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<b>Subject Code:</b>	FSO-2
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## UNIT I INTRODUCTION TO TRAINING AND DEVELOPMENT

### Meaning & Definition

According to Edwin Flippo “Training is the act of increasing the knowledge & skill of an employee for doing a particular job.”

### TRAINING-MEANING

Training is a willful process that enables learning and skill growth. It applies to gaining wisdom, refining abilities, and earning expertise through structured teaching, practice, and tips. The training aimed to bridge the gap between existing skills and desired results, entrusting people to perform their tasks effectively and contribute to a firm's success.

Training takes various forms, including classroom sessions, hands-on affairs, online courses, and mentorship. It caters to diverse learning styles and tastes, giving people tailored and useful instruction. Whether learning new techniques, mastering complex concepts, or improving soft skills, training focuses on specific learning objectives to drive individual and corporate growth.

### IMPORTANCE OF TRAINING

The importance of training can be known through the points cited below.

#### Skill Enhancement for Excellence

- One of the primary reasons training holds such matter is its ability to enrich skills. By feeding people with options to acquire new facts, master plans, and adopt best practices, training helps them to evolve into skilled and flexible in their roles.
- Skill enhancement not only boosts job performance but also instills belief and assigns people to tackle challenges easily. As individuals develop and refine their skills through training, they can excel in their respective fields and contribute significantly to their firms' success.

#### Improved Performance for Corporate Success

- Training directly impacts job performance, letting people perform their tasks more effectively and efficiently. By training staff with critical learning and skills training improves their ability to make informed decisions, solve problems, and gain desired results.
- Well-trained workers are more outcome, detail-oriented, and capable of yielding high-quality work. This, in turn, leads to better work output, raised efficiency, and corporate victory.

#### Adaptability to Thrive in a Changing World

In an era of rapid change, training is crucial in ensuring people and firms can adapt and thrive. Industries and job needs always evolve, requiring workers to stay updated with the latest trends, technologies, and practices.

- Training gives people the needed details and skills to adapt to change, navigate challenges, and remain competitive. It allows staff to keep pace with industry advances, helping firms maintain their edge in the market.

### **Employee Satisfaction and Retention for a Positive Work Culture**

- Investing in training shows a firm's loyalty to employee growth. It fosters a positive work culture where workers feel valued, backed, and motivated to perform at their best. Training options give staff a sense of drive, allowing them to expand their wisdom and advance their careers.
- This, in turn, leads to raised job delight, higher levels of alert, and reduced turnover rates. Workers who receive training are likely to be loyal to their firm, donating to a stable and better workforce.

### **Fostering Innovation and Creativity**

- Training programs play a vital role in enabling creation and creativity within firms. By enabling people to explore new ideas, embrace change, and design creative solutions, training fosters a culture of continuous improvement. It enables a mindset that values creativity, leading to novel methods, improved problem-solving abilities, and a competitive edge.
- Firms that invest in training create a climate that enables staff to think outside the box, share ideas, and contribute to the overall growth and success of the firm.

### ***NATURE OF TRAINING***

The nature of training has been discussed below.

- Purposeful Learning-Training is planned and willful. It aims to bridge the gap between existing skills and hoped results. Whether acquiring new knowledge, improving technical expertise, or improving soft skills, training focuses on specific learning goals to drive personal and corporate growth.
- Targeted Audience-Training is tailored to the needs of the engaged audience. It considers the skills, knowledge levels, and learning styles of participants to deliver relevant and effective learning experiences. Training can be designed for staff, students, experts, or people seeking personal growth. Structured Instruction Training provides a structured framework for learning. It follows an ordered approach with clear goals, instructional materials, methods, and checks. By organizing the learning process, training ensures consistency, progression, and measurable results.
- Active Participation-Training encourages active participation from learners. It goes beyond passive data delivery by including interactive activities, discussions, and hands-on practice. This active attention enriches retention, comprehension, and application of learned skills and learning.
- Expert Guidance-Trainers or facilitators play a crucial role in training. They provide expertise, guidance, and support throughout the learning journey. Their role includes defining concepts, answering questions, providing feedback, and creating a positive learning setting.
- Continuous Improvement Training embraces the concept of steady gain. It believes that learning is an ongoing process and enables learners to develop a growth mindset. By nurturing lifelong learning, training ensures that people stay updated with evolving learning, industry trends, and rising best routines.
- Application and Transfer of Learning-Effective training focuses on the application and transfer of learned skills to real-world situations. It provides options for learners to practice and support what they have learned. By raising application, training enriches the ability to share learning and skills from the training set to the workplace or other suitable contexts.



## TYPES OF TRAINING

There are several types of training, which have been explained below.

