

NPTEL

NPTEL ONLINE CERTIFICATION COURSE

Course

On

Human Resource Development

By

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Lecture 16: HRD Process- 2

Welcome to the fourth week of this program on human resource development and remember that in the third week we talked about how to design and develop An effective training program and in this week we are going to discuss that how to implement and evaluate a HRD or training program now when it comes to the implementing method this is the third stage the first stage was assessment of the HRD needs that we have already discussed, second stage was that how we are going to design and develop a training program that we have discussed.

Now in this week we are going to talk about implementing the method, now when we are going to implement various methods or any methods for that method or a comparison of a method we have to see that it is an appropriate method which helps in delivering the program effectively and the person is able to learn it and that is why the selection of the methodology is the review part of it, now what we are going to discuss here is some of the issues related to delivery of the training methods and also methods which are commonly employed for delivering the training program.

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Implementing Training

- Identifying the appropriate method of training
- It depends on learner's needs and trainers skills
- A number of methods are available today
- The best way to learn any new skill is to learn it on the job.
- Lectures are not a good method for training.
- It's easy to come up with stimulating discussion questions.
- Case studies are used for time fillers.



Now this we are going to start the first session where we will talk about how to implement the training program and also discuss the methodology of delivery training, now when it comes to the implementing the training program we have seen that what are the things that we need to take it in mind because implementation is very important even if you are properly designed the training program or properly assessed the need of the people unless this is effectively.

Delivered so that the people are going to learn it, it is not going to help so this stage is equally important like any other stage in the process part now when we are talking about the implementing the training program we have proceed that how to go for it so the most important thing is that out of the method that is available.

which one is the most appropriate method to apply to deliver the training you remember yesterday I was giving the lecture on design and development the time management so you are going to use the combination of presentation using visuals then you are going to have discussions and also role play so there are no of method that are applied in this case you ensure that training is effective so it is very important to identify the appropriate method of training out of the methods that is available and have to see that which one is appropriate and the other concerns as well when it comes to design.

And development implementation of an evaluation program so what are the factors that you need to consider the needs of the level what they actually need to learn whether it related to knowledge or how to apply particular knowledge in a given context or whether it is related to

behaviour so depending upon the needs and expectation of the learner and also the trainer who is going to deliver so that the trainer must be competent and expert in delivering the lecture or say that contained using an appropriate method.

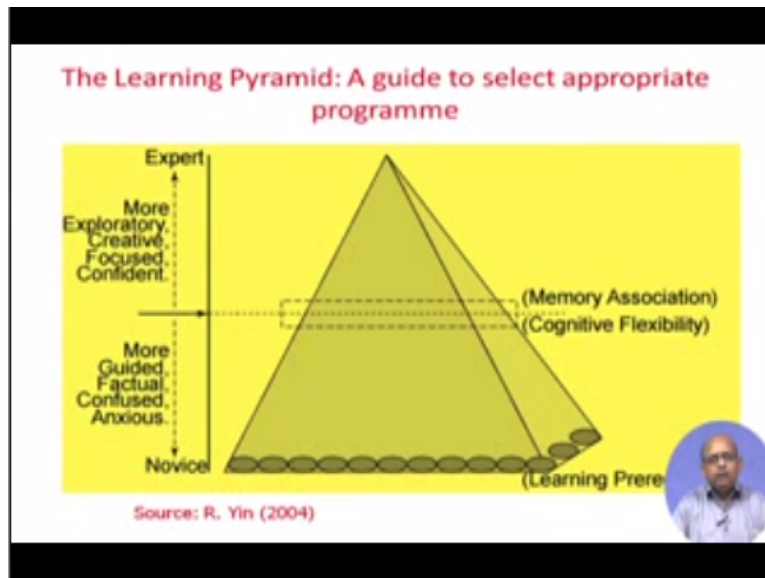
what is important here is that you must know what was the needs of the trainer and also did the trainers have appropriate skills competency to deliver training effectively by a particular method so you need to match the method with what is to be delivered in terms of the content and it must look into the need of the trainee so that they are satisfied and you know that no of methods are available today starting with on the job to off the job.

