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BBA – IV Year

Subject: Training and Development

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Training and Development

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Unit :- 1

INTRODUCTION :- Concepts & Meaning of Training & Development

Training and development describes the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programmes. In the modern workplace, these efforts have taken on a broad range of applications—from instruction in highly specific job skills to long-term professional development. In recent years, training and development has emerged as a formal business function, an integral element of strategy, and a recognized profession with distinct theories and methodologies. More and more companies of all sizes have embraced "continual learning" and other aspects of training and development as a means of promoting employee growth and acquiring a highly skilled work force. In fact, the quality of employees and the continual improvement of their skills and productivity through training are now widely recognized as vital factors in ensuring the long-term success and profitability of small businesses. "Create a corporate culture that supports continual learning," counseled Charlene Marmer Solomon¹⁵ in *Workforce*. "Employees today must have access to continual training of all types just to keep up.... If you don't actively stride against the momentum of skills deficiency, you lose ground. If your workers stand still, your firm will lose the competency race."

CONCEPT OF TRAINING

It is about developing employees as an individual to make them capable and confident in their jobs, and consequently in their life. Thus it is an organized process for increasing the knowledge and skill of the employees. Consequently it is a process aimed at changing the behavior in such a way that the consequence would be useful for the upliftment of the organization. According to Wayne F Cascio¹⁷, —Training consists of planned programme designed to improve performance at the individual, group, and /or organizational levels. Improved performance, in turn, implies that there have been measurable changes in knowledge, skills attitude, and/or social behavior. Training is considered as a tool for HRD. Training has immense potential in transfer and utilization of latest technical know-how, leadership development, organization of people, formation of self-help-groups, mobilization of people as well as resources, empowerment of resource-poor rural mass, entrepreneurship development, etc., which are considered essential components of HRD. According to C B Memoria, —Training is a process of learning a sequence of programmed behavior. It is application of knowledge and it attempts to improve the performance of employee on the current job and prepares them for the intended job. Training is a short term process utilizing a systematic and organized procedure by which non managerial personnel acquire technical knowledge and skills for a definite



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purpose. Training refers to instructions in technical and mechanical operations, like operation of some machine/equipment. Training is for a specific job related purpose. Training is about developing people as an individual and helping them to become more confident and competent in their lives and in their jobs. The learning process is at the core of training and the ways of and opportunities for learning are numerous and varied.

CONCEPT OF DEVELOPMENT

Development is related to enhancing the conceptual skills of the employee, which helps individual towards achieving maturity and self actualization. In the words of Michael Armstrong¹⁹ — Employee development, often referred to as human resource development (HRD) is about the provision of learning, development and training opportunities in order to improve individual, team and organizational performance. Development is defined by Alan Mumford²⁰ as an attempt to improve managerial effectiveness through a planned and deliberate learning process. According to Bernard M Bass & James A. Vaughan²¹ Development implies the nature and change induced among employees through process of education and training. In the words of Harold Koontz and Cyril O. Donnel Managerial development concerns the means by which a person cultivates those skills whose application will improve the efficiency and effectiveness with which the anticipated results of a particular organizational segment are achieved. —In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development and learning and development.

Distinction between Training & Development

According to Yoder²³ although the terms —training and —development appear synonymous, there is recognized difference between these concepts. Earlier training programmes stressed preparation for an improved performance in largely specific rank and file jobs. With growth of organizations several problems developed specifically at supervisory level. Accordingly supervisory training programmes were launched enabling them to deal with distinctive problems. During the training of the supervisors, the need for training of their bosses appeared significant. Therefore, special developmental programmes for middle managers were organized. Later on, the development programmes were started for top management as well. These programmes indicated the significance of the concept of development, and thus training appeared to be an improper designation for learning a wide variety of complex, difficult and intangible functions of managerial personnel. Thus the concept training was degraded. As managers themselves remarked —training is for dogs, people are



developed. Today, the terms development and education are more suitable than the term training. It is not the training but the full development of personality that enables the human resources to exert their full potential. Accordingly training and development programmes are combined together for developing skills as well as basic attitudes, leading to continued personal growth.

Training	Development
Vocationally oriented and on the job and so it is short term.	A long term process for developing conceptual skills.
It is generally for non managerial personnel.	It is generally for managerial personnel.
It is imparting of technical and mechanical knowledge.	It is theoretical and conceptual idea implementation.
It is related with specific job.	It is aimed at acquiring general knowledge.
A mechanic who repairs generator better than engineer is only trained.	An engineer may not be better mechanic but he has theoretical and conceptual skill as well as knowledge of principles of engineering.

CHARACTERISTICS OF TRAINING & DEVELOPMENT

Training and Development (T&D) in Human Resource Management (HRM) is a strategic function essential for enhancing employees' capabilities and organizational effectiveness. Here are ten key characteristics of Training and Development in [HRM](#), along with detailed explanations for each:

Skill Enhancement

The first characteristic of T&D in HRM is skill enhancement. Training programs focus on improving employees' skills required for their current roles. This includes technical skills, soft skills, and job-specific competencies. By enhancing these skills, employees become more proficient and productive in their work, leading to higher efficiency and job satisfaction.

Knowledge Acquisition



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T&D programs provide employees with the knowledge necessary to understand their job roles better and stay updated with industry trends. This involves learning about new technologies, processes, and best practices, ensuring that employees can perform their tasks effectively and contribute to organizational goals.

Career Development

Development programs are designed for the long-term growth of employees, preparing them for future roles and responsibilities. This includes mentoring, leadership training, and opportunities for further education, which help employees advance their careers and take on more challenging positions within the organization.

Employee Engagement

Effective T&D initiatives boost employee engagement by demonstrating that the organization values its workforce and is committed to its growth. Engaged employees are more motivated, loyal, and likely to stay with the organization, reducing turnover rates and fostering a positive work environment.

Organizational Performance

Well-executed T&D programs lead to improved organizational performance. Trained employees are more efficient, produce higher quality work, and are better equipped to meet the company's objectives. This enhances overall productivity and contributes to the company's competitive advantage.

Adaptability and Innovation

Training helps employees adapt to changes in the industry, such as technological advancements and evolving market demands. Development programs encourage creative thinking and innovation, enabling employees to come up with new ideas and solutions that drive the organization forward.

Compliance and Risk Management

Compliance training ensures that employees are aware of the laws, regulations, and policies that apply to their work. This reduces the risk of legal issues and helps maintain a safe and ethical workplace. Training in areas such as health and safety, data protection, and anti-discrimination is crucial for mitigating risks.



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Tailored Learning Approaches

Modern T&D programs often utilize personalized learning paths tailored to individual employee needs and preferences. This includes self-directed learning, coaching, and customized training modules, which increase the effectiveness of training by addressing specific skill gaps and learning styles.

Use of Technology

The integration of technology in T&D has revolutionized how training is delivered. Digital learning platforms, e-learning, virtual classrooms, and mobile learning provide flexible, accessible, and scalable training solutions. These tools enable employees to learn at their own pace and convenience, enhancing the overall learning experience.

