

Institute of Aeronautical Engineering

(Autonomous)

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**PRESENTATION
ON**

**TRAINING AND DEVELOPMENT
MBA III SEMESTER
(ELECTIVE - II)**

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UNIT I TRAINING ORGANISATIONS

EMERGING TRENDS IN TRAINING & DEVELOPMENT

- Active Learning
- Roles as a Trainer
- Influence of e-Learning
- Adaptive Learning
- Integrating learning and development into organizational strategy
- Behavioral Changes

CAREER OPPORTUNITIES IN TRAINING

- Communication Skills
- Interpersonal Skills
- Creative Thinking
- Planning and Attention to Detail
- Technology Skills

Most Effective Personality Traits

- Extroverted
- Idea Person
- Flexibility

Concept And Meaning Of HRD

- The active resource of an organization is human resource. Other resources remain inactive unless there are competent people to utilize the available resources for the production of goods and services. Human brain has a limitless energy to think and act in a productive way. Hence, competent and qualified human resource is a key factor of organizational success. In this regard, the emergence of human resource development (HRD) plays a vital role in enhancing the entrepreneurial skill of people.

NATURE OF HRD

- HRD is a continuous process
- HRD concerned with behavioral knowledge.
- HRD is a well integrated system
- HRD provides better quality of life.
- HRD focuses on all round development of human resource

Training and Development

- **Training and Development** is a subsystem of an organization which emphasize on the improvement of the performance of individuals and groups.

Organizational Development:

Organizational Development is a process that “strives to build the capacity to achieve and sustain a new desired state that benefits the organization or community and the world around them.”

Importance of Training and Development:

- Optimum utilization of Human resources
- Development of skills
- To increase the productivity
- To provide the zeal of team spirit
- For improvement of organization culture
- To improve quality, safety



ORGANIZATION DEVELOPMENT: AN INTEGRATED APPROACH

- The Behavioral Strategy
- The Structural Strategy
- The Technical Strategy

DEVELOPING AN EFFECTIVE TRAINING STRATEGY

Here are some guidelines to help make your training efforts successful:

- ❖ Analyze your needs
- ❖ Identify skill gaps
- ❖ Prioritize
- ❖ Plan and deliver the training

TYPES OF TRAINING

- **Internal resources:** Ask yourself what resources you have in-house. Seasoned employees may be perfect to take on coaching or mentoring roles. Inexpensive to provide, these are among the most effective types of training
- **External resources:** Formal seminars, conferences, private trainers and videos are all good methods for learning. These tools are more expensive, but are professionally developed and often yield good results

Ways to Improve Employee Development Programs

- 1. Ignite managers' passion to coach their employees
- 2. Deal with the short-shelf life of learning and development needs
- 3. Teach employees to own their career development
- 4. Provide flexible learning options.
- 5. Serve the learning needs of more virtual teams.

MOTIVATION AND PERFORMANCE

- Motivation is the combination of a person's desire and energy directed at achieving a goal. It is the cause of action. Influencing people's motivation means getting them to *want* to do what you know must be done (Military Leadership, 1993).
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UNIT -2

TRAINING NEED AND ANALYSIS

Types of Needs Analysis

- Organizational Analysis.
- Person Analysis
- Work analysis / Task Analysis
- Performance Analysis.
- Training Suitability Analysis.
- Cost-Benefit Analysis

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- To increase the productivity
- To provide the zeal of team spirit
- For improvement of organization culture
- To improve quality, safety
- To increase profitability

Reasons to go for Training and Development:

- When management thinks that there is a need to improve the performances of employees
- To set up the benchmark of improvement so far in the performance improvement effort
- To train about the specific job responsibility
- To test the new methodology for increasing the productivity



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7 Ways to Improve Employee Development Programs

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- Deal with the short-shelf life of learning and development needs
- Teach employees to own their career development
- Provide flexible learning options
- Serve the learning needs of more virtual teams
- Build trust in organizational leadership
- Match different learning options to different learning styles

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IMPORTANCE OF TRAINING TRANSFER

- Positive Transfer
- Negative Transfer
- Zero Transfer

Four Training Transfer Tips

- Meet with each trainee, their supervisor, and possibly, their coworkers, following the employee training session.
- Remind the supervisor, particularly, or coworker that one of the most powerful methods for helping others apply training in the workplace is to act as a role model using the training or skill.
- Follow up with the trainees and their supervisor about progress on the goals and action plans they developed during the employee training.
- Help facilitate a partnership between the supervisor and the individual who attended training.



UNIT -3

TRAINING METHODS

INTERACTIVE METHODS

- There are many ways that you can break up training sessions and keep trainees attentive and involved, including:
 - Quizzes
 - Small group discussions
 - Case studies
 - Active summaries
 - Q & A sessions
 - Role-playing

HANDS-ON TRAINING

- Cross-training.
- Demonstrations
- Coaching.
- Apprenticeships.

COMPUTER-BASED TRAINING (CBT)

- Computer-based training is becoming increasingly prevalent as technology becomes more widespread and easy to use. Though traditional forms of training are not likely to be replaced completely by technological solutions, they will most likely be enhanced by them. Human interaction will always remain a key component of workplace training.

TYPES

- Text-only.
- CD-ROM.
- Multimedia.
- Virtual reality.