- **Technical Training**-Technical training focuses on creating specific technical skills and learning required for a certain job or industry. It equips people with the expertise to operate machinery, use software applications, or perform technical tasks. Technical training may involve hands-on practice, simulations, or online modules to ensure mastery of a specific field.
- **On-the-Job Training**-On-the-job training (OJT) occurs within the actual work setting. It allows people to learn and acquire skills while performing their job duties. OJT often involves shadowing skilled staff, receiving coaching and feedback, and slowly taking on more duties. This type of training offers useful, firsthand learning affairs tailored to the job's specific requirements.
- **Soft Skills Training**-Soft skills training focuses on creating non-technical, interpersonal skills critical for useful contact, union, and leadership. It includes communication skills, teamwork, time management, problem-solving, and emotional intelligence. Soft skills training often involves interactive workshops, role-playing exercises, and group summits to enhance these critical abilities.  
**Leadership Development**-Leadership development programs aim to develop leadership skills and qualities in people. They focus on decision-making, strategic thinking, delegation, and inspiring and motivating others. Leadership training may include workshops, seminars, mentoring, and practical exercises to nurture and refine leadership capabilities.
- **Diversity and Inclusion Training**-Diversity and inclusion training promote understanding, respect, and equality within the workplace. It aims to create an inclusive and diverse work environment by addressing biases, promoting cultural awareness, and fostering sensitivity. Diversity training may involve interactive sessions, case studies, and discussions to raise awareness and promote inclusivity.
- **Compliance and Legal Training**-Compliance and legal training ensure individuals are aware of and adhere to legal and regulatory requirements within their industry. It focuses on safety regulations, data protection, ethical conduct, and industry-specific compliance. Compliance training may involve online modules, quizzes, and reviews to ensure people understand and comply with relevant laws and regulations.
- **Professional Development**-Professional development training aims to enhance overall professional skills and knowledge. It encompasses many areas, including career advancement, presentation skills, project management, negotiation, and networking. Professional development programs may include workshops, conferences, online courses, and coaching to support individuals' career growth.

## *Functions of Training*

The functions of training have been stated below.

### **Enhancing Knowledge and Skills**

One of the primary functions of training is to enhance individuals' knowledge and skills. Training equips staff with the necessary tools and expertise to perform their job responsibilities effectively. By providing



targeted instruction, training ensures that individuals acquire the specific knowledge and skills required to excel in their roles. Staff gain a deeper understanding of their tasks, industry best practices, and emerging trends through training.

### **Boosting Productivity and Efficiency**

Training directly impacts results and efficiency within a firm. By equipping staff with the necessary knowledge and skills, training enables them to perform their tasks more effectively and efficiently. Well-trained staff have the latest techniques, tools, and strategies to streamline processes, reduce errors, and enhance output. This boost in result leads to improved efficiency and overall corporate success.

### **Bridging Skill Gaps**

In a rapidly evolving firm's landscape, skill gaps can emerge due to changing technology, market demands, or corporate restructuring. Training plays a critical role in bridging these gaps. By investing in training initiatives, firms ensure that staff have the skills and knowledge needed to meet current and future challenges. Training helps close skill gaps by providing targeted instruction, hands-on practice, and opportunities for professional development.

### **Fostering Innovation and Adaptability**

Training programs cultivate a culture of innovation and adaptability within firms. By encouraging individuals to explore new ideas, embrace change, and develop creative solutions, training fuels innovation. It promotes a growth mindset that values learning and encourages staff to think outside the box. This emphasis on innovation and adaptability enables firms to stay ahead in a rapidly evolving environment.

### **Facilitating Corporate Success**

Training is a key driver of corporate success. It contributes to increased results, better client satisfaction, effective teamwork, and enhanced performance. Well-trained staffs are more equipped to contribute to achieving corporate goals and objectives. Training also fosters employee engagement and job satisfaction, leading to reduced turnover rates and increased employee retention. Moreover, training enables firms to stay competitive, adapt to market demands, and seize growth opportunities. ***Development-Meaning***

Development refers to the process of positive change and improvement over time. It encompasses various aspects, such as personal growth, skill enhancement, societal progress, and corporate advancement.

### ***Importance of Development***

The importance of development has been discussed below.

**Personal Development: Fulfilling Potential:** One of the key reasons development holds immense importance is its ability to facilitate personal growth and fulfillment. It empowers individuals to expand their horizons, acquire new skills, and cultivate a sense of purpose. Personal development involves investing in oneself, pursuing lifelong learning, and honing talents and strengths. By embracing personal development, individuals can unlock their full potential, achieve self-actualization, and lead more fulfilling lives.