Continuous Improvement

T&D is an ongoing process that involves continuous assessment and refinement of training programs. This includes gathering feedback from employees, evaluating the effectiveness of training sessions, and making necessary adjustments to improve future training. Continuous improvement ensures that training remains relevant and effective in meeting the evolving needs of the organization and its employees.

IMPORTANCE OF TRAINING AND DEVELOPMENT

1. Skill Enhancement

Training programs provide individuals with opportunities to acquire and develop new knowledge, job relevant skills, technical expertise, soft skills like communication, problem solving skills and leadership abilities. This enables employees to perform better at their roles, contributing to the organization's success.

2. Increased Productivity and Efficiency

Well-trained employees are more proficient in their roles, as they understand their responsibilities better, optimize their work processes, accordingly, leading to increased productivity and efficiency.



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3. Adaptation to Technological Advancements

In today's rapidly evolving business landscape, technological advancements are reshaping industries. By providing training and development programs employees can stay updated with the latest technologies, tools, and software relevant to their role enabling the organization to embrace innovation, leverage technology effectively, and remain competitive in the market.

4. Employee Engagement and Retention

Training and development programs instils a sense of fulfilment and security in an employee, demonstrating the commitment of the company towards their growth and career advancement. It fosters a sense of engagement, loyalty, and job satisfaction among employees, leading to reduced turnover, higher retention rates and associated recruitment costs.

5. Succession Planning and Leadership Development

Training and development programs identify and nurture high-potential employees for future leadership positions. Organizations can ensure a pipeline of capable leaders who can drive the company's growth, make strategic decisions, and boost productivity. It also ensures continuity, stability and efficiency which is vital for an organization's stable growth.

6. Improved Employee Morale and Motivation

Training and development initiatives boost employee morale by showing that the organization values and invests in its employees. When individuals receive opportunities for growth, they feel more motivated, engaged, and satisfied with their work.

7. Improved Customer Satisfaction

Well-trained employees are more capable of understanding customer needs and providing exceptional service. Training programs enhance employees' customer service skills, communication abilities, and problem-solving techniques. Satisfied customers lead to increased customer loyalty, positive word-of-mouth, and improved business reputation.



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TRAINING NEED ANALYSIS

A training needs analysis (TNA) is a process that identifies the training and development needs of individuals and organizations. The main purpose of a TNA is to ensure that training and development activities are targeted to the specific needs of the organization and its employees. The TNA process typically includes the following steps:

1. Define the problem or opportunity.
2. Collect data about the problem or opportunity.
3. Analyze the data to identify the training needs.
4. Develop a plan to address the training needs.
5. Implement the plan.
6. Evaluate the results.

STRUCTURE & FUNCTIONS OF TRAINING & DEVELOPMENT

A training department, also known as a Learning and Development department, is a key function of Human Resources that helps employees learn new skills and improve their performance. The structure and function of a training department includes:

Training and development activities

These activities include identifying training needs, preparing training plans, and providing learning opportunities to employees.

Training and development managers

These managers are responsible for developing, coordinating, and reporting on the company's training programs. They help employees learn new skills and develop existing ones.

Training stakeholders

These stakeholders include senior managers, line managers, business planners, participants, facilitators, and providers.

Training models

There are several models for training and development, including centralized, functional, matrix, university, and business-embedded models.

Training content management systems



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These systems can be used to manage formal, informal, and social content. Centralizing training administration functions can help reduce redundancies and align learning strategies.

Training and development is an important part of human resource development. It helps employees acquire job-related competencies and prepares them for future roles

A training department's functions include:

Identifying training needs: Analyzing employee performance data and feedback to identify areas for improvement

Developing training programs: Designing and developing customized training programs based on identified needs

Implementing training programs: Coordinating the scheduling and logistics of training programs, and recruiting and selecting qualified trainers

Evaluating training effectiveness: Developing and implementing evaluation plans to measure the effectiveness of training programs

Managing training resources: Managing training resources

Advising management: Advising management in formulating training and development policy

Preparing training plans: Preparing training plans and deciding training priorities

Providing learning opportunities: Providing learning opportunities to the employees

PROCESS OF TRAINING





1. **Needs assessment:** The first step in the training process is to assess the need for training the employees. The need for training could be identified through a diagnosis of present and future challenges and through a gap between the employee's actual performance and the standard performance.

The needs assessment can be studied from two perspectives: Individual and group. The individual training is designed to enhance the individual's efficiency when not performing adequately. And whereas the group training is intended to inculcate the new changes in the employees due to a change in the organization's strategy.

2. **Deriving Instructional Objectives:** Once the needs are identified, the objectives for which the training is to be conducted are established. The objectives could be based on the gaps seen in the training programmes conducted earlier and the skill sets developed by the employees.
3. **Designing Training Programme:** The next step is to design the training programme in line with the set objectives. Every training programme encompasses certain issues such as: Who are the trainees? Who are the trainers? What methods are to be used for the training? What will be the level of training? etc. Also, the comprehensive action plan is designed that includes the training content, material, learning theories, instructional design, and the other training requisites.
4. **Implementation of the Training Programme:** Once the designing of the training programme is completed, the next step is to put it into the action. The foremost decision that needs to be made is where the training will be conducted either in-house or outside the organization.

Once it is decided, the time for the training is set along with the trainer who will be conducting the training session. Also, the trainees are monitored continuously throughout the training programme to see if it's effective and is able to retain the employee's interest.

5. **Evaluation of the Training Programme:** After the training is done, the employees are asked to give their feedback on the training session and whether they felt useful or not. Through feedback, an organization can determine the weak spots if any, and can rectify it in the next session. The evaluation of the training programme is a must because companies invest huge amounts in these sessions and must know it's effectiveness in terms of money.

EVALUATION OF TRAINING PROGRAMME



How to Evaluate a Training Program in 4 Steps

Training evaluation is an important process in determining training effectiveness and in checking if training programs are indeed helping employees become good at what they do. Training evaluation can also be integrated as a feature of your learning management system.

Through strategic evaluation, businesses can find ways to improve the quality of training and achieve the learning goals set for employee success. To help you get started, we have listed down the training evaluation process in 4 steps:

1. Choosing the appropriate model

There are various types of training evaluation models available and each targets different areas. So the first step to getting started in evaluating training programs is by choosing the best model that will fit the needs of your evaluation.

Below are 3 of the commonly used training evaluation model:

Kirkpatrick's Four-level Model

This training evaluation process is used globally by businesses that aim to get a return on investment (ROI) through cost-effective and time-efficient training sessions. This model breaks down the evaluation process into 4 levels:

- **Level 1: Reaction** – Assesses how the learner's responded to the training. This is commonly measured with the use of a survey form given to the participants to complete after the training program.
- **Level 2: Learning** – This level measures what participants have learned from the training. Short quizzes and tests are used in this level to measure the changes in participant's knowledge and skills.
- **Level 3: Behavior** – This assesses behavioral change from the participants as a result of training. This is measured through workplace observations, comparing before and after training behaviors.
- **Level 4: Results** – The final step measures and evaluates the result of the training program against the organization or stakeholder's expectations. It reviews whether participants of the training have met their learning objectives. Some metrics or factors organizations will be measuring are productivity, morale, quality, sales, efficiency, and customer satisfaction ratings.



