

Topic: Training & Development (Dr. Nitesh Bhatia, Asst. Professor, Dept. of Business Administration, Central University of Jharkhand)

Content: Meaning, Importance, Benefits of Training and Development

Meaning:

T & D is the function of HR focusing on improving the performance of individual employees and groups in an organization.

Training involves an educational journey for developing concepts, gaining knowledge and changing attitudes to enhance employee's performances, ultimately contributing to the overall organizational development.

It's all about knowing about your present state and reaching your desirable state with your abilities.

Training Vs Development

As such there is a visible connect between training and development. Still there are few aspects differentiation between them on the basis of their expected outcomes.

Focus Area (s)	Training	Development
Meant for	Operational employees	Executives
Process	Reactive (Generally)	Pro-Active
Aim	Developing additional Skills	Developing over all personality
Duration	Short-Term	Continuous
Objective	Present need of an employee to be met	Future needs of an employee to be met
Initiator	Management (Generally)	Individual (Generally)

(mbaskool, 2011-19)

Training and Development Process:



Figure: Overlook of the Process of T & D (mbaskool, 2011-19)

It's a continuous process because for a call for continuous up gradation of knowledge, skill and Quality of work. Changing business scenarios across globe & sectors and technological revolutions like Cloud computing, Artificial Intelligence coming in, companies need to focus of their employees training and development activities and chart.

The basic steps of Training and development process are:

1. Identifying and determining individual and teams training and development needs
2. Establishing clear cut objectives & goals be achieved
3. Selecting training methods
4. Conducting and delivering training & development programs for employees
5. Evaluating the output & performance post T & D sessions, with continuous monitoring and feedback for any changes or requirement of further training

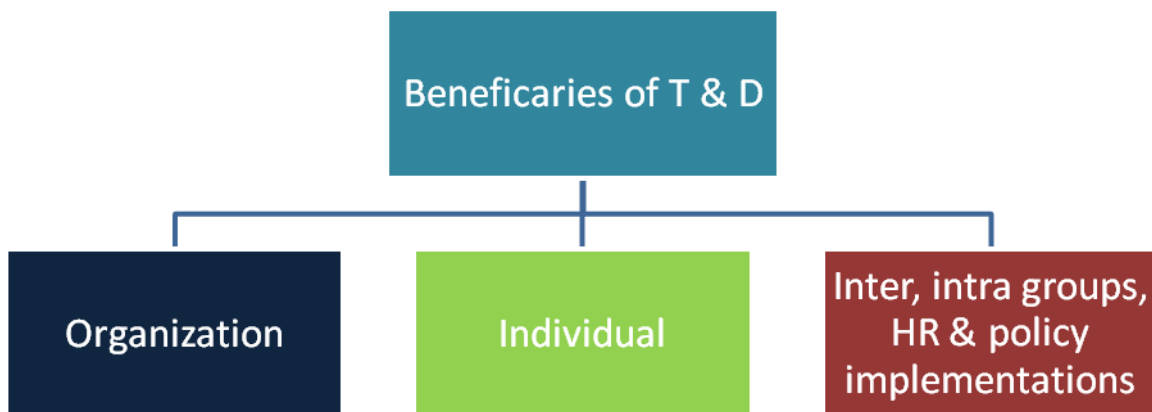
Importance of Training and Development:

The current market scenario with changing business environments and competition do strengthen the role of human resource of any organization as capital providing them with competitive advantage. Hence, continuous learning and picking up skills becomes a necessity. In continuation to the above sentence, the importance of training and development are as follow:

- Provide best possible use (optimum utilization) of human resources
- Increase employees productivity and level of motivation
- Inculcate team spirit and develop team management
- Develop Organizational culture
- Develop Time Management and leadership skills
- Improve Safety and quality dimension at workplace
- Improve employee morale
- Enhance Corporate image
- Contribute to overall profitability

Benefits / Advantages of Training and Development:

The benefits of training are not restricted to an individual only, but also to the organization they work in, as well as to various inter and intra group relations along with policy implementation.



Benefits to Organization:

- Improved organizational efficiency and productivity
- Identifying & Reducing / eliminating operational bottle necks
- Creation of learning Organization

- Profit Orientated attitude
- Enhanced job knowledge and skill at various levels of organization
- Organizational goal communication
- Enhanced Corporate Image
- Climate of trust and openness
- Boss and sub-ordinate relationship development
- Supports in Organizational Development
- Idea generation from trainees
- Recheck of organizational policy
- Better prepared for decision making & problem solving
- Developing leadership skills
- Move towards better QWL
- Reduction of cost in various organizational domains
- Develop sense of organizational commitment
- Foster Organizational citizenship
- Improve labour management relationship
- Organizational culture development
- Support Organizational communication
- Preparing organization to face uncertainties and changes
- Aid in conflict management (ultimately reducing stress and tension)

Benefits to Individuals (Employees):

- Develop new skills (for better decision and solving)
- Increase in knowledge base
- Enhanced individual productivity & efficiency
- Escalating motivation and morale
- Setting up career aspiration and ambitions (preparation for promotion and growth)
- Source of reward and recognition
- Decision to stay back or move to other organization (in case of no/ improper training)
- Preparedness for handling stress, conflict, tension and frustration.
- Enhanced communication (relationship development)

Benefits to Inter, intra groups, HR & policy implementations:

- Improved team efficiency and productivity
- Enhanced communication levels & interpersonal skills
- Employee orientation for fresher's (or those transferred /promoted)
- Policy dissemination
- Relooking organizational policies towards viability
- Enhance morale and cohesiveness
- Climate for learning, development and synchronization

****Disadvantages of training and Development:***

With numerous advantages associated with training and development, there are certain disadvantages also associated with it like:

- It's an expensive process
 - Risk of employee moving to other organizations or getting poached
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Upcoming E-Content Topics:

Assessment of training needs, Training Methods: On-the job and off-the job training; Training need analysis, Delivery Methodology, Evaluation, Capacity Building

Assignments and Caselets:

Assignment 1: "Trainings are now viewed as source of profit generation by corporate" Comment

Kindly illustrate with at-least 2 organizations operating in India who have leveraged through exceptional T & D programs and contributed towards profit generation (20 marks)

References:

mbaskool. (2011-19). Retrieved March 24, 2020, from mbaskool:

<https://www.mbaskool.com/business-concepts/human-resources-hr-terms/8685->