



# Certified Training and Development Manager Sample Material

**V-Skills Certifications**

**A Government of India  
&  
Government of NCT Delhi Initiative**

**V-Skills**



## 1. TRAINING, DEVELOPMENT AND EDUCATION

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### 1.1. Introduction

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 development. Employee training is a specialized function and is one of the fundamental operative functions for human resources management. Human Resources are the most important resources of any organization. Trained Employee is a priceless stone

#### **Meaning**

After an employee is selected, placed and introduced he or she must be provided with training facilities. Training is the act of increasing the knowledge and skill 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. Dale S. Beach define the training as "... the organized procedure by which people learn knowledge and/or skill 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. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization, to acquire and apply the knowledge, skills, abilities and attitudes needed by a particular job and organization.

Training is the art of increasing knowledge & skills of an employee for doing a particular job. (By Flippo) Training is the intentional act of providing means for learning to take place. (By Planty)

Training tries to improve skills or add to the existing level of knowledge so that the employees is better equipped to do his present job or to prepare him for a higher position with increased responsibility and are also able to cope with the pressures of a changing environment.

Training is a systematic process of changing the behavior, knowledge and attitude to bridge gap between employee characteristics and organization expectations.

Thus, training bridges the differences between job requirements and employee's present specifications

### 1.2. Objectives of Training

Generally line managers ask the personnel manager to formulate the training policies. The personnel Manager formulate the following training objectives in keeping with the company's goals and objectives:

- ✓ To prepare the employee both new and old to meet the present as well as
- ✓ The changing requirements of the job and the organization.
- ✓ To prevent obsolescence.

- ✓ To impart the new entrants the basic knowledge and skill they need for an intelligent performance of definite job.
- ✓ To prepare employees for higher level tasks.
- ✓ To assist employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
- ✓ To build up a second line of competent officers and prepare them to occupy more responsible positions.
- ✓ To broaden the minds of senior managers by providing them with opportunities for an interchange of experiences within and outside with a view to correcting the narrowness of outlook that may arise from over specialization.
- ✓ To develop the potentialities of people for the next level job.
- ✓ To ensure smooth and efficient working of a department.
- ✓ To ensure economical output of required quality.
- ✓ To promote individual and collective morale, a sense of responsibility, co-operative attitudes and good relationships.

### 1.3. Areas of Training

Organization provide training to their employees in the following areas

- ✓ **Company Policies and Procedures:** This area of training is to be provided with a view to acquainting the new employee with the Company Rules, Practices, Procedures, Tradition, Management, Organization Structure, and Environment Product! Services offered by the company etc. This acquaintance enables the new employee to adjust himself with the changing situations. Information regarding company rules and policies creates favorable attitudes of confidence in the minds of new employee about the company and its products/services, as well as it develops in him a sense of respect for the existing employees of the company and the like. The company also provides first hand information to the employee about the skills needed by the company, its development programmers, quality of products/services and the like. This enables the new employees to know his share of contribution to the organization's growth and development. .
- ✓ **Training in Specific Skills:** This area of training is to enable the employee more effective on the job. The trainer trains the employee regarding. Various skills necessary to do the actual job For example, the clerk in the bank should be trained in the skills of making entries correctly in the edge, skills and arithmetical calculations, quick comparison of figures, entries and the like. Similarly, the technical officers are to be trained in the skills of project appraisal, supervision, follow-up and the like
- ✓ **Human Relations Training:** Human relations training assume greater significance in organizations as employees have to maintain human relations not only with other employees but also with their customers. Employees are to be trained in the areas of self-learning, interpersonal competence, group dynamics, perception, leadership styles, motivation, grievance redressal, disciplinary procedure, and the like. This training enables the employees for better team work, which leads to improved efficiency and productivity of the organization.
- ✓ **Problem Solving Training:** Most of the organizational problems are common to the employees dealing the same activity at different levels of the organization. Further some of the problems of different managers may have the same root cause. Hence, management may call together all

managerial personnel to discuss common problems so as to arrive at effective solutions across the table. This not only helps in solving the problems but also serves as a forum for the exchange of ideas and information that could be utilized. The trainer has to organize such meetings, train and encourage the trainees to participate actively in such meetings.