To business games and simulations role plays so out of these methods we are going to see which method is going to be appropriate and that is why out of the method which is available that is selected the idea is that which method is going to help you learn in the best possible manner so the selection of the methods depend upon what is to be learn and which method is going to help you to learn in a better way.

Most commonly method that is employed is the lecture of the presentation methods though it's not a very good method of training but it could be used for forming letter formation which is not available with the trainees so they can use that kind of employees but lecture is still a popular kind of training and the lecture is sometimes supplemented or you can use a variety of methods in this kind of things so probably in this session we are going to discuss more in detail about the presentation method of the lecture methods because it is the most important method that is used today in delivering information.

Now lecture if it is one way then it is a problem then if the lecture is a two way the problem can be stimulated better discussions so you have to see that how to make a presentation better and effective using certain needs brining variety into the lecture and also see to it that is more interact so these are the three important things that we are going to discuss related to the lecture method sometimes you go for the cases study you know that case study could be supplemented also with the lecture methods so we have to see that whether you are going to use the single method or a comparison of the methods to provide training to the people and with this idea.

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We are going to proceed for that so this idea we are going to proceed for that. So first idea is that you have to see that you are able to see that requirement of the learners and then you have to ensure that people are able to learn whatever they want to learn now if you look out this picture you can see the pyramid which is known as the learning pyramid what does the learning pyramid indicates this indicates two things if you look at both the axis on one side you will find that you move from no eyes were you do not have any knowledge to become an expert in the field.

Now on the other side you have to see that what is your requirement actually you know in terms of the knowledge and skill ways that is there which will help you to move further now you look out in between find that there is arrow on the axis it means that depending upon your knowledge and skill base the current knowledge and skill base then it is decided that that kind of learning is going to be more important now if you look at this there is no learning do not have the knowledge and skill base you are new to the field.

I do not have information related to the subject then there are certain methods used depending upon what needs to be done so it could be started with the lecture because you do not have any information so if you are ask to play roles in this kind of things probably do not have the back ground to go about it so you need certain symptoms of knowledgeable skill base to love certain other methods are used in that particular case, other methods cannot be as simply used as it is so the basic information has to be there with you.

So once you have the basic knowledge and skill base that provides you some kind of flexible in your approach to think, your approach to pursue and approach to learn and that is wise cognitively flexibility and then you can relate it with your knowledge and experience that you have those ids what you call memory association.

So at that particular level if you have reached probably that kind of experience that you are going to improve for you to learning is going to help you to become in terms of there going to be more knowledgeable more creative innovative which is going to be very focused and then ultimately become an expert but you are nervous then probably you do not know what is going to be happen you are little confused so it is better to provide a more guided and actual information to start with so it will have basis and it helps.

You to think and explore certain things and you can relate it with what you have been actually learned in a particular situation so that when you move ahead with those which is going to help you to learn and become an expert and that helps you to become more confident and focused, creative in a position to explore whatever you have learnt but it requires certain level of you can say knowledgeable skill base.

So that you are able to associate and that's why it's called numeric association so you can relate whatever is being discussed with your previous learning and scales and that helps you to become an expert so you're learning moves up in a deduction depending upon what is your requirement and whether you can able to process the information effectively or not so this learning prominent explain to see that were you are going to implement particular method in what you can use it and decide what kind of training is to be used.

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Defining training method

- The methods or activities that a trainer or instructor employ[ed] as a medium to convey-
 - Knowledge, experience or information to the participants in order to facilitate their learning
 - Which might lead them to change their working behaviour and attitudes according to the course objectives



Now it becomes to defining training method what is the training method basically activity is that trainer and instructor is going to carry out to convey what so look at what is going to convey that is knowledge experience and formation to facilitate learning so he is going to convey certain knowledge, experience or information.