The CIRO Model

The CIRO (context, input, reaction, and output) model evaluates the effectiveness of management training courses. It focuses on measurements taken before and after carrying out the training program. Similar to the other models, the training evaluation process is also broken down to 4 stages:

- **Stage 1: Context** – This stage assesses the organization or business's operational situation to identify and evaluate the training needs and objectives. In this stage, a [training needs analysis](#) is conducted to see which area of operations the organization is lacking. Once training needs are defined they are set to the following 3 levels:
- **The ultimate objective** – this objective aims to eliminate organizational deficiencies like poor performance, low profit, low productivity, or poor customer service.
- **Intermediate objectives** – these objectives require changes in employee's work behavior in order to achieve the ultimate objective.
- **Immediate objectives** – these objectives involve acquiring new skills and knowledge and even changing employee attitudes to change their behavior.

Stage 2: Input – In this stage, practitioners of the training evaluation gather information by analyzing available resources in the organization to determine the best choice of [training technique or method](#) to achieve training objectives.

Stage 3: Reaction – In this stage, feedback from the participants is collected. The information gathered from this stage is used to further improve the training program.

Stage 4: Outcome – This stage evaluates the results of the training program. The outcome is measured on the following 4 levels:

- The learner level
- The workplace level
- The team or department level
- The business level

Phillips ROI Model

The Phillips ROI model evaluates the training program's return on investment (ROI). This model basically emulates the scope and sequence of the Kirkpatrick's Model, but with an additional step. The five levels of the model are as follows:

- **Level 1: Reaction** – similar to the Kirkpatrick Model, the model starts with evaluating the participant's reaction and satisfaction to the training program.
- **Level 2: Learning** – this level measures the skills and knowledge gained by the participants
- **Level 3: Application and implementation** – similar to the Kirkpatrick Model, this level measures whether the participants of the training program learned anything from training



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upon returning to the workplace. However, it improves that scope by determining whether an issue (if any) resides with the application of the learning or its implementation.

- **Level 4: Impact** – in the Phillips model, instead of results it focuses on measuring the overall business impact of the training program. It is much broader compared to Kirkpatrick’s model as it identifies whether other factors aside from training affected the outcome.
- **Level 5: Return on investment (ROI)** – This added level is designed to measure the ROI with the use of cost-benefit analysis to compare the monetary value of the business outcomes with the costs of the training program(s).

2. Determine indicators of training effectiveness

To effectively evaluate training programs, practitioners of the training program must first define the indicators of “effectiveness.” As a guide, practitioners or organizations should answer this guiding question: “In what sense will the training program be considered successful?”

Below are some examples of factors or indicators that can help in measuring training effectiveness:

- New skills and knowledge
- Learning experience
- Employee happiness
- Cultural impact
- Efficiency impact
- Financial impact

3. Choosing the right method and collecting data

Training evaluation methods refer to approaches in collecting the data. Once the training evaluation’s purpose, technique, and measurements for training effectiveness are identified, the next step is to choose the right method or tools for collecting the needed information in regards to the training program.

Below are some of the common training evaluation methods practitioners can use:

- **Questionnaires** – these are sets of questions commonly used for gathering statistical information from participants on a particular topic. This can be used as a tool when conducting surveys for trainees after the completion of the training program.
- **Interviews** – this can be conducted either face-to-face or online. This method allows practitioners to delve deeper into the responses of the participants. Interviews can help provide practitioners with more valuable and detailed information on the employee’s experience with the training.



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- **Focus groups** – these are facilitated discussions among a small group of participants who underwent the same training program. This is helpful if the goal of the practitioners is to explore the participant's insight and feelings towards the training and to gather some feedback on how the training can be improved.
- **Observation** – this method is done by observing the participant's behavioral change in a workplace setting. The practitioner or assigned evaluator will observe how they complete tasks or engage with processes and team activities.

Once a method has been selected, practitioners can proceed with collecting the data.

4. Analyze Data

The final step is to analyze the data collected and to document the findings of the performed training evaluation. The record of the training evaluation will be a critical component for future improvements in the organization's approach to training programs.

ROLES AND RESPONSIBILITIES OF TRAINING MANAGER

Identifying training needs

One of your primary duties as a training manager is to create training plans for employees. To fulfil this duty, understanding the company's goals and missions is key. This helps you assess employee performance in relation to those goals. You also evaluate customer feedback and employee performance to identify potential skills gaps, and develop assessments to identify areas of improvement.

Designing and implementing training programmes

Part of your job involves designing and implementing internal, and external training programmes to improve employee's skill sets. After identifying the training needs, you design a curriculum using different delivery methods, such as classroom training techniques, e-learning platforms and on-the-job learning. Your responsibility is to create and implement training courses to help employees excel

Helping employees in career development

Training managers help employees advance their careers. After understanding the employee's requirements, you request senior managers to provide job-specific mentoring and coaching. This



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typically involves matching employees with suitable mentors who have the skills and education to help them excel, and achieve their career goals.

Performing orientation sessions

Employers often expect training managers to perform orientation sessions for new hires. These sessions aim to improve their job-specific skills and prepare them for more advanced roles. Depending upon the project's requirement, you might develop individualised training plans to strengthen an employee's abilities.

Creating leadership development programmes

Leadership programmes are a great way to improve employee's skill sets. In many companies, your role as a training manager is to set up leadership development programmes for entry-level employees. You might also design training programmes for employees who want to advance to management roles.

Tracking training and development progress

After implementing a training and development programme, training managers ensure employees complete all the assigned activities. With the help of e-learning platforms, you track the real-time progress of employees and the participation levels of each training session to determine the training's effectiveness. You may occasionally take disciplinary actions against employees who do not comply or complete their training on time.

Managing training budget

Training managers conduct training within the allotted budget. Your role involves negotiating with vendors, external trainers and suppliers to lower costs, and offer discounts. You also track the training expenses, including equipment, travel and trainer's fees.

Building and maintaining relationships

Training managers connect frequently with employees and managers to understand the effectiveness of the training programmes. This enables you to gather feedback on what training programmes work and understand whether the training fills the knowledge gap. You also maintain strong workplace relationships with external vendors and trainers to negotiate the best price, and often use virtual communication to strengthen these associations.

Organising learning and development events



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Besides designing training courses, training managers plan and organise development programmes, such as seminars, conferences, and workshops. This includes booking event locations, creating seminar topics and finding relevant speakers. Companies may expect you to propose alternatives when events are expensive.