- ✓ **Managerial and Supervisory Training:** Even the non-managers sometimes perform managerial and supervisory functions like planning, decision-making, organizing, maintaining inter-personal relations, directing and controlling. Hence, management has to train the employee in managerial and supervisory skills also.
- ✓ **Apprentice Training:** The Apprentice Act, 1961 requires industrial units of specified industries to provide training in basic skills and knowledge in specified trades to educated unemployed /apprentices with a view to improving their employment opportunities or to enable them to start their own industry this type of training generally ranges between one year to four years. This training is generally used for providing technical Knowledge in the areas like trades, crafts etc.

The importance of human resource management to a large extent depends on human resource development. Training is the most important technique of human resource development. As stated earlier, no organization can get a candidate who exactly matches with the job and the organizational requirements. Hence, training is important to develop the employee and make him suitable to the job.

### **1.4. Training Drawbacks**

The training exercises/effort may suffer due to the absence of:

- ✓ Fully qualified, experienced and oriented trainers
- ✓ Facilities for trainer's training
- ✓ Poor budgetary allocations for training
- ✓ Flexibility
- ✓ Action-research on training
- ✓ Field exposure and staff development
- ✓ Adequate incentives to the trainers
- ✓ General apathy towards training
- ✓ Proper physical infrastructure.
- ✓ Proper arrangements for evaluation of the training programme.

### **Drawbacks of the Training**

The training could be a failure due to the following factors

- ✓ Unrealistic goals
- ✓ Input overloads
- ✓ Alienation of participants
- ✓ Linkage failures

### **1.5. Benefits of Training**

#### **Benefits to the Organization**

- ✓ Leads to improved profitability and/or more positive attitudes toward profits orientation
- ✓ Improves the job knowledge and skills at all levels of the organization
- ✓ Improves the morale of the workforce

- ✓ Helps people identify with organizational goals
- ✓ Helps create a better corporate image
- ✓ Fasters authenticity, openness and trust
- ✓ Improves the relationship between boss and subordinate
- ✓ Aids in organizational development
- ✓ Learns from the trainee
- ✓ Helps prepare guidelines for work
- ✓ Aids in understanding and carrying out organizational policies
- ✓ Provides information for future needs in all areas of the organization
- ✓ Organization gets more effective decision-making and problem solving
- ✓ Aids in development for promotion from within
- ✓ Aids in developing leadership skill, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display
- ✓ Aids in increasing productivity and/or quality of work.
- ✓ Helps keep costs down in many areas, e.g., production, personnel, administration, etc.
- ✓ Develops a sense of responsibility to the organization for being competent and knowledgeable.
- ✓ Improves labour-management relations
- ✓ Reduces outside consulting costs by utilizing competent internal consulting. Stimulates preventive management as opposed to putting out fires.
- ✓ Eliminates sub-optimal behavior (such as hiding tools)
- ✓ Creates an appropriate climate for growth, communication
- ✓ Aids in improving organizational communication
- ✓ Helps employees adjust to change
- ✓ Aids in handling conflict, thereby helping to prevent stress and tension

### **Benefits to the Individual Which in Turn Ultimately Should Benefit the Organization**

- ✓ Helps the individual in making better decisions and effective problem solving
- ✓ Through training and development, motivational variables of recognition, achievement, growth, responsibility and advancement are internalized and operationalised
- ✓ Aids in encouraging and achieving self-development and self-confidence Helps a person handle stress, tension, frustration and conflict
- ✓ Provides information for improving leadership knowledge, communication skills and attitudes
- ✓ Increases job satisfaction and recognition
- ✓ Moves a person toward personal goals while improving interactive skills. Satisfies, personal needs of the trainer (and trainee)
- ✓ Provides the trainee an avenue for growth and a say in his/ her own future. Develops a sense of growth in learning
- ✓ Helps a person develop speaking and listening skills; also writing skills when exercises are required.

