

Lecture notes

B. Com Hons Sem III, Sub Code – BCH-3.3

Sub – Management Principles and Application

Topic – Training and Development Part-1

Prepared by- Dr. G. Vijayalakshmi.

Faculty of Commerce, Karim City College.

Learning outcome from this lecture note

1. Meaning and definition of training and development
2. Importance of training and development
3. Inputs in training and development
4. Objectives of training and development

Training and Development

Definition: Employee training and development implies a program in which specific knowledge, skills and abilities are imparted to the employees, with the aim of raising their performance level, in their existing roles, as well as providing them learning opportunities, to further their growth.

Training implies a process of upgrading an individual's knowledge, skill and competencies. When an employee joins the organisation, he / she is given job related training to ensure satisfactory performance of the task and duties assigned, so that the employee can contribute more to the organisation.

On the other hand, development has a long term view. It is all about preparing the employee for the current as well as future jobs, by providing them with learning opportunities to increase their capacities, to undertake more challenging and complex task.

Importance of training and development

The importance of training and development can be discussed in two categories. First one for organisations and the second one are for employees.

For organisation	For employees
<ul style="list-style-type: none">• Better utilisation of resource• less wastege• increased profitability• increases competitiveness• reduced employee turnover• develops positive attitude	<ul style="list-style-type: none">• Better career opportunities• motivation• face challenges• industrial safety• update with technology• boosts employee morale

For organisation

- Training and development programme facilitates **better utilisation of an organisations resources** i.e. men, machine, material and money.
- It ensures **less wastage, with respect to resources and time**. When a worker is skilled enough. The amount of wastage will be less, as well as the learning time will be reduced, and work can be completed in less time.
- It **improves the performance** of employees which results in increased profitability.
- The Employees learn **new and improved methods of performing an activity**, which helps the organisation to survive, compete and grow in the market.
- It results in a **reduction in employee turnover, idle time and absenteeism**.

- It develops a **positive attitude** in employees towards the work and organisation, as well as boosts their morale, which helps them adapt themselves to the changing environment.

For employees

- An individual focuses more on career than a job. And so the **skill and knowledge acquired from the training add to their resume.**
- Improved performance is a sort of **motivation** for an individual which encourages them to perform much better than before and contribute to the organisation's success, which ultimately increases their incentives.
- When an employee is trained enough, he/she will **handle any situation or problem and deal with the challenges** in a better way.
- Training makes workers machine or equipment-friendly, which **reduces the number of accidents** during working process.
- It helps the employees to **stay up-to-date with the technological changes.**
- It results in **job satisfaction and boosts employee's morale.**

Training is often imparted to middle or low level employees. In contrast, the development programmes are specifically designed for the employees working in higher positions in the organisational hierarchy.

Inputs in training and development

- ❖ **Skills:** Basic skills should be imparted to the workers, to help to operate the machinery and other equipment correctly, with least wastage and damage.
- ❖ **Education:** It aims at teaching theoretical concepts along with providing a hands-on experience to the employee. It also improves their judgement and reasoning power.

- ❖ **Development:** Training involves development, wherein more stress is given on increasing knowledge, rather than the skills. Here, knowledge means an understanding of the business environment, human relations, management etc.
- ❖ **Ethics:** Ethics are principles that regulate the conduct of an employee, at the time of undertaking any activity. So, the training and development programme must provide knowledge regarding ethical conduct.
- ❖ **Change in attitude:** One of the important benefits of training is the attitudinal changes in employees. Attitude indicates the feeling, outlook, reaction and beliefs of the employee towards others. It has a great impact in an employee's morale, motivation, loyalty, commitment and satisfaction.
- ❖ **Extraordinary Skills:** Apart from basic skills, training and development scheme should impart some other skills to higher level employees such as problem-solving, decision making, industrial analysis, etc.
- ❖ **Literacy:** Here literacy is not related to education, but proficiency in the corporate language and he/she must be fully aware of the corporate culture, to deal with international clients and customers.

Objectives/purpose/goals of training and development

Training is normally viewed as a short process. It is applied to technical staff, lower, middle, senior level management. When applied to lower and middle management staff it is called as training and for senior level it is called managerial development program/executive development program/development program. Training is defined by Wayne Cascio as “training consists of planned programs undertaken to improve employee knowledge, skills, attitude, and social behaviour so that the performance of the organization improves considerably.” The purpose of training and development can be explained as follows.

- I. **Improving quality of work force:-** Training and development help companies to improve the quality of work done by their employees. Training programs concentrate on specific areas. There by improving the quality of work in that area.
- II. **Enhance employee growth:-** Every employee who takes development program becomes better at his job. Training provides perfection and required practice, therefore employee's area able to develop them professionally.
- III. **Prevents obsolescence :-** Through training and development the employee is up to date with new technology and the fear of being thrown out of the job is reduced.
- IV. **Assisting new comer :-** Training and development programs greatly help new employees to get accustomed to new methods of working, new technology, the work culture of the company etc.
- V. **Bridging the gap between planning and implementation :-** Plans made by companies expect people to achieve certain targets within certain time limit with certain quality for this employee performance has to be accurate and perfect. Training helps in achieving accuracy and perfection.
- VI. **Health and safety measures :-** Training and development program clearly identifies and teaches employees about the different risk involved in their job, the different problems that can arise and how to prevent such problems. This helps to improve the health and safety measures in the company.

In a nutshell, any activity that intends to **enhance the present and future performance of an employee**, by improving his her ability through the process of learning, by changing approach, sharpening skills, strengthening competencies and increasing the knowledge base, comes under the ambit of training and development.