Online or E-Learning


- Web-based training
- Tele- or videoconferencing
- Audio conferencing
- Web meetings, or webinars
- Online colleges and universities
- Collaborative document preparation

6 Benefits Of Simulations And Games

- Adaptability
- Self-paced
- Feedback
- Standardization.
- Cost-effective.

TRAINING METHODS: ON JOB AND OFF THE JOB

- **On-the-job Training Methods:**
 - 1. Coaching
 - 2. Mentoring
 - 3. Job Rotation
 - 4. Job Instruction Technology
 - 5. Apprenticeship
 - 6. Understudy

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- **B. Off-the-Job Training Methods:**
 - 1. Lectures and Conferences
 - 2. Vestibule Training
 - 3. Simulation Exercises
 - 4. Sensitivity Training
 - 5. Transactional Training

COMPUTER-BASED TRAINING (CBT)

- Computer-based training (CBT) is any course of instruction whose primary means of delivery is a computer. A CBT course (sometimes called courseware) may be delivered via a software product **installed** on a single computer, through a corporate or educational intranet, or over the **Internet** as Web-based training

Top Techniques to Make Your Computer Based Training Successful

- Tutorials
- Practice Exercises
- Games
- Simulations
- Problem-Solving Exercises

UNIT-4

IMPLEMENTATION AND EVALUATION OF TRAINING

Definition of Training & Development:

- “*Training & Development* is any attempt to improve current or future employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitude or increasing his or her skills and knowledge.”

Training:

- **Training:** Training refers to the process of imparting specific skills. An employee undergoing training is presumed to have had some formal education. No training program is complete without an element of education. Hence we can say that Training is offered to operatives

Education

- **Education:** It is a theoretical learning in classrooms. The purpose of education is to teach theoretical concepts and develop a sense of reasoning and judgment. That any training and development program must contain an element of education is well understood by HR Specialists. Any such program has university professors as resource persons to enlighten participants about theoretical knowledge of the topics proposed to discuss..

Development

- **Development:** Development means those learning opportunities designed to help employees to grow. Development is not primarily skills oriented. Instead it provides the general knowledge and attitudes, which will be helpful to employers in higher positions. Efforts towards development often depend on personal drive and ambition

Objectives of (MDP) Management Development Program

- Making them
- Self-starters
- Committed
- Motivated
- Result oriented
- Sensitive to environment
- Understand use of power

Importance of Training & Development

- Helps remove performance deficiencies in employees
- Greater stability, flexibility and capacity for growth in an organization
- Accidents, scraps and damages to machinery can be avoided
- Serves as effective source of recruitment
- It is an investment in HR with a promise of better returns in future

Identification of Training Needs (Methods)

- Individual Training Needs Identification
- Performance Appraisals
- Interviews
- Questionnaires
- Attitude Surveys
- Training Progress Feedback
- Work Sampling
- Rating Scales

Methods

- Group Level Training Needs Identification
- Organizational Goals and Objectives
- Personnel / Skills Inventories
- Organizational Climate Indices
- Efficiency Indices
- Exit Interviews
- MBO / Work Planning Systems
- Quality Circles
- Customer Satisfaction Survey
- Analysis of Current and Anticipated Changes

Benefits of Training Needs Identification

- Trainers can be informed about the broader needs in advance
- Trainers Perception Gaps can be reduced between employees and their supervisors Trainers can design course inputs closer to the specific needs of the participants
- Diagnosis of causes of performance deficiencies can be done

Training Implementation

- To put training program into effect according to definite plan or procedure is called **training implementation**. Training implementation is the hardest part of the system because one wrong step can lead to the failure of whole training program. Even the best training program will fail due to one wrong action.

TRANSFER OF TRAINING

- **Training Transfer** Means That Learners Are Able To “**Transfer**” Their Knowledge And Skills Learned in a **training** session back to their jobs. The **importance** of **training transfer** cannot be overemphasized. ... **Training transfer** is not an event; it is a dynamic and complex process that requires planning.

Types of Training Evaluations

- Documenting Basics
- Collecting Comments
- Studying Changes
- Evaluating Impact

Five Stages of Training Evaluation

- Describe the outputs.
- Pre-training assessment.
- Post-assessment (reactions).
- Post-assessment (learning).
- Follow-up



UNIT -5

AREAS OF ORGANIZATIONAL TRAINING

Orientation

- Once an employee is taken into the organization he/she needs to be provided with an introduction. Orientation refers to this initial introduction every employee receives. This serves as an important part of recruitment and retention process. Orientation helps to develop job expectations and positive attitude about the job role for the employee on the initial day.

Training

- Training is a process of gaining knowledge, skills and competence. Be it either a new employee to the department, or an existing employee in the company being transferred to a new role, he/she needs to be provided with training to an extent to understand the work area and the tasks to be carried out

WHY IS ORIENTATION IMPORTANT TO THE EMPLOYEES

- Creating First Impressions
- Understanding Expectations
- Understanding Benefits
- Engaging New Hires

DIVERSITY TRAINING DEFINITION

- Diversity training is training delivered to make participants more aware of diversity issues in the workplace, their own beliefs on diversity, as well as provide skills to help them interact, collaborate and work more closely with people that have different qualities to their own.

CROSS-FUNCTIONAL TEAMS

- A cross-functional team comprises people from different departments and with special areas of expertise working to achieve a common goal.
- Cross-functional teams include members who bring different types of knowledge and experience from areas such as finance, engineering, human resources, and marketing