

# Desires and Methods of Training and Development

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## ABSTRACT

Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So every modern management has to develop the organization through human resource development. Employee training is the important sub-system of human resource management. Training is the act of increasing the knowledge and skills of an employee for doing a particular job. Training is a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose. In other words training improves, changes, moulds the employee's knowledge, skill, behavior, aptitude, and attitude towards the requirements of the job, and organization. While the former refers to training given it employees in the areas of operations, technical and allied areas, the latter refers to developing an employee in the areas of principles and techniques of management, administration, organization and allied areas. This paper aims to attempt the need of training and development programmes in respective organization and examine the methods and evolution of training programmes was discussed.

## 1. Introduction

Training refers to the teaching/ learning activities carried on for the primary purpose of helping members of an organization to acquire and apply the knowledge and skills of and employee for doing a particular in a better and effective manner. Though it is true that unplanned learning through job experience helps development the experience of most organizations is that it is advantageous to plan systematic training programs of various types as a regular part of and adequate person-el development program. Such program is a definite asset in helping managers to learn correct job methods, to achieve a satisfactory level of job performance and to acquire capabilities that would be valuable in possible feature jobs. Training programmes are designed.

For the attainment of specific objectives i.e. skills knowledge aptitude and overall personality development. The failure or success of any training programme depends upon its effectiveness and attainment of training objectives. Effective training should contribute to growth and development of employee's competency and motivation. If training programme has to be effective it has to be needed well planned evaluated monitored and used. Training programme designed and conducted systematically aims at positive trainee reactions. However training effectiveness can be enhanced by the attitudes, interest, values, expectations and commitment of the trines these factors influence the trainability. Trainability is described as a function of trainee's ability, motivation and environ-mental favorability.

## 2. Need for Training:

Training is essential for overall success of any organization, it is required because of following reasons:

## 1. Job Requirement

- a. **Lack of qualifications:-** Employees selected for a particular job might lack the qualifications needed in order to perform the job effectively.
- b. **Inexperienced employees:-** New and inexperienced employees need detailed instructions for successful job performance
- c. **Remedial training:-** Remedial training are given to such experienced employees in case there past experience, attitudes and behavior patterns might be inappropriate to new organization.
- d. **Orientation training for new employees:-**
- e. In order to get acquainted with job and organization

## 2. Technological Changes

- a. Automation and Mechanization in offices and service sector
- b. Fast changing technology requires new technology training e.g. computerization in public sector.

## 3. Organizational Viability

- a. **Globalization and liberalization :** Training enables an employee to adapt with continually changing environment, it also helps business firms in expansion, their growth and cope with diversification.
- b. Training enhances capabilities of employees to face international competition.

- c. **Refresher training:** Refresher training is given to existing employees to keep them a breast of knowledge
- d. Prevent obsolescence of skills.
- e. Second line of command to meet future needs

#### 4. Internal Mobility

Training is also needed in case of internal movement of employees from one unit to other or from one department to other. When the employees are promoted or transferred from one place to other or one job to other then training is given to them.

There for training is a continuous process which helps in taking advantage from new and advanced techniques. With the help of training improvement in old methods can be implemented successful.

### 3. Training and Development Methods

There are several T&D methods available. The use of a particular method depends which method accomplishes the training needs and objectives. Training methods can be classified into two categories:

#### I. ON-THE-JOB METHODS

This refers to the methods of training in which a person learns a job by actually doing/performing it. A person works on a job and learns and develops expertise at the same time.

##### 1. Understudy

In this the employee is trained by his or her supervisor. The trainee is attached with his or her senior and called understudy or assistant. For example, a future manager might spend few months as assistant to the present manager.

##### 2. Job rotation

This refers to shifting/movement of an employee from one job to another on regular intervals.

##### 3. Special projects

The trainees' may ask to work on special projects related with departmental objectives. By this, the trainees will acquire the knowledge of the assigned work and also learn how to work with others.

##### 4. Experience

It refers to learning by doing. This is one of the oldest methods of on-the-job training. Although this is very effective method but it also very time-consuming and wasteful. Thus it should be followed by other training methods.

##### 5. Committee assignment

In this, the trainees become members of a committee. The committee is assigned a problem to discuss and make recommendations.