- **Societal Development: Progress and Well-being:** Development also plays a vital role in societal progress and well-being. It encompasses initiatives to improve social, economic, and environmental conditions within communities and nations. Societal development focuses on areas such as education, healthcare, infrastructure, environmental sustainability, and equality. By investing in societal development, societies strive for inclusive growth, reduced inequality, and improved quality of life for all members. It creates opportunities, reduces disparities, and fosters a sense of collective progress and harmony.
- **Economic Development: Driving Progress:** Economic development is another crucial development aspect. It focuses on advancing the economic well-being of individuals, communities, and nations. Economic development entails measures to enhance results, create employment opportunities, and stimulate economic growth. It encompasses infrastructure development, investment promotion, entrepreneurship, and trade facilitation. Economic development aims to improve living standards, reduce poverty, and create a sustainable and prosperous economy.
- **Corporate Development: Effective and Adaptive:** Development is vital for success. Corporate development involves enhancing structures, processes, and strategies to improve performance and achieve goals. It focuses on areas such as leadership development, talent management, fostering a positive work culture, and embracing innovation. By investing in corporate development, firms can increase results, attract and retain talented staff, and navigate changing market dynamics effectively. It enables firms to adapt, innovate, and remain competitive in an ever-evolving firm landscape.
- **Continuous Learning and Adaptability:** Development acknowledges the importance of continuous learning and adaptability. It recognizes that change is constant, and individuals, societies, and firms must evolve to stay relevant and succeed. Development encourages individuals to embrace new challenges, explore different perspectives, and acquire new skills. It fosters a growth mindset that promotes lifelong learning, personal resilience, and adaptability. By embracing development, individuals and firms can navigate uncertainty, embrace innovation, and seize opportunities for growth and advancement.

## NATURE OF DEVELOPMENT

- **Dynamic and Continuous Process:** Development is a dynamic and continuous process that involves growth, improvement, and change. It is not a one-time event but an ongoing journey. Whether personal, societal, or corporate growth, it requires a commitment to lifelong learning, adaptation, and embracing new opportunities. Development acknowledges that individuals, societies, and firms need to evolve and improve to thrive in an ever-changing world.  
**Multi-Dimensional:** Development is multi-dimensional, encompassing various aspects and dimensions of growth. Personal development may involve enhancing skills, expanding knowledge, improving emotional intelligence, and fostering personal well-being. Societal development addresses social, economic, and environmental aspects, striving for equality, progress, and sustainability. Corporate development focuses on improving structures, processes, and strategies to enhance performance and competitiveness.
- **Contextual and Diverse:** Development is influenced by the unique context and circumstances in which it takes place. Personal development varies based on individual goals, interests, and aspirations. Societal development addresses the specific needs and challenges of a particular community or nation. Corporate development is tailored to the specific industry, market, and corporate culture. Development recognizes and respects the diversity of contexts and the need for customized approaches.



- **Interconnected and Interdependent:** Development is interconnected and interdependent across different levels. Personal development contributes to societal progress, as individuals who are empowered and skilled can positively impact their communities. Societal development, in turn, creates an environment that fosters personal growth and well-being. Corporate development is influenced by societal factors and, in return, impacts the broader social and economic landscape. The interconnected nature of development highlights the importance of collaboration and synergy.
- **Result-oriented and Impact-driven:** Development is result-oriented, aiming to achieve tangible outcomes and make a positive impact. Personal development seeks to enhance skills, knowledge, and personal satisfaction. Societal development aims to improve the quality of life, reduce inequalities, and foster social cohesion. Corporate development focuses on achieving specific goals, increasing efficiency, and delivering value to stakeholders. Development strives to create meaningful, sustainable change that benefits individuals, societies, and firms.

### **TYPES OF DEVELOPMENT**

The types of development have been stated below.

- **Personal Development and Nurturing the Self:** Personal development focuses on individual growth and self-improvement. It involves enhancing personal skills, expanding knowledge, and cultivating well-being. Personal development encompasses areas such as acquiring new skills, setting and achieving goals, developing emotional intelligence, and improving overall well-being. It empowers individuals to explore their passions, nurture their talents, and lead fulfilling lives.
- **Social Development and Building Stronger Communities:** Social development revolves around improving the well-being of communities and societies as a whole. It addresses issues of social inclusion, equality, and sustainability. Social development initiatives encompass areas such as education, healthcare, poverty alleviation, gender equality, and environmental conservation. By promoting social progress, societies strive to create equal opportunities, reduce disparities, and foster harmony and cohesion among diverse populations.
- **Economic Development and Driving Prosperity:** Economic development focuses on advancing the economic well-being of individuals, communities, and nations. It involves measures to stimulate economic growth, create employment opportunities, and enhance living standards. Economic development encompasses areas such as infrastructure development, entrepreneurship, investment promotion, and trade facilitation. By promoting economic growth, societies aim to reduce poverty, improve livelihoods, and create sustainable and prosperous economies.
- **Organizational Development and Cultivating Success:** Corporate development centers around enhancing the effectiveness and performance of firms, institutions, or other firms. It involves improving structures, processes, and strategies to achieve goals, adapt to change, and foster growth. Corporate growth has areas such as leadership development, talent management, change management, and fostering a positive work culture. By investing in corporate growth, firms can boost results, improve employee engagement, and navigate evolving market dynamics effectively.
- **Environmental Development and Nurturing Sustainability:** Environmental development emphasizes



sustainable practices and the conservation of natural resources. It encompasses areas such as renewable energy adoption, waste management, biodiversity conservation, and sustainable urban planning. Environmental development aims to protect and restore the environment, ensuring its preservation for future generations. It involves promoting eco- friendly practices, reducing carbon footprints, and addressing environmental challenges to create a more sustainable planet.