### **Benefits in Personnel and Human Relations, Intra and Inter group Relations and Policy Implementation**

- ✓ Improves communication between groups and individuals
- ✓ Aids in orientation for new employees and those taking new jobs through transfer or promotion
- ✓ Provides information on equal opportunity and affirmative action
- ✓ Provides information on other government laws and

- ✓ Administrative policies. Improves interpersonal skills
- ✓ Makes organization policies, rules and regulations viable
- ✓ Improves morale
- ✓ Builds cohesiveness in groups
- ✓ Provides a good climate for learning, growth, and co-ordination
- ✓ Makes the organization a better place to work and live.

The increasing competition, among other things increases the significance of training. Training matches the employee with the job from time to time. Further, the trained employees invite organizational change and ready to take up any type of assignment. The success of any organization, to a greater extent depends on the amount, qualitative and timely training provided by an organization.

Further the importance of training can also be viewed from the need for training and the advantages of training. The contributions of imparting training to a Company should be readily apparent. The major values are

- ✓ **Increased Productivity:** An increase in skill usually results in an increment in both quality and quantity of output. However, the increasingly technical nature of modern jobs demands systematic training to make possible even minimum levels of accomplishment. \
- ✓ **Heightened Morale:** Possession of needed skills help to meet such basic human needs as security and ego satisfaction Collaborate personnel and human relations programmed can make a contribution toward morale, but they are hollow shells if there is no solid core of meaningful work down with knowledge, skill and pride.
- ✓ **Reduced Supervision:** The trained employee is one who can perform with limited supervision. Both employee and supervisor want less supervision but greater independence is not possible unless the employee is adequately trained.
- ✓ **Reduced Accidents:** More accidents are caused by deficiencies in people than by deficiencies in equipment and working conditions. Proper training in both job skills and safety attitudes should contribute toward a reduction in the accident rate.
- ✓ **Increased Organizational Stability:** The ability of an organization to sustain its effectiveness despite the loss of key personnel can be developed only through creation of a reservoir of employees. Risibility, the ability to adjust to short-run variations in the volume of work requires personnel with multiple skills to permit their transfer to jobs where the demand is highest

### 1.6. Need for Training

Every organization big or small, productive or non-productive, economic or social, old or newly established should provide training to all employees irrespective of their qualification, skill, suitability for the job etc. Thus, no organization can choose whether or not to train employees.

Training is not something that is done once to new employees; it is used continuously in every well run establishment. Further, technological changes, automation, require up-dating the skills and knowledge. As such an organization has to retrain the old employees.

Specifically, the need for training arises due to the following reasons

- ✓ **To Match the Employee Specifications with the Job Requirements and Organizational Needs:** An employee's specification may not exactly suit to the requirements of the job and the organization irrespective of his past experience, qualifications, skills, knowledge etc. Thus, every management finds deviations between employee's present specifications and the job requirements and organizational needs. Training is needed to fill these gaps by developing and moldings the employee's skill, knowledge, attitude, behavior etc. to the tune of the job requirements and organizational needs.
- ✓ **Organizational Viability and the Transformation Process:** The primary goal of most of the organizations is their viability is continuously influenced by environmental pressure. If the organization does not adapt itself to the changing factors in the environment, it will lose its market share. If the organization desires to adapt these changes, first it has to train the employees to impart specific skills and knowledge in order to enable them to contribute to the organizational efficiency and to cope with the changing environment. In addition, it provides continuity to the organization process and development. The productivity of the organization can be improved by developing the efficiency of transformation process which in turn depends on enhancement of the existing level of skills and knowledge of the employees. The achievement of these objectives mostly depends on the effectiveness of the human resources that the organization possesses Employee effectiveness can be secured by proper training.
- ✓ **Technological Advances:** Every organization in order to survive and to be effective should adopt the latest technology, i.e., mechanization, computerization and automation. Adoption of latest technological means and methods will not be complete until they are manned by employees possessing skill to operate them. So, organization should train the employees to enrich them in the areas of changing technical skills and knowledge from time to time.
- ✓ **Organizational Complexity:** With the emergence of increased mechanization and automation, manufacturing of multiple products and by- 14 products or dealing in services of diversified lines, extension of operations to various regions of the country or in overseas countries, organization of most of the companies has become complex. This leads to growth in number and kind of employees and layers in organization hierarchy. This creates the complex problems of co-ordination and integration of activities adaptable for and adaptable to the expanding and diversifying situations. This situation calls for training in the skills of co-ordination, integration and adaptability to the requirements of growth, diversification and expansion. Companies constantly search for opportunities to improve organizational effectiveness. Training is responsible for much of the planned change and effectiveness in an organization as it prepares the people to be the change agents and to implement the programmed of effectiveness. Thus, training solves the problems of organizational complexity.
- ✓ **Human Relations:** Trends in approach towards personnel management has changed from the commodity approach to partnership approach, crossing the human relations approach, So today, management of most of the organizations has to maintain human relations besides maintaining sound industrial relations although hitherto the managers are not accustomed to deal with the workers accordingly. So training in human relations is necessary to deal with

