Oxford University Press.
- Personnel and Human Resource Management: Text and Cases, By P. Subba Rao, Publisher: Himalaya Publishing House.