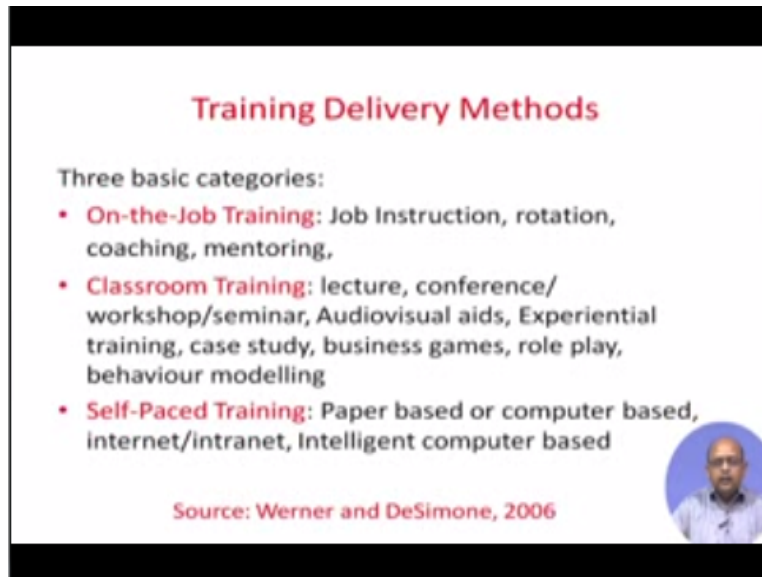
So that it helps you to learn, so knowledge it is going to make you more knowledgeable experience is going to help you to apply that, so that you can perform your job effectively. So the idea of training with it is basically it involves a number of activities with the trainer or the instructor is going to use to deliver the content. Apart from that this actually helps you to change your behavior and attitude depending upon the requirement.

So suppose if you are given a course on time management, you remember we are giving this example yesterday also, it is going to tell you what is time management use of the various issues related the time management the first part that is knowledge then on the experience part what you are going to do the instructor is going to conduct certain exercises to find out your time is still time then how are you going to do a scheduling, how you can wide procrastination.

So that is based upon our experience. So that is going to help you to become more effective so far as a time is concern, so you will be in a position to better manage your time not only better manage your time, but you will be able to see that you are going to be more productive, because you will have more time for in certain things. And then you can adopt a strategy that how you are going to use your time and schedule your activities accordingly. So the idea of the training is

to ensure that it brings about a change in your behavior and attitude depending upon the requirement of the course. So that you become more productive.

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Training Delivery Methods

Three basic categories:

- **On-the-Job Training:** Job Instruction, rotation, coaching, mentoring,
- **Classroom Training:** lecture, conference/ workshop/seminar, Audiovisual aids, Experiential training, case study, business games, role play, behaviour modelling
- **Self-Paced Training:** Paper based or computer based, internet/intranet, Intelligent computer based

Source: Werner and DeSimone, 2006



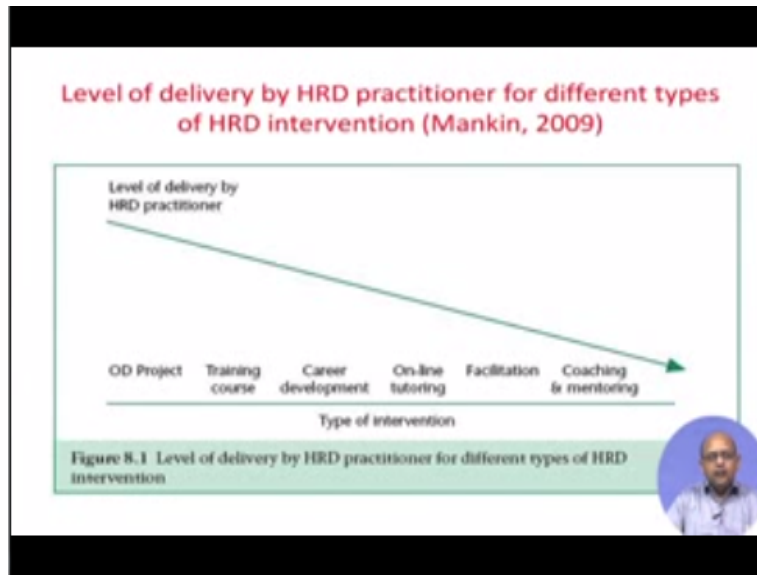
Now what are the various methods that are used for delivery? It could be classified broadly into three areas that are on the job training, class room training then self paced training. So these are the three different categories of training that have been identified in the literature. Now what we will do we will discuss one by one starting with class room training and then will go to on the job training and the we will talk about self paced training.