human problems (including alienation, inter- personal and inter-group conflicts etc.) and to maintain human relations.

- ✓ **Change in the Job Assignment:** Training is also necessary when the existing employee is promoted to the higher level in the organization and when there is some new job or occupation due to transfer. Training is also necessary to equip the old employees with the advanced disciplines, techniques or technology.

The need for training also arises to

- ✓ Increase productivity.
- ✓ Improve quality of the product/service.
- ✓ Help a company to fulfill its future personnel needs.
- ✓ Improve organizational climate.
- ✓ Improve health and safety.
- ✓ Prevent obsolescence.
- ✓ Effect the personal growth.
- ✓ Minimize the resistance to change.

### 1.7. Types of Training

The companies training policy should also have the types of training company will offer after the identification of training needs

The types of training can be categorized in following ways as per the prevailing practice in industry:

- ✓ Based on Technology
  - ✓ Technical training
  - ✓ Non technical (soft skills training)
- ✓ Based on type of employee
  - ✓ For Skilled staff
  - ✓ For Semi Skilled staff
  - ✓ For Unskilled employees staff
- ✓ Based on employee life cycle
  - ✓ Induction Training
  - ✓ In process Training
  - ✓ Value Added Training

All these types of training will be discussed with you in detail in the next lesson.

### 1.8. Training Risks

A training programme may suffer from the following risks:

**Design Risks:** Among the several reasons leading to inappropriate design are the following:

- ✓ Training to deal with some symptoms and causes;
- ✓ Training content and targets influenced by prejudice;
- ✓ Internal and external trainers preferences;
- ✓ Limited search in the choice of materials and methodology.



**Conduct risk:** In the actual conduct of the training, even with a good design, the following may be some of the possible risks:

- ✓ cancellation of some or more of the planned training
- ✓ events;
- ✓ failure to get nominations;
- ✓ failure of the nominees attending the course;
- ✓ non-availability of faculty members or their substitutes;
- ✓ absence or inability of the Course director in integrating the inputs by different speakers towards the achievement of the goals; and
- ✓ Administrative lapses.

**Learning risks:** The level of learning could be at risk from the following factors:

- ✓ lack of interest in learning;
- ✓ no perception of either awards for learning or
- ✓ punishment for not learning;
- ✓ Negative attitudes arising from personal and work role experience.
- ✓ Complacency and resistance to self-change;
- ✓ Sense of helplessness about self and others in the organization in utilizing training inputs.

**Transfer risks:** The stage of transfer may be found to suffer from the following difficulties:

- ✓ lack of interest of the individual trainees;
- ✓ lack of support from his superiors;
- ✓ Partial or 'no implementation by group of joint commitments to action.
- ✓ Turnover of the trainee;
- ✓ Wrong posting of the trainee;
- ✓ Lack of coordinated approach in strategy, organization and systems; and
- ✓ Other environmental crises.

A view-point is sometimes past forward that often the trainers have great difficulty in determining the kind of training needed for and what they expect it to accomplish. At the same time, it is extremely difficult to evaluate the results of such training.