### ROLES AND RESPONSIBILITY OF TRAINING MANAGER

- Training managers have many responsibilities and face a number of challenges, including:
- **Developing training programs:** Training managers need to identify gaps in employee development and create ways to improve results. They should also have an in-depth knowledge of their industry.
- **Needs assessment:** Training managers use surveys, focus groups, and other tools to identify skill gaps and training needs.
- **Communication:** Training managers need to be able to clearly convey training objectives, provide feedback, and facilitate discussions.
- **Time management:** Training managers need to allocate time for training without disrupting employees' regular schedules.
- **Change management:** Training managers need to keep up with changes in legislation, policies, training methods, and subject matter.
- **Conflict resolution:** Training managers need to be able to address conflict promptly to maintain a harmonious work environment.
- **Leadership:** Training managers need to develop leadership skills to inspire their teams to perform better.
- **Keeping up with best practices:** Training managers need to continuously update their own skills and ensure other trainers and managers understand and apply best practices

### Training Process





### Assessment of Training Needs:

**Introduction:** Training needs are those aspects necessary to perform the job in an organization in which employee is lacking attitude/aptitude, knowledge, skill etc.

### Training need assessment stage includes the following:

- Organizational analysis.
- Departmental analysis.
- Job/Role analysis.
- Employee analysis.

### Assessment methods:

- Organizational requirements.
- Department requirements
- Job & employee specifications.
- Identifying specific problems.
- Anticipating future problems.
- Management's requests.
- Observation
- Interviews
- Group Conferences.
- Questionnaire surveys.
- Test or examinations

### Classification of Training objectives:

- **Innovative**
  - Anticipating problems before they occur.
  - Team building sessions with the department
- **Problem Solving**
  - Training clerks to reduce complaints
  - Training supervisors in communications to reduce grievances.
- **Regular**
  - Orientation



- Recurring training of interviewers.
- Refresher courses on Training procedures

### **Developing Training policy and plan:**

- After assessing training needs for the organization, training and development objectives are to be established. These objectives are essential for designing training programs. Objective can help in measuring the training programmes effectiveness. Such objective should be tangible and measurable. It is easy to evaluate skills in terms of results, etc. But not in case of behavioral objectives. However, some behavior standards can be planned and then evaluated.
- **Designing Training programmes:**
- **Design of training program should focus on**
  - i. Instructional objectives
  - ii. Principles of learning and teaching
  - iii. Principles of training
  - iv. Characteristics of instructor
  - v. Content of the program

### **The training programme will consist of the following steps:**

- ✓ Responsibility for Training
- ✓ Selection and motivation of the trainees.
- ✓ Preparation of trainer.
- ✓ Training material.
- ✓ Training period.
- ✓ Performance tryout.
- ✓ Follow up

### **Conducting or Implementation of Training programmes:**

- **Introduction**
- It is the responsibility of the instructor to implement the training programme by choosing an appropriate method of training:
- Training Methods
  - **Methods of Training: On-the-Job Methods and Off-the-Job Methods**

### *Meaning of Training*

Training is a process by which the skills, talents, and capabilities of the employees of an organization are increased. Training helps employees to grasp new skills and utilize the knowledge provided. Training is not only required by the new employees, but it is also necessary for the current staff. Training is not a one-time job. It is a continuous process that helps increase the performance of the employees and prepares them for their new job or keeps them updated on their present job. It is a short-term systematic approach that guides the employees and teaches them how to handle the given responsibilities. Training employees is essential as they need to be updated on technological advances and the latest development.

### *Training Methods*

There are several methods of training. These are mainly categorized into two groups: On-the-Job and Off-the-Job methods. On-the-Job methods are generally the methods that are applied to the workplace during the working of the employee. It means learning while working. Off-the-Job methods refer to the methods that are used away from the workplace. It means learning before working.

#### *On-the-Job Training Methods*

Following are the On-The-Job methods:

- **Apprenticeship Programs:** Apprenticeship programs place the trainee under the guidance of well-trained personnel. These programs are designed to obtain skills and knowledge of higher levels. Such programs are necessary for people entering skilled jobs, like, plumbers, electricians, etc. These apprentices are trainees who enter into these programs and invest some time working under the guidance of a professional or a trainer. The trainees are required to spend a specified time here where both fast and slow learners are trained together. The slow learners may be provided with additional training.
- **Coaching:** In this method, the trainer who is known as the coach guides and instructs the trainee. The coach or the trainer sets the required goals with a mutual discussion, advises on how to achieve those goals, analyzes the trainees' progress from time to time, and suggests changes necessary in the attitude and performance. The trainee works under the senior manager and the manager takes full responsibility for the employees' training. The training is done to take the place of the senior manager so that he can be freed from some of his duties. This is also a chance for the trainee to learn about his job and the working of the organization.
- **Internship Training:** Internship training is a cooperation of educational institutions and business firms. These trainings are generally a joint program. The candidates who are selected continue to pursue their studies regularly and also work in a factory or office to gain the practical knowledge and skills required for a job.
- **Job Rotation:** Job rotation involves shifting trainees from one job to another or from one department to another. This allows the trainee to gain a better understanding of the working of the organization and all its parts. The rotation enables the trainee to indulge in all kinds of operations from different departments, and also allows them to enhance their knowledge and skills. This is also beneficial for the trainees, as they get to interact with other employees, which creates cooperation among different departments. Such training of employees makes it easier for the organization at the time of promotions, replacements, or transfers.

