

Semester-II

MM & HRM

TRAINING & DEVELOPMENT

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TRAINING & DEVELOPMENT





Functions of HRM

- Recruitment and Selection
- Training and Development
- Compensation Management
- Performance Management



Compensation & Benefits





Training is expensive. Without training it is more expensive.

-Nehru





Definition

Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience.

- It's a short term process.
- Refers to instruction in technical and mechanical problems
- Targeted in most cases for non-managerial personnel
- Specific job related purpose

Development is any learning activity, which is directed towards future, needs rather than present needs, and which is concerned more with career growth than immediate performance.

- It is a long term educational process.
- Refers to philosophical and theoretical educational concepts
- Managerial personnel
- General knowledge purpose



Why T&D ???

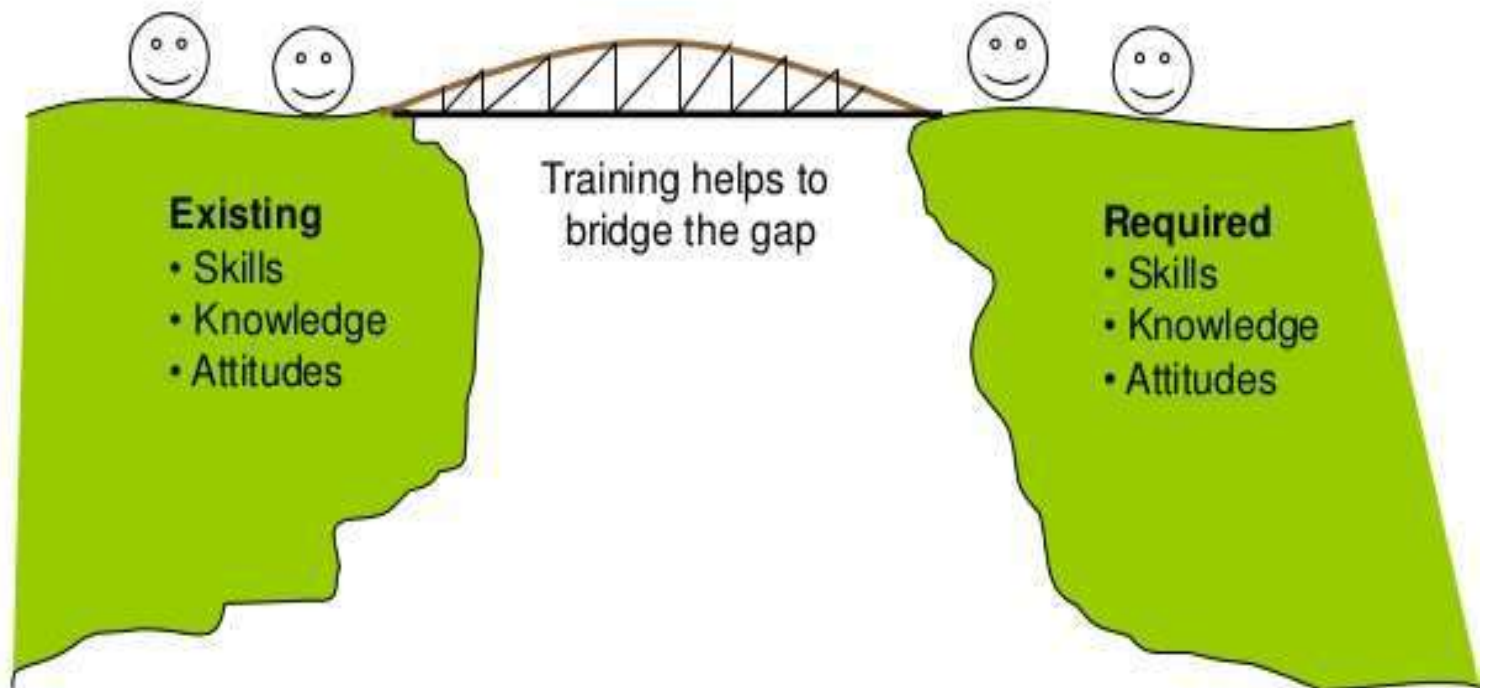
Training:

Helps employees to do their current jobs.

Development:

Helps the individual handle future responsibilities.

Training?





When does the need for training arise?