### 1.9. Difference between training, education & development

#### **Training**

- ✓ It is a short term process
- ✓ It utilizes systematic and organized Procedure
- ✓ Managerial personnel acquire skill of training subordinates
- ✓ Non-managerial personnel acquire technical skill & knowledge for a definite purpose.
- ✓ It is primarily related with the job technical skill learning

#### **Development**

- ✓ It is a long term process
- ✓ It utilizes systematic & organized procedures
- ✓ Managerial personnel get conceptual & theoretical knowledge & skill or managing. It is rarely used.
- ✓ Non managerial personnel acquire technical skill and knowledge for a long term purpose

✓ It is mainly useful for long term management development process.

**Relationship between Training Development and Education**



**Training and Education**

Purpose of training is to supplement education. Training goes hand in hand with education. Learning is modification behavior through training. In all training there is some education and in all education there is some training. These two processes cannot be separated from development. Training is concerned with increasing the technical skills and knowledge and operative skills in doing a particular job. Hence, mostly employers train their employees for a particular job. But the scope of education is broader. It includes acquiring not only technical skills and knowledge, but also behavioral skills and knowledge, general knowledge, social knowledge and the like. Thus, the purpose of education is to develop individuals. It is concerned with the changing environmental, political and social developments. Education is not only through formal instruction in the educational institutes, but also through training, observation, awareness and so on and so forth. Training normally has a more immediate and specific utilitarian purpose whereas education has long-range and general utility. Though it is difficult to differentiate training from education as they are closely interrelated, it can be said that training is part of education. According to Dale Yoder, “The use of the terms training and development in today’s employment setting is far more appropriate than training alone since human resource can exert their full potential only when the learning process goes far beyond simple routine.”<sup>4</sup>

**Difference Between Training and Education Areas Training Education**

Orientation	Application	Theoretical conceptual
Emphasis	Technical	Technical general
Learning	On the job and off the	Job Classroom
Scope	Specific Tasks	General Concepts
Payment	Trainee is paid to learn	Student pays to learn

**Also see functional classification between training and personnel Management**

Personnel Management			Training & Development
Set Goal	Process manpower	Apprise manpower	Appraise Competence
Decide strategies	Provide facilities	Identify training need	Arrange Mgt. Develop plans
Development of Culture	Staff the dept.	Plan/design T&D Prog. Evaluate	Develop & maintain HR System Evaluate

**Corporate Education**

Corporate education has become a strategic function as we enter this century. In the best organizations, education is no longer the first to be cut back in a downturn. Rather, best-in-class corporate education is making a difference to the bottom line. Good corporate education has an impact on:

- ✓ Retention
- ✓ By providing employees careers paths and on-going development, they are less likely to leave for another employer. Many organizations are encouraging on-going academic development and paying for advanced degrees, both as a way to build capability and as a retention tool.
- ✓ Capability
- ✓ When organizations know they have a broadly educated employee base, they are more willing to enter new product areas and expand business to new geographies.
- ✓ Productivity
- ✓ Better educated employees with up-to-date skills are more likely to work efficiently and have good morale.

**1.10. Role of T&D in HRD**

Training contributes to all attributes of HRD AND HR Management T&D accelerates the acquisition of desired competence as it is one of the sub systems of HRD system.

ORGANISATIONAL VALUES	MANAGERS	SUPERVISORS	RESULT BEHAVIOUR
			OTHERS/EVERY ONE
a) Optimistic and Constructive	Delegate and support most of their subordinates	Give careful thought to task	Refrain from open Criticism of other's mistakes
b) Approach			Speak well of
c) Mutual trust & Support			
d) Allowance for Risk and mistakes	Set levels of performance and get bet out of it	Take initiative and work hard	Respect others and the job
e) High Standards			
f) Personal growth/career		Self challenges personal goals	
g) Plans			
h) A growth Vs Maintenance Perspective	Train & Development their Subordinates for succession plans Get ready to take more and more challenges	Put corporate efforts to achieve goals	Develop belongingness
i) Personal pride & respect to others			
j) Loyalty Awards			