CHALLENGES OF TRAINING MANAGER

Training managers face many challenges, including:

Change management

Leading an organization to a new process framework that focuses on speed, flexibility, and improvement

Keeping up with changes

Staying current with changes in legislation, policies, training methods, and subject matter

Delivering cost-effective training

Providing training that delivers measurable business results while keeping costs down

Updating skills

Continuously updating their own skills and ensuring others understand and apply best practices

Identifying skill needs

Consulting internally to identify future skill needs and advising on staff development

Creating consistent training

Developing training programs that are consistent and consider cultural nuances, compliance laws, and international laws

Quantifying training effectiveness

Demonstrating the value of training and measuring its effectiveness

Adapting training to a varied audience

Adapting training to the needs of a diverse audience



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Unit :- 2

MANAGEMENT DEVELOPMENT AND CAREER PLANNING

Management development in human resource management (HRM) is a process that helps employees develop the skills and knowledge they need to perform in management roles. It can also be called leadership development or executive education.

Management development can help organizations in several ways:

Retain employees :- Proactive organizations can retain competent employees by developing them to help them reach their full potential.

Improve communication :- Management development can help managers learn to connect with their coworkers and report to their supervisors.

Motivate teams :- Management development can help managers empathize with their team members and motivate them to succeed.

Cost-efficient leadership :- Promoting managers from within the company can save on the cost of hiring and training new managers.

Some examples of management development include:

Formal programs: Universities, colleges, and private training providers offer programs to train managers.

In-house programs: Organizations can develop their own management development programs.

Informal learning: Employees can learn on the job through mentoring relationships with more experienced managers.

Some ways to design a management development program include:



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1. Collecting ideas from friends, peers, and supervisors
2. Identifying behavioral traits of senior managers
3. Taking on an internship that involves persistence, risk, and initiative
4. Taking on a management role in an association
5. Volunteering to manage community projects.

NEED OF MANAGEMENT DEVELOPMENT

The need for management development can be ascertained from the following:

1. Social Obligation:

Organization is a part of society. Society has expectations, demands for its growth and development from societal members including organization/s functioning in the society. Organization can fulfil societal demands / requirement if managers are capable enough to analyse social obligations to present cases as spokesperson of the society to the company, to develop a bridge between company thinking and societal expectations, to make the society aware of Contributions Company made for amelioration and well-being of the members of the society. Hence, management development is needed to prepare capable and effective managers.

2. Effect of Globalization:

Because of globalization, multinational corporations (MNCs) and trans-national corporations (TNCs) have entered in the market resulting in, stiff competition amongst the market players. In such a situation, it becomes difficult for the domestic companies to survive in the context of quality goods they supply and the price they fix for the customers.

It is, therefore, imperative need for the companies to have world class workers for production of world class product at reasonable cost; and the companies can have such dynamic workforce if, they have highly skilled, committed, dynamic pool of management personnel who can prepare the workers' community according to need, requirement of the companies. So, here is the necessity of management development to face the challenges emanated from the globalization.

3. Effective Functioning of Line Management:

Line management/technocrats are well conversant with technicalities of production activities but, they may lack adequate skill, abilities in human relations development and conceptual areas of the company. For effective functioning of their work they need improvement, development of their skills in those areas where they lack.



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Hence, management development programmes are required to be conducted to promote enhancement of human skill and conceptual skill of technocrats, line managers of organizations so that, they can perform their job better in terms of need, requirement of the companies.

4. Excellent Quality of Work of Non-Technical Higher Management:

Technical skill is required for excellent performance by nontechnical managers. Requirement of technical skill of management personnel varies in degree considering grade/strata of the management to which they belong. Higher level management may need some knowledge/skill in technical areas and so, for better functioning they need to acquire skill in this area.

Management development programme designed to impart technical skill to such non-technical higher management personnel may facilitate to deliver excellent quality of work by them.

5. Use of Latest Technologies:

Every organization needs to use latest technologies in its operational and service activities so that, quality goods at minimum cost can be produced to face competition with the market players but, these latest technologies cannot be effectively used if, the managers are not given proper training to have acquaintances with technologies, its operative areas, use, effectiveness, probable problems, etc.

6. Change in Economic Policy: Change in economic policy creates a new business climate and work culture in organization where re-inventing of management practices appears to be of much necessity. New areas are required to be explored for expansion and diversification of business; continuous improvement of quality in services and products needs to be emphasised; issues like retention of customers and search out for new customer be prioritized.

For all these, executives need an enrichment of knowledge, specific thought pattern, creative thinking, analytical ability, meaningful vision and foresightedness, and this is possible through organizing tailor-made development programmes which may enable higher management to explore new areas and to practice in the company to confront changes.

7. Smooth and Effective Functioning of Business Activities:

Workers perform business and industrial activities under the guidance and supervision of management. Management personnel play the role of guide, coach, motivator, leader of the people at work. Workers can be effective if the decisions, directions, guidance of the management are proper, perfect and accurate.

So, for smooth, effective and uninterrupted functioning of business activities managers should have leadership qualities, proper knowledge, skill in decision making and also should introduce



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schemes like employee involvement, empowerment and participation in organization. For all this, management development programme should be of much use.

IMPORTANCE OF MANAGEMENT DEVELOPMENT

Management development is a planned process of learning and growth designed to bring behavioural change among the executives. It is a continuous process of learning. It implies that there will be a change in knowledge and behaviour of the individuals undergoing development programme. The individual will be able to perform his present assignment better and will increase his potential for future assignments.

Managers develop themselves by participating in formal training courses organised by the organisation. They also make use of actual job experience in learning new behaviours. The organisation must provide opportunities for development of its managers. But an equal, perhaps more important, counterpart to the efforts of the organisation are those of the individuals. Self-development is an important concept in the whole programme of management development.

MANAGEMENT DEVELOPMENT PROCESS

Management development is a systematic process that helps employees in managerial roles improve their skills and knowledge. It's an essential part of Human Resource Management (HRM) and can help organizations in a number of ways, including:

Closing skill gaps:- Management development can help identify and address skill gaps in the organization, both at the organizational level and for individual managers.

Improving communication:- Better interpersonal skills can lead to more effective communication and stronger feedback.

Improving decision-making:- Management development can help employees make better decisions, which can contribute to business growth.

Improving employee retention :- A well-defined management development process can help improve employee retention and engagement.

Succession planning :- Identifying and developing leaders from within the organization can make succession planning easier.



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COMPONENTS OF MD PROGRAMME

Some components of a management development program in human resource management (HRM) include:

Performance management Supervisors monitor their subordinates' performance and provide feedback. This process is a key part of HRM strategy and helps inform HRM decisions.

Succession planning This process involves identifying future staffing needs and finding employees with the skills and potential to fill those roles.

Compensation management This involves creating and implementing strategies and policies to compensate employees fairly and justly based on their value to the organization.

Technical training This involves identifying employee skill gaps, designing and delivering training programs, and creating opportunities for continuous learning.

Employee development This involves training and developing employees to increase their performance and productivity.

CAREER PLANNING : Concept, Stages & Development

Career planning is the continuous self-evaluation and planning process done by a person to have a strong career path which is aligned with one's career goals, aspirations and skills. Career planning process in the continuous reiterative process of understanding oneself, setting career goals, revising skills and searching for the right career options which may include basic skills, specialized education and job options.

