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MBEIII - 11 – Training & Development Practices

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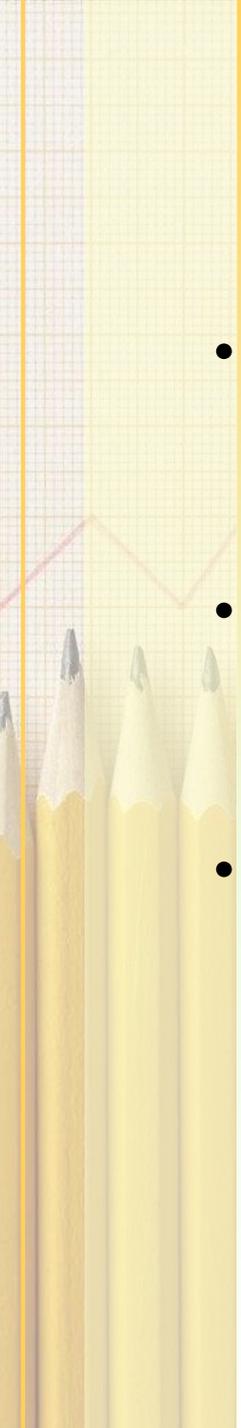
Programme Educational Objectives

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 I: Introduction to Training and Training need analysis

- Important concepts and meanings-Training, Development, Education; Objectives of training; Benefits of training; Why and when to conduct TNA; TNA model; Data sources for locating gap in organizational performance; framework for conducting TNA; Output .

Unit Objectives

- After studying the unit, students will be able to-
- Differentiate between Training, Development and Education
- List the benefits of training to employer and employees.
- Various types of Training and its suitability.

UNIT I

TRAINING AND DEVELOPMENT



Opening case

- Mala was a careful, hard-working employee in a private company. She has been serving as a book keeper or more than seven years before problems developed with her performance. Many employees begin as clerks and progressively move up to lead book keeper. As such, Mala was responsible for a large, active petty cash fund and was working with dedication and utmost responsibility.
- During a spot check by the internal audit of the company, her immediate supervisor noticed pencil erasures on expense reports and assumed that employees had been directed by memo to record their expenses in ink. Mala's immediate supervisor called Mala and confronted her. When the supervisor called Mala, other employees became aware of the fact that some unpleasant incident has taken place. The situation in the department became very hostile as Mala walked to the office of the supervisor.

- Mala confessed to temporarily borrowing some money from the petty cash fund. She explained that her child had been in and out of the hospital for a few months, and she had exhausted the family resources. She explained that she had to pawn her jewelry to perform some expensive medical tests.
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- Mala admitted that she used the petty cash money to pay the bills of the last medical test of her child. Mala further said that she has never done anything of this sort before and that this was the first time she borrowed money intending on returning the money immediately. Mala apologized and pleaded with her immediate supervisor stating that this incident is one of the most extraordinary situations she has experienced in all her life.
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- The immediate supervisor told Mala that he would consult the company's HR manager and let her know of the decision. When the immediate supervisor consulted the company HR manager, he said that while he did not want to sidestep his responsibility and planned on making a final decision, he wanted to consult the HR manager first for his opinion on this matter.
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- Speaking as a certified HR practitioner, the manager said that he has a clear course of action for this kind of incident. He said any employee who steals should be terminated. The immediate supervisor felt very uncomfortable applying the manager's principle to Mala's case and was uncertain of what decision to take

Answer the following

- What are the possible HRM issues in the above case?
- Do you think that there are training needs in this organization?
- If so, what are those needs?
- Who should be trained and in what?

TRAINING

- A learning experience in that it seeks a relatively permanent change in an individual that will improve his/her ability to perform on the job. It involves changing of
 - » Skills
 - » Attitude
 - » Knowledge

EDUCATION

- By the term education, we mean learning in the classroom to acquire certain knowledge.
- It is aimed to deliver knowledge about facts, events, values, beliefs, general concepts, principles, etc. to the students. This helps in developing a sense of reasoning, understanding, judgement and intellect in an individual.

DEVELOPMENT

- More future oriented and more concerned with education than is training
- It focuses on the personal growth & on
- Analytical
- Conceptual
- Human

Skills

Components of Training

1. Learning

- Process of accumulation of knowledge, skills and attitudes by whatever means. There may be various methods, training being one of them.