So what you are going to discuss now is the first part that is related to class room training, which includes lectures, presentations, conference, and these kind of things or seminars and if you are going to use lot of audio visual, its where you are going through certain experience excises in the class or sometime it also happen that you are going to the field.

That is what you know is outdoor training or what we know is field training. That is of f the job training. So all of the job training things come into the second part and finally we have self paced training, where you are going to be it is either going to be paper based or computer based whether you are going to use internet and intranet and these kinds of things. So we are going to take up the first one that is the class room training.

And how class room training is going to help you to learn and this learning is into ultimately help you.

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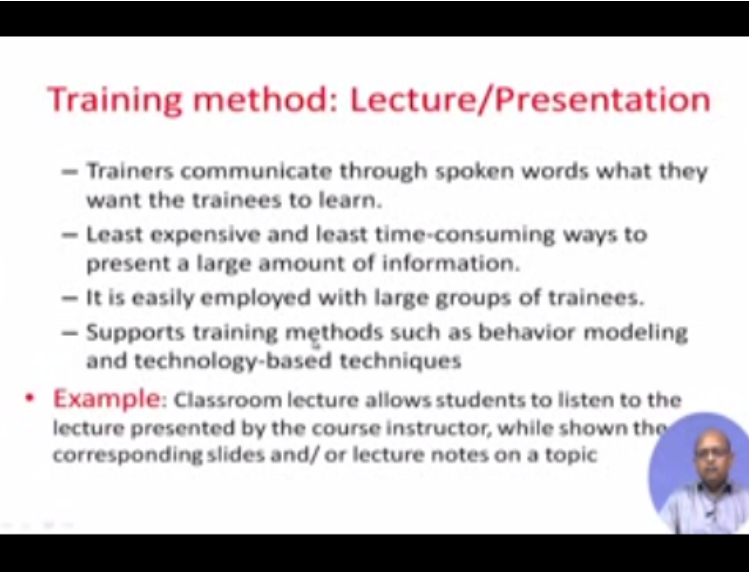


To deliver better results. Now if you look at this that how the level of delivery by the HRD practitioner for different kind of HRD interventions takes place, because each one of them is to be discussed one by one. Starting with an organizational development project to a trainee to carrier development are the online courses or where you go for facilitation or coaching and mentoring.

So you can see that level of delivery goes up starting with what kind of program you are going to offer and the requirement in the kind of intervention that is here change this depending upon the kind of delivery that is going to taking place. So if it is what a project in that case, it requires higher level of delivery, because it requires participation on the trainers or consultant and it requires participation of the line managers, it requires participation of the top management.

And also the employs, because everybody has to engaged in the project when it comes to any kind of organizational development related intervention and the level of delivery the level of involvement of the various holder goes down, because in coaching and mentoring it could be one to one or one to two group are in mentoring actually it is one to one. So the level of in participation goes down as you move from different kind of training programs.


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Training method: Lecture/Presentation

- Trainers communicate through spoken words what they want the trainees to learn.
- Least expensive and least time-consuming ways to present a large amount of information.
- It is easily employed with large groups of trainees.
- Supports training methods such as behavior modeling and technology-based techniques

• **Example:** Classroom lecture allows students to listen to the lecture presented by the course instructor, while shown the corresponding slides and/ or lecture notes on a topic



Moving further we are going to start with the first method that is known as a lecture of presentation method which is the most common method till it for delivering information to the participants. What happens in a lecture method that is you are giving a lecture in the class? You are going to communicate certain information to the people which is going to be useful.

So you communicate information or knowledge which is going to be useful to the trainees and if they are going to have this information it would help them to be more productive and more effective on the job. This is the least expensive and least time consuming because it does not require in much infrastructure, much resources you required a trainer who is knowledgeable on a particular subject. So that you can pass on the information to in the people. Let me give an example that suppose something new

Has come out like goods are resist tax, if the people who are working in the finance department they need to be updated about the information that how they are going to use it. so you can call an expert who is good GST and know the subjects very well so he would deliver you the result. So that you will be from that how GST is going to be used by you related to your business. So the finance departments identify certain people who are going to do this job for the company. Because it is going to be implemented very soon and then you prepared people so that they can implement this in your organization.