### *Off-the-Job Training Methods*

Following are the Off-the-Job methods:

- **Class Room Lectures or Conferences:** The lecture or conference method is generally used for conveying specific information, rules, procedures, or methods. The use of audio-visual means makes a formal classroom presentation more interesting along with increasing the memory and proving an instrument for clearing difficulties or doubts.
- **Films:** Films supply information and show a definite display of skills that are not easily represented by other techniques. The use of films together with conference discussion is a very effective method in most cases.
- **Case Study:** Case studies are the actual experiences faced by the organization. They display the events that the managers have faced in real life. The trainees study these cases and analyze them sincerely to find out the problems and their causes, come up with possible solutions, select the best solution and at last, implement it.
- **Computer Modelling:** It encourages the work environment by developing a computer program that copies a few of the realities of the job and enables learning to take place securely. It also allows the organization to see the mistakes that may occur and how much they would cost. This saves the organization from making mistakes in such situations in real life.
- **Vestibule Training:** In vestibule training, the employees are given training on the equipment that they will be using during their jobs. Though the training is conducted away from the actual workplace, the trainees are provided with a work environment in which all the pieces of equipment, files, and materials to be used are present. This method is usually used when the employees need to handle advanced or complex equipment and machinery.
- **Programmed Instruction:** Such a method includes a predetermined and proposed acquisition of some definite skills or general knowledge. In this method, the information is divided into meaningful units, and these units are arranged in a proper way to form a logical and consecutive learning bundle or collection, i.e., from simple to complex. The trainee is required to answer the questions asked or by filling in the blanks.



- **Audio Visual Methods and E Training**
- **Training conduct/Training Procedure**
  - Preparing the instructor
  - Preparing the trainee
  - Getting ready to teach





- Presenting the operation
- Try out the trainees' performance

### Basic concept of training in an organization

Training in an organization is a process that helps employees improve their skills and knowledge to perform their jobs more effectively. It's a short-term process that can help employees learn how to perform tasks, use software, operate machinery, and follow procedures.

Here are some basic concepts of training in an organization:

### Purpose

Training helps employees improve their performance and prepare for promotions. It can also help organizations improve productivity, reduce costs, and reduce accidents.

### Types of training

- Common training programs include orientation, job skills, apprenticeships, and internships.

### Training methods

Training methods are techniques used to teach employees the skills and knowledge they need to perform a task.

### Mentoring

Mentoring is an ongoing relationship between a senior and junior employee that provides guidance and helps the junior employee understand the organization's vision and mission.

### Training vs. development

Training focuses on improving job-related skills, while development takes a longer-term approach to help employees grow and reach their potential

### Evaluation of Training:

- **Definition of Training Evaluation:**

It has been defined as “any attempt to obtain information on the effects of training performance and to assess the value of training in the light of that information.”

- **Methods of Training Evaluation:**

- (i) **Hamblin's Five levels of training evaluation**

- ✓ **Reaction**
    - ✓ **Learning**
    - ✓ **Job Behaviour**
    - ✓ **Organization**
    - ✓ **Ultimate Value**

- (ii) **Kirkpatrick and Pecuniary Utility Models of Training effectiveness.**



# UNBEATABLE PLACEMENTS

- ✓ Level 1: What is Participants reaction
- ✓ Level 2: Did participants improve knowledge & skills
- ✓ Level 3: What extent participants change their behaviour

(iii) **Gamification:** Incorporating game elements like points, badges, and leaderboards into training programs to increase engagement, motivation, and competition.

**(iv) Micro learning:** Breaking down complex topics into smaller chunks to make it easier for employees to learn on-the- go.

(v) **Personalized learning:** Using data analytics and AI to tailor training programs to the individual needs and learning styles of employees.

(vi) **Up skilling and reskilling:** Up skilling involves enhancing existing skills, while reskilling involves equipping employees with new skill sets.

**Mobile learning:** Combining concepts like Gamification, micro learning, and social learning into a mobile platform to increase employee engagement.

**(vii) Artificial intelligence:** Using AI to optimize learning outcomes, streamline processes, and free up instructors.

**(viii) Soft skills training:** Focusing on soft skills training in addition to technical expertise.

**(ix) Augmented reality:** Using virtual and augmented reality to provide an immersive and interactive learning experience that helps learners retain information.

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## UNIT II TRAINING FUNCTIONS

### *ORGANIZATION AND MANAGEMENT OF THE TRAINING FUNCTION*

#### **1. INTRODUCTION**

This course focuses on the important role the training and development function has to play in building capability and ensuring a highly effective organisation.