- No one is a perfect fit at the time of hiring and some training & development must take place.
- Installation of new equipment or techniques
- Change in working methods or products produced
- Labor shortage, necessitating the upgrading of some employees
- Promotion or transfer of individual employees.
- Ensures availability of necessary skills and there could be a pool of talent from which to promote from.
- Reduces constant supervision
- Improves quality
- Increase efficiency



Advantages of Training

- Leads to improved profitability and/or more positive attitudes toward profits orientation.
- Improves the job knowledge and skills at all levels of the organization.
- Improves the morale of the workforce.
- Helps people identify with organizational goals.
- Helps create a better corporate image.
- Fasters authentically, openness and trust.
- Improves the relationship between boss and subordinate.
- Aids in organizational development.
- Learns from the trainee.
- Helps prepare guidelines for work.



Disadvantages of Training

- Can be a financial drain on resources; expensive development and testing, expensive to operate?
- Often takes people away from their job for varying periods of time;
- Equips staff to leave for a better job
- Bad habits passed on
- Narrow experience



Objectives of Training and Development



Efficiency



Improves Quality



Versatility in Operations



Employees Stability



Importance of Training and Development



Benefits the Organization



Benefits the Individual



Benefits the Personnel & Human Relations, Intra Group, Internal Group Relations



Inputs of Training and Development



Skills



Knowledge



Development



Ethics



Behavior



Assessment of Training Needs



Jobs and Related Tasks
that Need to be learned



Organization & Its Goals
and Objectives



Competencies & Skills that are
need to Perform the Job



Individuals who are to be
Trained



Training Methods

- On-the-job training (OJT)

Method by which employees are given hands-on experience with instructions from their supervisor or other trainer. employees are trained at the actual job location. New employees observe the work and then try to imitate.

Drawbacks

- The lack of a well-structured training environment.
- Poor training skills of managers.
- The absence of well-defined job performance criteria.



- **Job Rotation**

workers rotate through a variety of jobs.

Advantages

- Allows for flexibility.
- Creates task variety.
- Good for training teams.



Job Rotation



- **Apprentice Training**

A system of training in which a worker entering the skilled trades is given systematic instruction and experience, both on and off the job, in the practical and theoretical aspects of the work.

Advantages

- training is intense and lengthy.
- it is typically conducted on a one-to-one basis.

Disadvantages

- Length of training is predetermined by trade association, can't be changed to accommodate fast learners.





- **Mentoring**

- A mentor is a guide who can help the mentee to find the right direction and who can help them to develop solutions to career issues.
- A mentor should help the mentee to believe in herself and boost her confidence. A mentor should ask questions and challenge, while providing guidance and encouragement. It is a chance to look more closely at yourself, your issues, opportunities and what you want in life. Mentoring is about becoming more self aware, taking responsibility for your life and directing your life in the direction you decide, rather than leaving it to chance.





- **Internship Programs**

- Are jointly sponsored by colleges, universities, and other organizations that offer students the opportunity to gain real-life experience while allowing them to find out how they will perform in work organizations.





• Lectures

Advantages

- large number of trainees can be taught at once.
- Cost efficient.
- More effective if training need is the same across participants.

Disadvantages

- one-way communication
- lack of dialogue, questions, or discussions
- Not very effective (if have different training needs)





- **Audiovisual Material**

Advantages

- Good for capturing student interest
- After initial investment, cost is minimal.

Disadvantage

- Difficult to modify and update material
- Initial cost can be quite high.





- **Conferences**

- Advantages

- Can combine lecture and discussion.
 - Can be good when the ratio of trainees to trainers is relatively small.
 - If designed well, there is a great deal of interaction between trainers and trainees and between trainees.

- Disadvantages

- Success really depends on motivation and interest of participants.





Reasons & Benefits



Need for Improving Performance



Professional Development



Adapt the Change



Training outcomes

- Information such as facts, techniques, and procedures that trainees can recall after the training.
- Skills that trainees can demonstrate in tests or on the job.
- Trainee and supervisor satisfaction with the training program.
- Changes in attitude related to the content of the training.
- Improvements in individual, group, or company performance.



Future Trends That Will Affect Training

- The use of new technologies for training delivery will increase
- Demand for training for virtual work arrangements will rise
- Companies will rely on learning management systems, integration with business processes, and real-time learning
- Training will focus on business needs and performance
- Training departments will develop partnerships and will outsource
- Training and development will be viewed more from a change model perspective

Thank
You!