Career planning is the process by which one selects career goals and the path to these goals. The major focus of career planning is on assisting the employees achieve a better match between personal goals and the opportunities that are realistically available in the organization. Career programmers should not concentrate only on career growth opportunities. Practically speaking, there may not be enough high level positions to make upward mobility a reality for a large number of employees. Hence, career-planning efforts need to pin-point and highlight those areas that offer psychological success instead of vertical growth.

Career planning is not an event or end in itself, but a continuous process of developing





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human resources for achieving optimum results. It must, however, be noted that individual and organizational careers are not separate and distinct. A person who is not able to translate his career plan into action within the organization may probably quit the job, if he has a choice. Organizations, therefore, should help employees in career planning so that both can satisfy each other's needs.

Career planning and development Concept of career The term career denotes all the jobs that are held during one's working life. It is viewed as a sequence of positions held by an individual during the course of his life time. Edwin B. Flippo defined a career as a sequence of separate but related work activities that provide continuity, order or meaning in a person's life. A career may be viewed as amalgam of the changes in values, attitude and motivation that occurs as a person grows older. This is a subjective element in the concept of a career. 1. A career may be defined as 'a sequence of jobs that constitute what a person does for a living'. 2. According to Schermerborn, Hunt, and Osborn, 'Career planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfilment'. 3. Career planning is the process of enhancing an employee's future value. 2 4. A career plan is an individual's choice of occupation, organization and career path. **Meaning of career planning** Career planning encourages individuals to explore and gather information, which enables them to synthesize, gain competencies, make decisions, set goals and take action. It is a crucial phase of human resource development that helps the employees in making strategy for work-life balance

The 5 stages in a Career

Let us look at the five main career stages for an employee, professional or even an entrepreneur:

1. Exploration

A career stage that generally ends in the mid-twenties when one makes transition from formal education to job. We start exploring about different career opportunities. Our decision for career gets influenced by parents, peers and the financial resources.

It is a time when a number of expectations about one's career are developed, many of which are unrealistic.

2. Establishment

This period begins when we start the search of work and also includes accepting the first job, acceptance by peers, learning about the job and gaining the first taste of success or failure in the real world.

Problems in exploration period

1. Finding a niche
2. Making your mark
3. Characterized by making mistakes.



3. Mid-Career

A stage marked by:-

1. Continuous improvement in the performance
2. Levelling off in the performance
3. Beginning of deterioration process

Possible outcomes of mid- career

1. Some employees reach their early goals and go on to even greater heights.
2. Other may suffer from plateaued mid-career

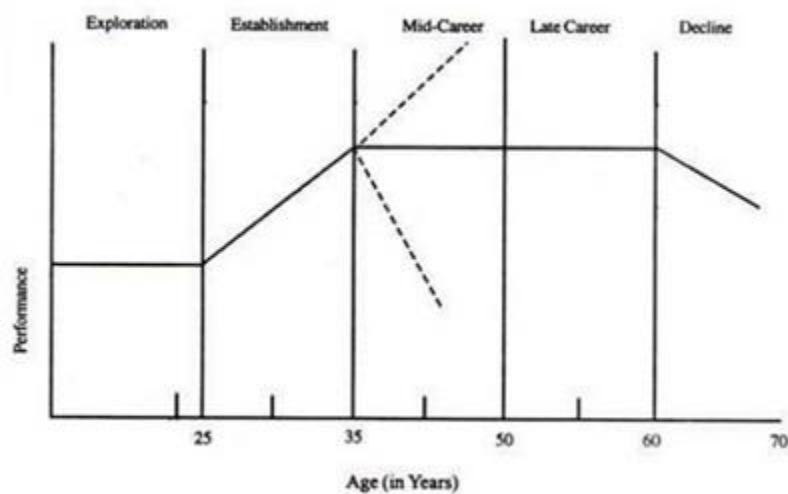
4. Late Career Stage

A career stage in which neither the person is learning about their jobs nor they are expected to outdo their level of performance from previous years. It also has two affects on:

1. Individuals who have grown in mid career stage
2. Individuals who have stagnated or deteriorated

5. Decline (Late Stage)

This the final stage in one's career which is usually marked by retirement. This is the difficult stage for everyone but hardest for those who have had continued successes in the earlier stages and then comes the time has come for retirement.





Stages of career planning



Career planning process is an important aspect for an individual's [career development](#). Some of the basic steps in a career planning process are:

1. Self-Assessment

The first step in the process is self-assessment to be done by the individual to understand his or her skills, areas of interest, aspirations etc.

Aspirations and goals are very important here as that would define how person would create future plan.

2. Research on Careers and Opportunities

The second step in the process is to understand the career options, companies available, growth options in career etc. which are aligned with the self-assessment done already.

Right opportunities need to identified and proper research is required for that. An individual needs to be aware of the market trends and growth areas.

3. Set Career Objectives



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The next step in the career planning is to set short-term as well as long-term career goals for oneself, and to have a clear career path. These can be defined as the immediate goals and how one looks at the career further down the line. A plan has to be according to clear objectives.

4. Learn & Improve Skills

The fourth step in the process is to keep acquiring new skills and knowledge to be in line with career objectives and with industry requirements. Many a times there can be clear gaps in the objectives, aspirations and skills. To fill those gaps, proper planning is required to acquire and learn those skills so that career plan can be properly executed.

5. Preparation of CV/Resume

The next step in the planning process is to be fully prepared in terms of CV, cover letter, recommendations etc. The resume should clearly highlight the skills, qualifications, objectives which is aligned with the career planning of an individual

6. Job/Work Search

The sixth step is to short-list the companies where an individual is seeking a job & start applying. It can be also working a entrepreneurship project as well.

7. Revise Career Goals

The last step in the career planning process is to continuously evaluate the career goals and again do a self-assessment to build a strong career path.

CAREER DEVELOPMENT

Career development is the process of constant learning, gaining experience, and refining goals as you move along your chosen career path. Development can be as simple as learning a new skill or as complex as taking on a new role in your field.

For some, career development is synonymous with climbing the career ladder. For others, it involves sideways steps or building a portfolio career that's made up of multiple passions and income streams. Whatever the case, career development requires you to make ongoing changes to consistently build on yourself as you become a better, more well-rounded employee.

Career development is the **lifelong process** through which individuals **proactively** shape their professional journeys. It includes:



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- Identifying ones strengths, interests, and values
- Establishing long-term career aspirations and breaking them down into achievable milestones.
- Continuously acquiring new skills and knowledge relevant to one's desired career path through various means like training, education, and practical experience.
- Creating a roadmap to achieve your goals, outlining steps like seeking professional development opportunities, networking, and potentially pursuing further education.
- Regularly evaluating one's progress, and identifying areas for improvement.



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UNIT -3

TRAINING AND DEVELOPMENT METODOLOGIES

Training and development methodologies can include a variety of methods, such as:

Classroom training A traditional method that involves a lecture-style presentation from a subject matter expert. This method allows for interaction between the trainer and trainees, but it can be time-consuming and less engaging.

Interactive training A combination of classroom training, group activities, workshops, and role-playing. This method is good for outgoing employees, but it can be intimidating for quieter employees.