The true worth of developing people is often considered to be difficult to measure. If managers adopt a business approach to managing training and development, the function can become a vital contributor to the future success of the organisation.

The programme covers the role of the Training and Development manager. Importantly, the programme also focuses on the alignment of training and development to the short- and long-term direction of the business.

It addresses how to ensure alignment, methods to measure return on Training and Development investment, Training and Development Policy, appraising business situations to establish the learning priorities, developing a learning culture, making the most of what are often tight budgets and the trainer as an internal consultant.

#### **2. TARGETED GROUP**

Training Managers,

- potential training managers and
- those who are in a position to influence your company's HR or Training and Development policies, and who have a responsibility for implementing them.
- Directors
- Chief Executive officers
- Talent Managers
- HR Analysts

#### **3. EXPECTED OUTCOME**

By the end of the programme participants will be better able to:

- Carry out a PEST(LE) analysis to ensure relevance of the training and development strategy, policy and practices.
- Appraise their existing TNA practices and make any changes to enhance their effectiveness.
- Choose from a range of methods to evaluate effectiveness and return on investment.
- Ensure alignment between the training and development offer and the business needs
- Assess the relevance and impact of their current training and development practices
- Compare their processes for ensuring learning effectiveness against other organisations and examples of good practice.
- Critically examine their training and development policy, modifying it in the light of changes in business direction and external influences.



This Train the Trainer course is designed to improve your training techniques and increase your confidence when either facilitating a corporate function within your organisation or delivering training course. This train the trainer course will enable you to successfully

### **Training Needs Assessment -**

**Definition:** Training needs assessment is a process that identifies the present level of knowledge, skill, and competency and compares it with the required or established levels within an organization. This concept helps to know the difference and determine training need

### ***What is Training Needs Assessment?***

Training needs assessment is one of the best ways to deal with competency gaps. It can be conducted at any time like hiring, making career development plans, performance reviews, succession planning and dealing with changes related to the job position.

Training needs assessment survey and training needs assessment reports should be conducted regularly through training needs assessment form and training needs assessment questions to determine whether there is a need for training and whether the existing programs are proving effective in the organization.

### ***Factors that lead to the training needs assessment survey***

The factors that will lead to training assessment programs are as follows-

1. Succession planning
2. Implementing new processes
3. Re-organization in the company
4. Process improvements
5. Re-engineering of business processes
6. Re-locations
7. New hires
8. Layoffs / Transfers
9. Career growth plans
10. Changes in regulations
11. Promotions
12. Changes in the workforce
13. Introducing new technology
14. Safety-related issues

### *How to conduct a training needs assessment?*

The various steps involved in training needs assessment are as follows

1. **Identifying the needs of the business:** - The first step in conducting a training assessment is to identify the needs of your business. It will help to understand the areas where you need to focus on bridging the competency gaps. Understand the department as well as the overall goals of the organization for assessing and identifying the training opportunities that will lead to the success of the organization as a whole.

The assessment will also help to know about the steps that should be taken to motivate employees by offering career development opportunities and use the training options of the organization.

Important questions at this point that must be addressed do the organization need this assessment, why it is conducting it, what is the end-result that the organization is trying to accomplish and will training accomplish the objective of the assessment.

It is important to know at the onset whether needs assessment is the answer for the issues at hand or any other process, for instance, employee management, job analysis etc will be more effective in that scenario.

2. **Identify priorities:** - The organization has identified the need for training and now is the time to view them and determine the needs are real and worth addressing. If you are looking for ways to conduct successful needs assessment then prioritize them in order of importance. This will help to identify the needs of low importance as well that can be addressed by other cost- effective ways.
3. **Identify causes:** - If you are looking for ways to conduct a successful needs assessment then identify specific areas that are considered problematic. Know and understand performance requirements and the solutions that will be needed for it.
4. **Identify possible solutions as well as growth opportunities:-** If you are looking for ways to conduct a successful needs assessment then identify possible solutions as well as growth opportunities. This will help to understand if training can make a difference and help the employees as well as the organization to move in new directions.
5. **Perform gap analysis:-** If you are looking for ways to conduct successful needs assessment then perform a gap analysis. The process of gap analysis is about assessing the current employee skills, abilities, knowledge and performance and making comparisons with the desired levels. The difference is the competency gap that can be identified with the help of several gap analysis methods. Performing gap analysis helps to answer questions like are there issues in the company that can be solved by training, are there problems that can crop up in future because of new equipment or processes, is it possible to take advantage of new technologies and will the training be optional or mandatory? There are several methods of performing gap analysis.

HR records are an effective gap analysis method to know about job competencies, job descriptions, performance evaluations, exit interviews, safety reports etc. Individual interviews conducted with managers and other employees will help in identifying information about safety precautions and if they are feasible in the current scenario.

Focus groups will include questioning a group about training needs and the participants will have to think and write down about them. Self-assessments, questionnaires and surveys are also used for performing gap analysis.