2. Teaching

- Interactive process based on communication between a receiver and a giver. It follows a curriculum-oriented approach, complying with a predetermined schedule of work.

T AND 'D'

- Training is the formal and systematic modification of behavior
- Development is any learning activity, which is directed towards future and needs

T & D

- Increases job skills-specific skills
- Short term perspective
- Job centered
- Training is used for operative employees
- It shapes attitude – overall growth
- Long term perspective
- Career Centered
- Development is used for executives, managers and professionals.

PURPOSE OF TRAINING

- To increase productivity and quality
- To promote versatility and adaptability to new methods
- To reduce the number of accidents

PURPOSE OF TRAINING

- To reduce labour turnover
- To increase job satisfaction
- To increase efficiency

Need and importance of training

Need of training can be understood in the light of the following situations:

1. Rapid technological innovations impacting the workplace have made it necessary for people to update their knowledge and skills.
2. People have to work in multi-dimensional areas, which are usually far removed from their area of specialization.
3. Change in style of management]
4. Due to non-practical college education
5. Lack of proper and scientific selection procedure
6. For career advancement
7. For higher motivation and productivity
8. To make job challenging and interesting
9. For self development
10. For employee retention

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- To improve organizational climate
 - Prevention of obsolescence
 - Help organization fulfill its future manpower needs
 - To keep pace with times
 - To bridge gap between skills requirement and skills availability
 - For survival and growth of the organization and the nation.

BENEFITS OF TRAINING

1. Positive attitudes toward profits orientation.
2. Improves profitability.
3. Improves job knowledge & skills at all levels in organization.
4. Create better corporate image.
5. Improves relationship between boss & sub-ordinate.
6. Helps prepare guidelines for work.
7. Aids in understanding & carrying out organizational policies.
8. Provides information for future needs in all areas .
9. Helps in developing leadership skills, motivation, loyalty, better attitudes.
10. Increased productivity.
11. Keeps down the cost.
12. Creates a climate for growth.
13. Helps employees adjust to change.

WHEN DOES THE NEED FOR TRAINING ARISE?

- Installation of new equipment/ techniques
- A change in working methods
- A realization that performance is inadequate

WHEN DOES THE NEED FOR TRAINING ARISE?

- A desire to reduce the scrap and improve quality
- An increase in the number of accidents Promotion or transfer of individual employees.

DISADVANTAGES OF TRAINING - DEBATABLE

1. Can be a financial drain on resources; expensive development and testing, expensive to operate
2. Often takes people away from their job for varying periods of time
3. Equips staff to leave for a better job.
4. Narrow experience

ISSUES IN EMPLOYEE TRAINING

- **Communications:** The increasing diversity of today's workforce brings a wide variety of languages and customs
- **Computer skills:** Computer skills are becoming a necessity for conducting administrative and office tasks
- **Customer service:** Increased competition in today's global marketplace makes it critical that employees understand and meet the needs of customers
- **Diversity:** Diversity training usually includes explanation about how people have different perspectives and views, and includes techniques to value diversity

Types of Training

1. Retraining.
2. Cross-Functional.
3. Team Training.
4. Induction training
5. Apprenticeship Training
6. Creativity Training.
7. Literacy Training.
8. Diversity Training.
9. Ethics training.
10. Job Training

Learning first means Unlearning

- Akash Jain is a operator of successful restaurants for nearly 30yrs, has recently stated that most critical step of adult education is not to learn but to unlearn. He contends that new behaviours will never be used until the old ones are unlearned. Many academic scholars agree with him.
- As a simple example let us say you are a restaurant manager and you want your waiters to provide customers with a stand-up list of appetizers. You bring in the staff, tell them what you want them to do, and present a video covering the correct way to use stand up menus.
- No doubt you have provided them training. Why then are the staff not using the stand-up appetizers menus a week later? The answer is simple. The training did not cover what needed to be unlearned- the habit of initially interacting with customers by asking whether they are ready to order. The workers need to replace the ingrained behaviour with the new behaviour of providing the stand-up menu.

- Changing a typical way of doing something is difficult. Unlearning and replacing with a new behaviour works best if there is a motivating context.

Q1. Do you think unlearning is an important step in learning? Why or why not.

Q2. How can unlearning be accomplished? If you were responsible for training people in a new way of doing things, how would you go about the unlearning phase?

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. Rathan 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 Aswathapha, Publisher: McGraw 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.