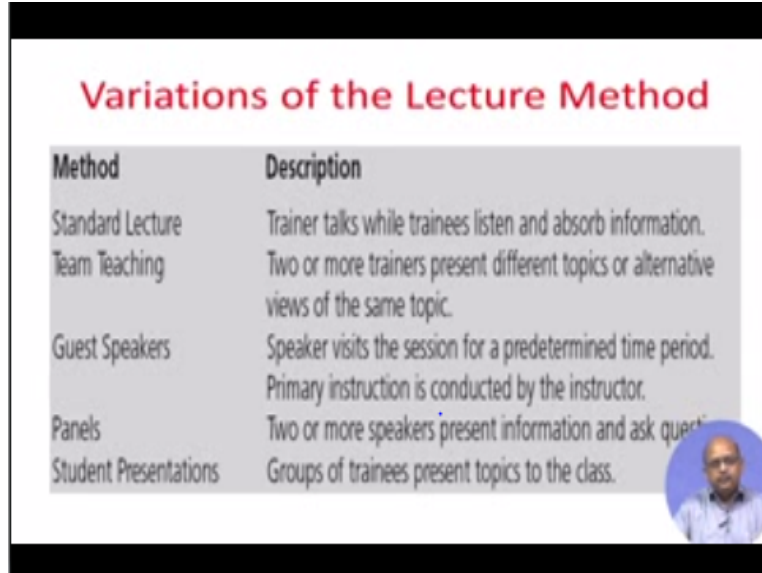
Now this is the lecture part. So there was they have the information then based on this information they are going to bring about certain changes in their behavior to see that how it is going to be implemented in the organization.

So the idea is that through this lecture method, so you are going to present a large amount of information in a class room which does not require much infrastructure resources. So it is less expensive, you don't take much time and you can train lot of people at the same time, because the class room be 100 people 200 people and all of them are going to hear you or atleast you are going to communicate with them.

The only problem is that if resize of the class goes up then probably it is going to be disturbing in a sense that sometimes people are not attentive similarly you will find that some people are doing something else in the class. And the level of interacts goes down, so you have to see that the class size is moderate if you really want to make it effective. Some kind of this is used as the supplement to behavioral modeling and you can use technology like audio visual leads during the lectures. So that is it going to be effected.


Now moving to the lecture method again you have see that what actually happens, so one example that I have taken while talked about it that in a class room lecture what happens you allow student to listen to the lecture presented by the instructor while saw in the corresponding slides or lecture notes on a giving topic. If this kind of things is done, it does not going to be very effective though it is widely used,

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Variations of the Lecture Method

Method	Description
Standard Lecture	Trainer talks while trainees listen and absorb information.
Team Teaching	Two or more trainers present different topics or alternative views of the same topic.
Guest Speakers	Speaker visits the session for a predetermined time period. Primary instruction is conducted by the instructor.
Panels	Two or more speakers present information and ask questions.
Student Presentations	Groups of trainees present topics to the class.



So you can go for variety. Like you have a standard lecture like the standard information that is to be given on GST, so the train would listen to it and try to observe this kind of information. Or they could be two or more trainees giving the same kind of trainers giving the same kind of information or they are going to present alternative use. So they will say this is how you are going to use the GST to be cost effective and then other person can say these are the various alternatives that you can go for.


Then you can also invite guest speakers. Guest speakers what happens because they are going to present a different variety sometimes you know that when we are teaching MBA students then we invite people from the industry. So they are called guest speakers. So they are going provided a different kind of perspective altogether then you can have parallel discussion. The number of people may be 3 or 4 people are going to speak and present information on the same topic and then you can ask questions to them and then another thing is that sometimes you also allows students to make presentations to understand and to see that whether they have really able to comprehend what is being discussed or communicated to them or not.

So there could be variety of things that could be done in a lecture method which could be supplemented.

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Lecture Method (cont.)