On-the-job training A hands-on method where a more experienced employee demonstrates a task to a less experienced employee. This method allows employees to apply what they've learned immediately and receive feedback from the trainer.

Computerized training A flexible method that allows participants to join at any time and progress at their own pace.

Simulation-based training A method where employees solve real-time hypothetical situations.

Case studies A method where participants are given a real or imaginary scenario to illustrate a work situation. This method can help develop critical thinking, problem-solving, and analytical skills.

T-groups An unstructured, agenda-free group experience that aims to increase self-awareness and awareness of others.

ON THE JOB TRAINING TECHNIQUES

Here are some on-the-job training methods:

Coaching A supervisor or experienced employee trains a new employee, providing guidance and feedback.

Mentoring A senior or experienced employee, called a mentor, guides and coaches a trainee. This method helps build relationships between the employer and employee.



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Case studies Trainees are given scenarios, real or imaginary, to help them improve their problem-solving and analytical skills.

Apprenticeship A combination of on-the-job and classroom training, typically lasting 1–4 years.

Role playing A trainee and a facilitator act out different work scenarios. This method is most effective for industries that involve customer or client interaction.

Job shadowing An employee watches another person perform their job. This method can help new employees understand what they are expected to do.

Some tips for developing and implementing an effective on-the-job training program include:

- Understanding the company's needs
- Identifying the skills and knowledge required
- Evaluating each trainee
- Providing feedback to determine how much of the training employees are retaining.

Apprenticeship

Apprenticeship training is a type of technical and vocational training that combines on-the-job and off-the-job learning to help people develop skills for a specific occupation. It can be a benefit to both employers and apprentices:

Employers: Can train and retain employees, and develop a skilled workforce

Apprentices: Can earn a good wage and potentially advance within a company

Here are some key aspects of apprenticeship training:

Length The length of an apprenticeship can vary from six months to four years, depending on the employer and the apprenticeship.

Compensation Apprentices are paid a stipend or a comparatively lower salary. The stipend may increase during the training period.

Credentials Apprenticeships can lead to an industry-recognized credential or certification.

Focus Apprenticeships focus on a specific skill set or craft.



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Industries Apprenticeships are more common in manufacturing, construction, and other skilled trades.

JOB ROTATION

Job rotation is a human resources (HR) strategy that involves moving employees between different roles or assignments within an organization. The goal of job rotation is to help employees: Gain new skills and experience, Learn about different aspects of the organization, Stay engaged and interested in their work, Prevent boredom and burnout, and develop their careers.

During job rotation, employees usually maintain their salary grade and hierarchical rank. They may not stay in the new jobs permanently or return to their previous jobs.

Job rotation can also help managers gain insight into their employees' skills and how they can best benefit the company.

Here's an example of a job rotation program:

PlayNow: A technology start-up with a two-year job rotation program for financial analysts. The program rotates analysts through various roles, including accounting, treasury, financial planning and analysis, and internal audit.

JOB INSTRUCTION TRAINING

Job instruction training (JIT) refers to list each job's basic tasks, along with the key points, in order to provide step-by-step training for employees. The steps in such a training sheet show trainees what to do, and the key points show how it's to be done—and why.

Job instruction training (JIT) is a kind of simple on the job training in which a new worker or employee is given step by step training by an assigned coworker or a manager.

Generally, this type of training is for jobs needing manual skills like factory workers.

These jobs need lower skills and so can be taught in an easy and simple step by step process.

Job instruction training is usually confirmed by line manager.



OFF THE JOB TRAINING TECHNIQUES

Off-the-job training refers to training that takes place outside of the employee's regular work environment.

This training allows employees to learn new skills, knowledge, and behaviors necessary for their job. This form of training limits distraction and cultivates a new form of work development.

Exposure to different training tools and techniques tests their problem-solving and decision-making skills. This training targets cooperative work and other relevant job tools.

Off-the-job training is essential for employees because it exposes them to different experiences, learning styles, and environments.

1. Lectures.

Lectures are effective off-the-job training example that provides employees with new concepts, theories, and ideas. In this method, a trainer presents information to a large group of employees in a classroom or conference setting. Best professionals from institutes could give the lectures.

In lecture training, the trainer typically shares information using slides, handouts, or whiteboards, and the trainees listen and take notes.

Benefits of Lectures:

- Cost-effective.
- An efficient way to convey information to large groups.
- Provides a structured learning environment.

2. Conferences.

Conferences are events that employees attend to learn and network with other professionals in their industry. In addition, conferences allow employees to learn new skills and knowledge in their field. They also provide opportunities to network with other professionals. These events can range from seminars, workshops, conventions, and other gatherings that allow employees to learn about new developments and trends in their field.



Benefits of Conferences:

- Opportunity to learn from industry experts
- Chance to network with other professionals
- Exposure to new technologies and trends

3. Sensitivity training

Sensitivity training in human resources (HR) is an educational program that helps employees and managers become more aware of their own biases and the needs of others. The goal is to create a more inclusive and welcoming workplace where employees feel comfortable and respected.

Sensitivity training can help with:

Building relationships Employees and managers can learn to build better relationships by understanding the emotions and perspectives of others.

Improving communication Employees can learn to communicate more effectively and appropriately, which can lead to better productivity.

Preventing discrimination Sensitivity training can help prevent discrimination, harassment, and other inappropriate behaviors that can create a hostile work environment.

Increasing morale Employees who feel respected and valued are more likely to be motivated and perform at their best.

Identifying patterns HR can use data from sensitivity training to identify patterns and employees who may be contributing to a hostile work environment.

Sensitivity training can cover a variety of topics, including race, ethnicity, gender identity, sexual orientation, and disability. It can be delivered in a classroom setting or online, and often involves group discussions and interactions.

4. Group Discussions

A group discussion is a structured form of communication where participants exchange ideas and viewpoints on a specific topic.



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It is often used in academic settings, corporate environments, and recruitment processes to evaluate individuals' skills and perspectives.

Here are the critical elements explaining what is group discussion:

- 1. Purpose:** The main goal is to assess participants' ability to communicate effectively, think critically, and work collaboratively.
- 2. Format:** Typically involves a group of 6-12 participants discussing a topic within a set time limit.
- 3. Moderator:** A facilitator or moderator usually oversees the discussion to ensure it stays on track and to evaluate the participants.
- 4. Skills Assessed:**
- 5. Communication:** Clarity, coherence, and the ability to articulate thoughts.
- 6. Teamwork:** Ability to work collaboratively and respect others' viewpoints.
- 7. Problem-Solving:** Ability to analyze the topic and propose solutions or arguments.
- 8. Leadership:** Initiative to guide the discussion and encourage participation.

Overall, group discussions are a dynamic and interactive way to measure the participants' interpersonal and intellectual abilities in a group setting.

5. In-basket exercise

In basket exercise, also known as an in-basket technique, is a term used by businesses and governments to hire or [promote](#) employees. The in-basket strategy involves placing a range of concerns or issues in an "in-basket" to familiarise employees with their jobs.