##### 6. Coaching

In this, the supervisor or the superior acts as a guide and instructor of the trainee. This involves extensive demonstration and continuous critical evaluation and correction.

#### II. Off-The-Job Methods

These methods require trainees to leave their workplace and concentrate their entire time towards the training objectives. These days off-the-job training methods have become popular due to limitations of the on-the-job training methods such as facilities and environment, lack of group discussion and full participation among the trainees from different disciplines, etc. In the off-the-job methods, the development of trainees is the primary task rest everything is secondary. Following are the main off-the-job training methods:

##### 1. Special courses and lectures

These are the most traditional and even famous today, method of developing personnel. Special courses and lectures are either designed by the company itself or by the management/professional schools. Companies then sponsor their trainees to attend these courses or lectures. These are the quick and most simple ways to provide knowledge to a large group of trainees.

##### 2. Conferences and seminars

In this, the participants are required to pool their thoughts, ideas, viewpoints, suggestions and recommendations. By attending conferences and seminars, trainees try to look at a problem from different angles as the participants are normally from different fields and sectors.

##### 3. Selected reading

This is the self-improvement training technique. The persons acquire knowledge and awareness by reading various trade journals and magazines. Most of the companies have their own libraries. The employees become the members of the professional associations to keep abreast of latest developments in their respective fields.

##### 4. Case study method

This technique was developed by Harvard Business School, U.S.A. It is used as a supplement to lecture method. A case is a written record of a real business situation/problem faced by a company. The case is provided to the trainees for discussion and analysis. Identification and diagnose of the problem is the aim in case study method. Alternate courses of action are suggested from participants.

##### 5. Programmed instruction/learning

This is step-by-step self-learning method where the medium may be a textbook, computer or the internet. This is a systematic method for teaching job skills involving presenting questions or facts, allowing the person to respond and giving the learner immediate feedback on the accuracy of his or her answers."

**6. Brainstorming**

This is creativity-training technique; it helps people to solve problems in a new and different way. In this technique, the trainees are given the opportunity to generate ideas openly and without any fear of judgment. Criticism of any idea is not allowed so as to reduce inhibiting forces. Once a lot of ideas are generated then they are evaluated for their cost and feasibility.

**7. Role-playing**

In this method, the trainees are assigned a role, which they have to play in an artificially created situation. For example, a trainee is asked to play the role of a trade union leader and another trainee is required to perform the role of a HR manager. This technique results in better understanding of each other's situation by putting foot in other's shoes.

**8. Vestibule schools**

Large organizations frequently provide what are described as vestibule schools a preliminary to actual shop experience. As far as possible, shop conditions are duplicated, but instruction, not output is major objective." A vestibule school is operated as a specialized endeavor by the personnel department. This training is required when the amount of training that has to be done exceeds the capacity of the line supervisor; a portion of training is evolved from the line and assigned to staff through a vestibule school." The advantage of a vestibule school is specialization.

**9. Apprenticeship training**

This training approach began in the middle Ages when those who wanted to learn trade skill bound themselves to a master craftsman and worked under his guidance. Apprenticeship training is a structured process by which people become skilled workers through a combination of classroom instruction and on-the-job training.

**10. In-basket exercise**

In this technique, the trainees are provided background information on a simulated firm and its products, and key personnel. After this, the trainees are provided with in-basket of memos, letters, reports, requests and other documents related with the firm.

**11. Business games**

Business games involve teams of trainees. The teams discuss and analyze the problem and arrive at decisions. Generally, issues related with inventories, sales, R&D, production process, etc. are taken up for consideration.

**4. Conclusion**

The ability of individuals and organizations to obtain and master new knowledge has become the key comparative advantage. The concept of knowledge management and management of human resources, especially the function of employee training and development within the learning organization, are engaged with the basic resource of modern business, i.e. with knowledge and its utilization. Renewing knowledge is an imperative for the organization, and not an option. The rate of learning has to be greater than the rate of changes. Training and development of employees is a continuous procedure which is the only meaningful and logical approach in the condition of knowledge obsolescence, dynamic changes and increasing need for constant product and service innovations. Human resources represent intellectual capital which is the new source of organizational resources, and the organization could increase them only through training, development and motivation of employees. The prosperity of organizations be-comes explicitly dependent on the intellectual capacity of their employees and their ability to change and adjust to the dynamic business environment.

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