It can be conducted by phone, electronically, or in writing through a standardized format. Employers generally ask employees what do they need for offering better customer service and ask customers about their experience with employees.

6. **Assess training options:-** The gap analysis has helped to create a list of training needs and options. Now is the time to assess them based on the current and future goals of the organization if you are looking for ways to conduct a successful assessment?

Look for solutions to the problem along with the cost of the training. You can also assess training options by looking at ROI and legal compliance. In case of issues, it is recommended to outsource talent to fill in the skill gap.

7. **Report training needs and recommend training plans:-** If you are looking for ways to conduct a successful training assessment then report the findings from the training needs and recommend training plans for both short-term and long-term along with budgets.

Start with the most important or critical option and then the next important and so on. Include a brief description of how and why the training needs was completed, people involved, methods used, and recommendation with timelines.

Some important questions to consider at this point are what is the training that is being offered and should it continue, will off-site or on-site training prove feasible, are the participants at the different or same location and can the learning opportunity be conducted online?

### *Sources that will determine training needs*

**The sources that will determine training needs assessment are as follows**

1. Focus groups
2. Assessment centers
3. Skills test
4. Observations
5. Needs analysis
6. Needs assessment questionnaire
7. Exit interviews
8. Employee interviews

### **The benefits of Training needs assessment are as follows**

1. Training needs assessment is considered beneficial for an organization as it helps it to determine the employees who need training through performance evaluations, self- assessments, focus groups, customer feedback, etc. Identifying employees who require training helps to meet their learning needs and assist in their professional growth.
2. Training assessment is considered beneficial for an organization as it helps to identify performance gaps. It encourages both existing and new employees to take competency assessments to know the need for training and the areas which should be targeted.
3. Training needs assessment is considered beneficial for an organization as it helps to direct resources to priority areas to meet business goals. It also helps in preventing unnecessary training and thus saves money and time
4. Training assessment is considered beneficial for an organization as it helps to improve the efficiency and productivity level of an employee. The workforce will be able to gain competence and become more productive. This will ultimately improve employee engagement and boost employee morale.
5. Training assessment is considered beneficial for an organization as it helps to improve the quality of services. The training helps to meet the desired goals.
6. Training assessment is considered beneficial for an organization as it helps to train the right employee for the right job with the right approach.
7. Training assessment is considered beneficial for an organization as it helps to collect qualitative and quantitative data
8. Training assessment is considered beneficial for an organization as it prioritizes training needs so that employees can become innovative, efficient and innovative in their jobs.
9. Training assessment is considered beneficial for an organization as it helps to achieve a higher return on investment
10. Training assessment is considered beneficial for an organization as it provides an opportunity for learning and development through proper training

### ***Disadvantages of training need assessment***

1. Training assessment is a time-consuming process. Developing surveys and assessments and completing them will take lots of time and effort that can be spent on other important matters. The training in itself is also considered time-consuming as it will be conducted during office hours that will waste a good chunk of the employee's working hour.



2. Training assessment is very expensive. It might require multiple sessions and this will prove expensive for the organization and if it hires the third party for conducting assessments even then it will prove costly.
3. By the time a training assessment is completed, the business needs might change and in that case, it will not prove effective

### **Conclusion**

Training needs assessment is a valuable method to equip individuals with skills and know-how to enhance their capabilities. It identifies the behaviours that the learners need to accomplish their goals and objectives.

The assessment is usually conducted to fill growth gaps and performance gaps so that the organization can make the necessary changes and fulfil its organizational goals.

### **CLASSIFICATION OF TRAINING NEEDS**

Training needs can be classified at three levels: organizational, operational, and individual:

- **Organizational**

Evaluates the organization's performance and identifies the skills, knowledge, and abilities needed to improve it. This level considers factors like demographics, technology, and the economy.

- **Operational**

Also known as departmental, this level focuses on the training needs of specific departments.

- **Individual**

Analyzes how well an employee is doing their job and determines what training they need.

Other types of training needs analysis include:

- **Task analysis**

Focuses on the skills and knowledge needed to perform specific tasks.

- **Persona research**

Creates profiles of employee groups to understand their training needs and preferences.

- **Learner needs analysis**

Considers individual learning styles and preferences to tailor training approaches.

- **Work environment analysis**

Evaluates the physical and technical conditions of the workplace to understand how they impact training.

- **Succession planning analysis**

Identifies high-potential employees and develops plans to groom future leaders.



## *Democratic Needs, Diagnostic Needs, Compliance Needs, Analytical Needs,*

Democratic needs are options for training that are preferred, selected or voted for by employees or managers or both. Programs that address these needs are likely to be accepted and desired by organization members. Therefore democratic needs can be used to build support for training programs.

Diagnostic needs focus on the factors that lead to effective performance and prevent performance problems, rather than emphasizing on existing problems. Diagnostic needs are identified by studying the different factors that may affect performance. The goal is to determine how effective performance can be obtained.