At the same time, the employee must examine the difficulties, which may include comments from other employees, and communicate with them all. Employees transfer these problems to the "out-basket" as they are solved.

[Norman O. Frederiksen](#) and colleagues at Educational Testing Service created the test in the 1950s. Assessment centres, which are multi-day evaluations encompassing a range of simulation activities and tests, are frequently used to identify and [manage talent](#) and include in-basket exercises.

6. Role Playing



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Role-playing is a form of experiential learning that involves simulating a real-life situation or scenario and acting out the roles of different characters. For example, you can create a role-play where a new hire has to deal with a difficult customer, a team conflict, or a compliance issue. Role-playing can be done in pairs, groups, or with a facilitator or observer who can provide feedback and guidance.

7. Brainstorming

Brainstorming is a group creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members.

In other words, brainstorming is a situation where a group of people meet to generate new ideas and solutions around a specific domain of interest by removing inhibitions. People are able to think more freely and they suggest many spontaneous new ideas as possible. All the ideas are noted down and are not criticized and after brainstorming session the ideas are evaluated. The term was popularized by Alex Faickney Osborn in the 1953 book Applied Imagination.



Brainstorming works by focusing on a problem, and then deliberately coming up with as many solutions as possible and by pushing the ideas as far as possible. One of the reasons it is so effective is that the brainstormers not only come up with new ideas in a session, but also spark off from associations with other people's ideas by developing and refining them.

Brainstorming can be an effective way to generate lots of ideas on a specific issue and then determine which idea – or ideas – is the best solution. Brainstorming is most effective with groups of 8-12 people and should be performed in a relaxed environment. If participants feel free to relax and joke around, they'll stretch their minds further and therefore produce more creative ideas.

8. Counselling

Counseling is a process through which one person helps another by purposeful conversation in an understanding atmosphere. It seeks to establish a helping relationship in which the one counseled can express their thoughts and feelings in such a way as to clarify their own situation, come to terms with some new experience, see their difficulty more objectively, and so face their problem with less anxiety and tension. Its basic purpose is to assist the individual to make their own decision from among the choices available to them.



Counseling is discussion of an employee's problem that usually has an emotional content to it, in order to help the employee cope with the situation better. Counseling seeks to improve employee's mental health. People feel comfortable about themselves and about other people and are able to meet the demands of life when they are in good mental health.

9. Team building

Team building is the process of bringing individuals together to build a team. Team building is required for making a strong cohesive team which works together for a common goal. Team building consists of different activities and techniques that are used by organizations, sports teams and schools so that the students and employees view each other as a part of teams who can coordinate and work together to improve overall performance.





UNIT – 4

TRAINING IN INDIAN PERSPECTIVE

Training Institutions in India

This category has the following 3 subcategories, out of 3 total.

I

- [Industrial Training Institute](#) (1 C, 2 P)
- [Industrial Training Institute \(ITI\) in West Bengal](#) (6 P)

T

- [Training institutes of Indian Railways](#) (11 P)

Pages in category "Training organisations in India"

The following 13 pages are in this category, out of 13 total. [This list may not reflect recent changes.](#)

A

- [Art Industrial School](#)

C

- [National Council of Educational Research and Training](#)
- [Central Tool Room and Training Centre, Bhubaneswar](#)
- [Central Tool Room Extension Centre, Nilokheri](#)
- [Central Training Institute Jabalpur](#)
- [Centralised Training Institutes of the Indian Railways](#)
- [Centre for Cultural Resources and Training](#)
- [Civil Defence Training Institute](#)

I

- [Industrial training institute](#)
- [Institute of Secretariat Training and Management](#)

N

- [National Power Training Institute](#)

R



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- [Ramakrishna Mission Shilpayatana](#)

T

- [List of Tamil Nadu Government Industrial Training Institutes](#)

Need for training in India:

- **Optimum Utilization of Human Resources** – Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.
- **Development of Human Resources** – Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
- **Development of skills of employees** – Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.
- **Productivity** – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
- **Team spirit** – Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
- **Organization Culture** – Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
- **Organization Climate** – Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- **Quality** – Training and Development helps in improving upon the quality of work and work-life.
- **Healthy work environment** – Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.
- **Health and Safety** – Training and Development helps in improving the health and safety of the organization thus preventing obsolescence.



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- **Morale** – Training and Development helps in improving the morale of the work force.
- **Image** – Training and Development helps in creating a better corporate image.
- **Profitability** – Training and Development leads to improved profitability and more positive attitudes towards profit orientation.
- **Training and Development aids in organizational development** i.e. Organization gets more effective decision making and problem solving. It helps in understanding and carrying out organisational policies.
- **Training and Development helps in developing** leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.

GOVERNMENT POLICY ON TRAINING

Training is an organized activity for increasing the knowledge and skills of the people for the definite purpose. Trained personnel are the valuable asset of an organization and are responsible for its progress and stability.

Electricity Act, 2003 provides that the Central Electricity Authority shall perform such functions and duties as the Central Government may prescribe or direct, inter-alia, to promote measures for advancing the skill of persons engaged in the electricity industry and promote research in matters affecting the generation, transmission, distribution and training of electricity.

A National Training Policy for the Power Sector has been formulated. The salient features of the Policy are as under

- All organizations should adopt a formal written training policy to ensure training for all personnel for a minimum period of one week annually.
- A comprehensive training plan should be formulated by each power utility based on periodic training needs analysis
- A minimum of 1.5% of the salary budget of the organization may be allocated for training to begin with this should gradually be increased to 5% of the salary budget
- Networking amongst various organizations under the Ministry and other reputed institutes should be done for optimal use of training infrastructure and intellectual resources.



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- Induction level training should be made mandatory for transmission & distribution (T&D) personnel similar to the generation personnel
- Adequate infrastructure for training including hydro power, transmission and distribution and non-conventional energy should be developed
- Simulator training at suitable intervals should be made mandatory for operation staff of the power plants

The policy emphasizes the idea that money spent on training is an investment not an expenditure. The National Training Policy (NTP) also highlights the need for planning for training as an integrated Human Resource Development (HRD) activity with a commitment to imparting training for all in the power sector at entry level as well as in-service.

Management Development Institute (MDI).

The Institute aims to inculcate professionalism in management education and enhance the effectiveness of organizations through education, training and research.

MDI has the distinction of being the first internationally accredited Indian Business School having received international accreditation by AMBA in 2006. The long-term programmes of MDI have received global, regional and national accreditations – accreditation of Association of MBAs (AMBA) London, South Asian Regional Accreditation (SAQS) and National Board of Accreditation (NBA). MDI also has the distinction of being the only Indian B-school that has a community outreach programme, the International Summer University (ISU) wherein MDI has joined hands with nine Indian universities and institutions to form a network of learning.

MDI is an autonomous and professionally managed Institution registered under the Societies' Registration Act, 1860.

MDI was ranked 13th among overall management schools in India, ranked 2nd in the list of Private B Schools in India, by the National Institutional Ranking Framework (NIRF) in 2023,^[4] ranked 2nd in India's Best B-schools by Outlook, ranked 7th among Best B-schools by The Week, ranked 7th again amongst India's Best B-schools by India Today.