Method of presentation	Advantages	Disadvantages
Team teaching	Brings more expertise and alternative perspectives to the training session.	Require more time on the part of trainers.
Guest speakers	Motivate learning by bringing to the trainees relevant examples and applications.	Presentation does not relate to the course content.
Panels	Good for showing trainees different viewpoints in a debate.	Trainees who are relatively naive about a topic may have difficulty understanding the important points.
Student presentations	Increase the material's meaningfulness and trainees' attentiveness.	Can inhibit learning if trainees do not have presentation skills.



If you look at these methods are presentations it has certain advantages and disadvantages. Like team teaching if you going for that you bring more expertise and it present alternative perspectives for the same thing. But you train more trainers for guest speakers definitely it really helps trainees to have different perspective altogether.

They can give you different kind of examples and how you are going to apply that knowledge in a particular context based on their experiences. Sometimes it may or may not be relate to the course content. Because they are not going to discuss something that is related your subject. Because that is more application oriented, Panels basically of the better way because you get different kind of perspective using debate model.

But trainees if you are new probably you will not be able to ask questions or you may not able to understand various perspectives. If student's perspective all his presentation is always good, because it helps you to understand because you have to go through the material and then seewhat are the different perspective that is presented and but sometimes it innovate learning because if you do not go for these kind of things we do not understand these materials and then probably you will not be able to do it and similarly if you do not have good communication presentation skills, then you are not going to be a good presenter as a student.

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Problems with lecture method

- Lacks participant involvement, feedback, and meaningful connection to the work environment.
- Appeals to few of the trainees' senses because trainees focus primarily on hearing information.
- It is difficult to judge quickly and efficiently the learners' level of understanding.
- Is often supplemented with question-and-answer periods, discussion, video, games, or case studies.

Source: Werner and DeSimone, 2006



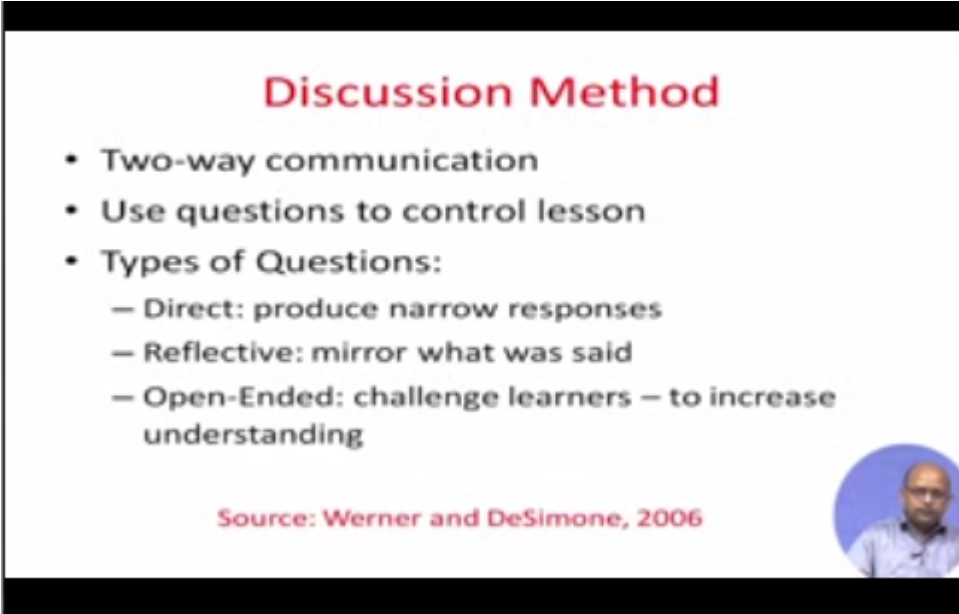
In the learning program so their certain problems with the lecture method that have been talking about this like sometimes it become one way it is not two ways less participation involvement seen back at meaningful connection to the work environment. Because in lecture base of this basically you are passing on information, but in reality the same information may not be very useful, they will not be able to connect to the information of the knowledge that is being gathered by them and apply to the job properly.

Since it is one way less interaction is there because if it is you have a larger class size probably you will not be able to interact with the participants and probably you do not get feedback also about this that how the training has been unless you go for a test and these kinds of things. And probably you are using certain sense only one or two senses may be audio senses or visual senses. So the most of focuses on hearing actually so most of the time it is audio that is you are going to hear though it is not only audio because the person is present.