Analytical needs identify new and better ways to perform a task. These needs are generally discovered by intuition, insight or expert consideration

Compliance needs are those mandated by law. This category of needs most often deal with mandated training programs such as safety training, prevention of sexual harassment, training for implementation of reservation policy, etc

### **Definition**

Action research is a participatory, democratic, and collaborative approach to research, focused on solving real-world problems

### **Characteristics**

1. Participatory: Involves active participation from stakeholders, researchers, and participants.
2. Collaborative: Encourages cooperation among researchers, practitioners, and stakeholders.
3. Democratic: Empowers participants and stakeholders to take ownership and make decisions.
4. Contextual: Conducted in real-world settings.
5. Cyclical: Involves iterative cycles of planning, action, observation, and reflection.

### **Steps**

1. Identify the problem: Recognize a real-world issue or concern.
2. Plan the research: Define objectives, methods, and expected outcomes.
3. Take action: Implement interventions or changes.
4. Observe and collect data: Gather information on the action's effects.
5. Reflect and analyze: Examine data, identify patterns, and draw conclusions.
6. Repeat the cycle: Refine and adjust actions based on findings.

### Types

1. Individual action research: Focuses on personal professional development.
2. Collaborative action research: Involves groups or teams working together.
3. Participatory action research: Emphasizes community involvement and empowerment.

### Methods

1. Surveys: Collect data through questionnaires or interviews.
2. Observations: Record behaviors, interactions, or events.
3. Case studies: In-depth examination of specific contexts.
4. Focus groups: Group discussions to gather insights.
5. Reflective journals: Record personal reflections and experiences.

### Data Analysis

1. Thematic analysis: Identify patterns and themes in qualitative data.
2. Content analysis: Examine text or image data.
3. Statistical analysis: Apply quantitative methods.

### Advantages

1. Practical solutions: Addresses real-world problems.
2. Empowerment: Involves stakeholders in decision-making.
3. Improved understanding: Enhances knowledge and awareness.
4. Collaboration: Fosters partnerships and networking.

### Limitations

1. Subjectivity: Researcher bias and perspectives.
2. Context dependence: Findings may not generalize.
3. Time-consuming: Iterative cycles require patience.
4. Ethical considerations: Ensure participant consent and confidentiality.



### Applications

1. Education: Improving teaching methods and student outcomes.



2. Healthcare: Enhancing patient care and services.
3. Organizational development: Improving management and employee engagement.
4. Community development: Empowering marginalized groups.

### **Key Researchers**

1. Kurt Lewin: Developed action research concept.
2. Chris Argyris: Focused on organizational learning.
3. Peter Reason: Emphasized participatory action research.

### **Real-World Examples**

1. Improving teacher professional development: Action research project enhancing teacher training.
2. Enhancing patient safety: Collaborative action research reducing hospital errors.
3. Community-based health initiatives: Participatory action research promoting health equity

### **CASE STUDY TITLE**

#### **“Strategic Training and Development at Infosys Technologies Ltd.: A Model for Organizational Learning and Performance Excellence”**

Infosys Technologies Ltd., one of India’s leading IT companies, has established a highly structured and effective training and development system that plays a pivotal role in maintaining its global competitiveness. With over 300,000 employees, Infosys views its human capital as its greatest asset and, therefore, has created a well-managed training function under its Learning and Development (L&D) division, led by the Chief Learning Officer reporting directly to the HR Head. The company’s training process is systematic and strategically aligned with organizational objectives. It begins with a comprehensive Training Need Assessment (TNA) that includes organizational analysis to align training with business goals like digital transformation, task or job analysis to identify role-specific competencies, and person analysis to determine individual skill gaps through appraisals and feedback. Based on these insights, customized programs are designed and implemented through classroom sessions at the Global Education Centre (GEC) in Mysuru, e-learning platforms, on-the-job mentoring, and practical workshops. The effectiveness of these programs is measured using the Kirkpatrick Model, assessing participant reactions, learning, behavioral changes, and organizational results. Infosys also classifies training needs into democratic needs (employee-requested programs), diagnostic needs (addressing performance gaps), compliance needs (mandatory legal or ethical training), analytical needs (data-based improvement areas), and action research needs (training developed through experimentation and innovation). This structured approach ensures that every training activity supports strategic objectives, enhances employee capability, and drives organizational performance. As a result, Infosys has achieved significant outcomes such as improved employee retention, higher productivity, and greater innovation, while strengthening its reputation as a learning-centric organization. The company’s experience highlights that effective training management, grounded in thorough need assessment and continuous evaluation, not only builds skills but also fosters engagement, adaptability, and sustained organizational growth.

### **Discussion Questions**

1. What role does Training Need Assessment play in ensuring Infosys’s training programs are effective?
2. How the classification of training does needs help in prioritizing training efforts?
3. In what ways does the Infosys training process reflect the principles of strategic HRM?
4. Suggest ways Infosys could further innovate its training function to support emerging business challenges.
5. How can other organizations replicate the Infosys model within their resource constraints?