National Productivity Council (NPC)

The **National Productivity Council (NPC)** was established in 1958 as an autonomous organization under Department for Promotion of Industry & Internal Trade, [Ministry of Commerce and Industry](#)



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[\(India\)](#), [Government of India](#). There are 13 regional offices and one training institute.¹ 124 full time professional/consultants work at headquarter in [New Delhi](#). [Shri Piyush Goyal](#) is current president, Shri Arun Kumar Jha is Director General of National Productivity Council India. In addition to conducting productivity research, NPC has provided consulting and training services to the government, public and private sector organizations in areas such as Industrial Engineering, Agri-Business, Economic Services, Quality Management, Human Resources Management, Information Technology, Technology Management, Energy Management, Environmental Management, and others.

The National Productivity Council's headquarters has become the first government building in Delhi to have HT-solar panels installed to fulfil a portion of its electricity needs.

Management Association

All India Management Association (AIMA) is the [national apex body](#) of the management profession in India. A not-for-profit, non-lobbying organisation, working closely with Industry, Government, Academia and students to further the cause of the management profession in India. It has a membership base of over 38000 members and close to 6000 corporate /institutional members, through its 67 Local Management Associations. It was established in 1957. Among its activities, AIMA conducts the [Management Aptitude Test](#) (MAT) for admission into Management Colleges across India, is represented in national forums and organisations and annual awards.

AIMA was established in 1957 following the establishment of India's first industrialization policy in 1956.



UNIT – 5

Emerging trends in Training & Development

1. **Gamification:** The integration of game design elements into training programs is expected to rise, making learning more interactive and fun. Gamification techniques like leaderboards, point systems, and virtual rewards can enhance engagement and motivation.
2. **Augmented and Virtual Reality (AR/VR):** AR and VR technologies are becoming more prevalent in training environments, offering immersive and interactive learning experiences. They provide realistic simulations and environments for practice, especially useful for technical and hands-on skills training.
3. **Microlearning:** With the increasing emphasis on continuous learning, microlearning – short, focused learning segments – is gaining popularity. This format is ideal for busy professionals, allowing them to learn in bite-sized chunks that are easier to digest and retain.
4. **Social Learning:** Learning through collaboration and social interaction will continue to grow. Platforms that facilitate peer-to-peer learning, group discussions, and knowledge sharing are increasingly being integrated into training strategies.
5. **Remote Learning Technologies:** As remote work persists, there will be a continued emphasis on technologies that support distance learning. This includes cloud-based learning management systems (LMS), video conferencing tools, and collaborative online workspaces.

Team training

Team training enhances knowledge, skills, and collaboration among individuals working together. It improves team dynamics, communication, problem-solving, decision-making, and goal attainment. The goal is to create a cohesive and high-performing team that works effectively towards shared objectives.

The National Research Council defines team training as the process of teams improving their teamwork and taskwork through gaining new skills, know-how, and values. These learnings are all practical and useful for enhancing the team's abilities to tackle their current tasks in the company. The main goal of team training is to boost the overall performance of your employees as a core team.

Six Sigma Training



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Six Sigma is a methodology that uses statistical tools and concepts to identify and eliminate defects in processes. In human resources (HR), Six Sigma can be used to improve the efficiency and effectiveness of HR processes, and to help organizations achieve sustainable growth.

Here are some ways that Six Sigma can be used in HR:

Designing training programs Six Sigma can help identify training needs, develop structured training programs, and evaluate the effectiveness of training programs.

Improving hiring Six Sigma can help identify gaps in hiring and recommend the most qualified candidates.

Optimizing budgets Six Sigma can help suggest optimal budget sizes for training and recruitment.

Reducing workload Six Sigma can help reduce workload for HR by minimizing delays and reducing error rates.

ELECTRONIC ENABLED TRAINING SYSTEMS (EETS) :

Electronic-enabled training systems, or e-training, are a way to use digital technologies to develop skills and provide knowledge. These systems can include e-learning platforms, virtual classrooms, interactive webinars, and mobile apps.

Here are some **types of electronic enabled training systems:**

E-learning A formalized learning experience that is electronically organized and can be accessed on any digital device. It can be in the form of online courses and videos.

Micro learning A method where each module focuses on a single topic, which can help users retain information more efficiently.

Mobile learning A method where e-learning is done on a mobile device instead of a desktop computer. This allows learners to learn at any time and from anywhere.

Virtual classrooms and webinars A modern e-learning method that uses video conferencing software to simulate a face-to-face classroom.



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Learning management systems (LMS) A platform that helps educators and companies create, distribute, manage, and access educational materials. Custom LMSs are developed to meet specific learning needs and business processes.

Gamification A method that incorporates game-like elements into training programs to motivate learners through challenges, rewards, and competition.

Simulations A structured learning method based on real-life scenarios. Business simulation games can help employees practice marketing, managerial accounting, operations, and more.

Benefits of EETS:

Flexibility

E-training offers independence in terms of time and location. Employees can learn when and where it suits them best, whether at work or from home.

Individualization

E-training enables training content to be tailored to learners' individual needs and knowledge. Everyone can learn at their own pace.

Cost

savings

Compared to traditional classroom training, e-training can be more cost-effective because it does not require expensive travel or training facilities.

Better

knowledge

retention

Interactive elements such as quizzes, simulations and videos promote a deeper anchoring of the learned material in the memory.

Topicality

In rapidly changing industries, it is important to update training content quickly. E-training allows for easy customization of content.

Challenges of EETS:

Adaptation to the needs of the learners



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One of the biggest challenges with corporate e-learning is ensuring that the content meets the needs of the learners. Each employee has different learning styles and speeds, making it difficult to offer a one-size-fits-all solution. It is important to develop personalized [learning paths](#) to ensure that each employee can absorb the knowledge.

Technological challenges

Implementing e-learning often requires the use of technologies and [platforms](#) that not all employees are familiar with. This can lead to frustration and resistance. It is important to provide training and support to ensure that all employees have the necessary technical skills.

Motivation of the employees

e-Learning often requires employees to learn on their own. Motivation to do so can be difficult, especially when there is a lack of interactive elements and social interaction. It is important to provide incentives and rewards to keep employees [motivated](#).

Measurement of learning success

One of the challenges of e-learning is to effectively measure learner progress and [success](#). Traditional testing may not be sufficient to assess employee skills and knowledge. Companies need to focus on innovative assessment methods such as simulations and hands-on tasks.

Content update

The business world is constantly evolving and information is changing rapidly. E-learning content needs to be updated regularly to stay relevant. This requires a continuous investment in updating training materials.

Privacy and security

Protecting sensitive company data and employees' personal information is of utmost importance. E-learning platforms must implement robust security measures to prevent data breaches.

Cultural and linguistic diversity

Companies that operate internationally face the challenge of providing e-learning content in different languages and taking cultural differences into account. This requires careful localization of content.

Budget constraints





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Implementing e-learning can involve significant costs, including content development and technology deployment. Organizations need to make smart decisions to ensure they have an adequate budget for their learning initiatives.

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