And so it is visual also, but this audio, visual senses may not be in a position to see that you are able to properly comprehend everything, because you are not going to use other senses at the same time and probably since it lakes of practical knowledge. So you have to see that you don't know how to apply this knowledge and going to be useful. So it is very very important for the trainees to have the request learn knowledge of the skill base.

Because that is why he was talking about learning parameter. In learning parameter unless you have certain level of knowledge and skill it is very difficult for you to understand quickly what is being discussed. If it is supplement with the question answer session with video or cases studies then probably you will be able to bring somewhere acting this and that is going to helps you.


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Discussion Method

- Two-way communication
- Use questions to control lesson
- Types of Questions:
 - Direct: produce narrow responses
 - Reflective: mirror what was said
 - Open-Ended: challenge learners – to increase understanding

Source: Werner and DeSimone, 2006



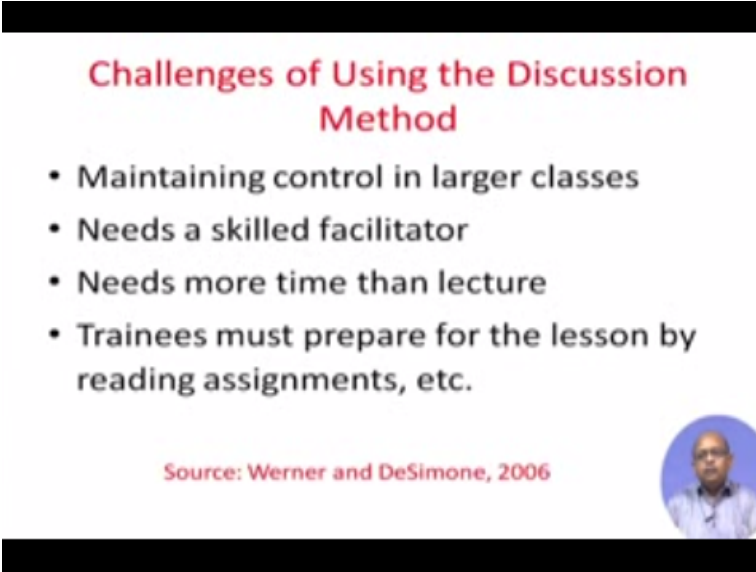
Coming to another way to do it that is what the discussion method. discussion method is basically do a communication and it sometimes it is an alternative to what you call a group discussion method either you call it discussion method or a group discussion method to a communication and we are participates are going to discuss on a particular topic and each of they were going to share information knowledge related to that topic.

Then they have certain question that is used by moderated to control the lesson this the topic on which you are going to discuss and everybody is going to do it. so either you have direct questions in the discussion, which is going to produce narrow responses because he is going to give a straight forward answer to a particular question unless you ask for more alternatives then sometimes when you ask questions then the person is going to be more reflective in the sense that first he will try to understand what you are asking so he may be in elective mood, this is what you want to know, you know sometimes when you ask questions to the teachers, teachers may not be in a position to understand your question.

So probably he is trying to comprehend and he is going to be more reflective, reflective in the sense that is going to say this is what you mean, this is what actually you wanted to know so this is what we know as reflexion and sometimes you have open handed questions and this open handed questions challenge learner to increase the understanding because that has you to come out with various perspective.

Like suppose you want to ask a question so they are two options either is going to give a straight direct answer to that particular questions or another thing is that you can give an answer which is going to be covering a different perspectives. So it is not just one answer but it is going to give a variety of options or answers which is going to be prior to him.


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Challenges of Using the Discussion Method

- Maintaining control in larger classes
- Needs a skilled facilitator
- Needs more time than lecture
- Trainees must prepare for the lesson by reading assignments, etc.

