

HUMAN RESOURCE MANAGEMENT

UNIT - 3

TRAINING AND DEVELOPMENT

INTRODUCTION

In the present competitive and dynamic environment, it has become essential for organizations to build and sustain competences that would provide them sustainable competitive advantage. Because this is the knowledge era, ad hoc and paternalistic approach to this concern will no longer work. Now, human assets are valued more highly than physical assets and therefore it is but natural for organizations to adopt a strategic and planned approach towards maintenance of human resources. In this context, training has assumed more importance than ever before.

Dynamic and growth oriented organizations recognize training as an important aspect of the managerial function in a rapidly changing economic and social environment. Training is a continuous and incessant learning process in human resource development. It helps to develop one's personality, sharpen the managerial and interpersonal skills, increase motivation, and improve the effectiveness of people employed in an organization. It also helps to achieve congruence between corporate and personal goals. As the strength of an organization lies in the strength of its people, training is undoubtedly the most important part of organization renewal as an ongoing process.

Training is a continuous process of learning in human resource development, which is aimed at developing and enhancing an individual's efficiency, capacity and effectiveness at work. It helps improve and update the individual's knowledge of the understanding of his skills that are relevant to his job.

No enterprise can last long in a highly competitive society unless it keeps pace with the emerging market trends and technological changes. If an enterprise has to compete successfully, its products and services must excel. In addition to an aggressive and imaginative research and engineering effort, it also requires a sustained and forward looking training effort. This brings us to the fact that training for organizations is a Herculean task because of the involvement of various players, the vast number of resources, and the variety of training programmes and of course the cost attached to each programme.

Sweeping technological changes are affecting the labour market and are changing the whole mix of jobs and skills needed to perform them. While some occupations are dying, others are

emerging and each new technological breakthrough speeds up the process. This has a great impact on the people in organizations. Unless training is provided, the jobs and lives of employees in organizations are at stake.

Training Programme

A training programme is a planned process by which an organization seeks to attain performance enhancement either by developing the skills of learners or by meeting the learning needs of an identified group of employees.

Functions of a Training Programme

- It helps the trainees acquire knowledge of the subject matter.
- It brings about change in attitudes, understanding and behavior among the trainees with respect to particular objects, programmes and policies. For Example: Companies like Bharat Dynamic Limited, BHEL etc. apart from conducting technical training programmes, conduct behavioural training programmes to develop the personality of its employees.
- It helps in putting the theories into practice and bringing out general guidelines from various hypotheses.
- It helps evaluate the abilities, competencies, and potentials of the trainees for a particular job or work skills. This evaluation and assessment then helps the organizations in thereby planning a proper career path for the trainees.
- It induces zeal and enthusiasm for self learning and development among the trainees.
- It enhances the problem-solving and decision making capabilities of the trainees. Exercises such as role-play are aimed at improving decision making skills of the trainees.
- It helps in narrowing down the gap between the expected level of performance and the actual level of performance among the trainees. Performance gaps are identified and training programmes are designed accordingly.
- It provides new recruits or trainees a scientific pace for imbibing the knowledge and skills required to discharge their duties and responsibilities meaningfully and purposefully.

Therefore, we can summarize by saying that the aim of training is to bring about a significant change in knowledge, skills, attitudes, and social behavior of employees.

Training Vs Development

While training focuses on improved performance, skills and behavior, development aims at overall personality development for effective problem solving, decision making and better people skills. Development is holistic, includes conceptual or theoretical inputs, and is non-technical in nature.

Purposes of Training

The objectives of training can be multifarious and some of them are:

- **Induction**: Training can be used by organizations for inducting new recruits into the organization. Induction training is used by organizations to introduce their policies, rules and regulations, procedures etc. to the new recruits. In the famous WIPRO Corporation, the Chairman, Azim Premji, makes it a point to spend an entire day with the new recruits so that he can communicate his ideals and build rapport with them.
- **Updating**: Training can also be used for periodical updating of skills of the employees. Because of the introduction of new policies or new products, training for updating may become essential for the organization.
- **Preparing for future assignments**: The organizations also use training as a tool to prepare employees for higher responsibilities in future.
- **Competency development and identification of training needs**: It is a known fact that identification of training needs and competency development are increasingly recognized as imperative to stay alive in competition. Core areas in the organization are identified and then employees are recruited accordingly. Upon successful recruitment, employees are then sent to training colleges for extensive training.
- **Simulation and game play**: In case of technical subjects and complicated projects, it would not be feasible for the employees to be trained on the job. In such cases, simulated situations are created or the employees are exposed to game play through which they can improve their decision making skills or the ability to adapt to new and dynamic situations. Example: Pilot training in aviation industry, officer training in armed forces.