Source: Werner and DeSimone, 2006



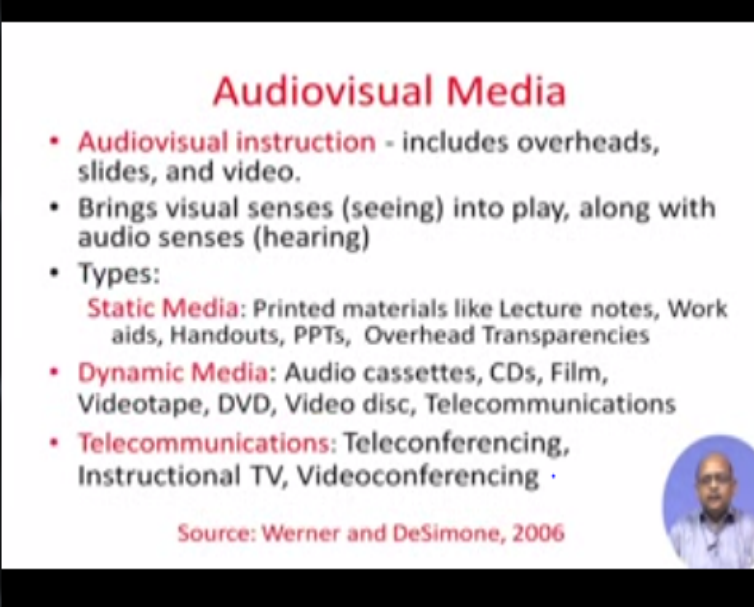
Now moving to further what are the challenges when you are going to use this kind of method? So the challenges is that if it is very large class discussion is not possible because time and other sources does not allow to have these kind of things, and then you need a skill facilitator of trainer of the moderator who is going to facilitate this discussion otherwise it becomes save us, people

asking question which is context sometimes you will find the question that has being asked has no relevant.

Sometimes people ask to clear the doubts which may not be meaningful sometimes people asks questions which may be very easy, so that the roll of the trainer is to see that how he is going to control the class when the discussion starts, because you need to control certain things first questions that is being asked is relevant which is out of context. Second the facilitator has to see that questions are being asked not just for the sake of being quite asking a question, but it must be able to see that it is going to help the learner to clear the doubts, sometimes you know that of the discussion takes shape of confrontation, so these kinds of things should be added.

You need a skill facilitator in the process to ensure that it is done properly and it request more lecture. Because lecture is simply passing on information. so the time that you consume is less compare to a discussion where we are going to take more time. And then trainees have to prepare for the lessons by reading assignment otherwise you learn to ready for the discussion. So discussion takes place only when you have come prepared to discuss certain things and for that you need to go through the lecture materials are reading assignment that is given so that you come prepared with the material and you understand.


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Audiovisual Media

- **Audiovisual instruction** - includes overheads, slides, and video.
- Brings visual senses (seeing) into play, along with audio senses (hearing)
- Types:
 - **Static Media:** Printed materials like Lecture notes, Work aids, Handouts, PPTs, Overhead Transparencies
 - **Dynamic Media:** Audio cassettes, CDs, Film, Videotape, DVD, Video disc, Telecommunications
 - **Telecommunications:** Teleconferencing, Instructional TV, Videoconferencing

Source: Werner and DeSimone, 2006



The content then you can start discussion. Now this lecture method is you know that is also supplemented by lot of audio visual Medias. Now when I am talking about audio visual Medias it could be like overhead projectors, videos and these kinds of things which is very often used while giving lectures. So it brings variety in the lecture method, like you are not going to see what is happening but, you also see what is going on, so they could be role play or demonstration, there could be other images, that could be brought into show them that how things are going on and what they need to understand.

So two kinds of media that is used static media and dynamic media. Static media like lecture notes PPT and doubts transparencies. These are static media which cannot be changed. Then dynamic media like audio cassettes, CDs, films, DVDs, videos, telecommunications. So both kinds of media are used in supplementing the lecture method. Then now it is you know that this telecommunication has become very popular where you are going to discuss things through teleconferencing or you have extensional TVs which is going to provide you lectures or you can get also be through video conference provided you have time and space.

So we do conferencing is a very popular these days through which you can also give lectures like you know instead of calling it seminars the term that we used today is called are nothing else but seminars that is given using the verb, so the lecture is given on the verb and then you can use it and time and schedule that is available to that. And that is how you are going to use and supplement the lecture and presentation method to make it more effective. Still it is the most common method used and delivering information. Thank you.