Lecture 17: HRD Process -11 (Contd.)

Welcome to the second session of the fourth week and you remember in the first session we talked about why you select a particular method or you have to ensure that the training method is appropriate to the requirement of the learner. So that is able to learn certain things and he is going to apply that on the job. Now apart from this consideration we have to select a particular method and we discussed about a number of methods that can be used and in this context.
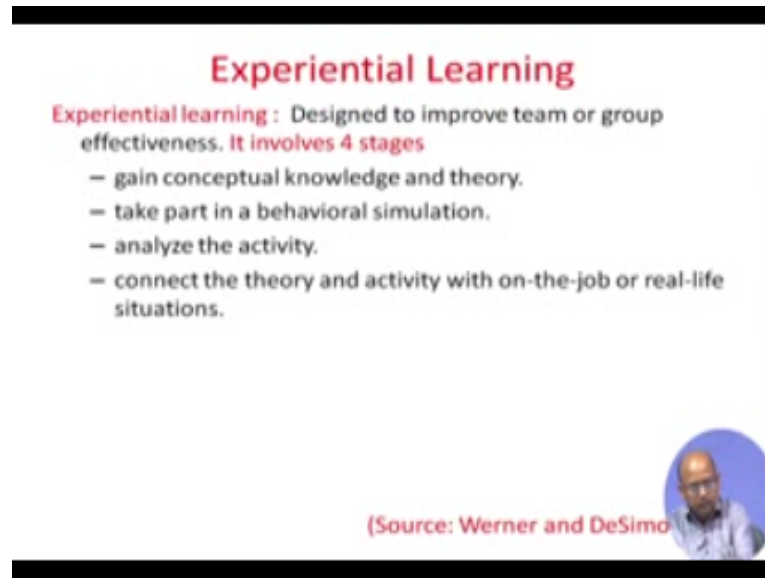
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Session 2

Experiential learning
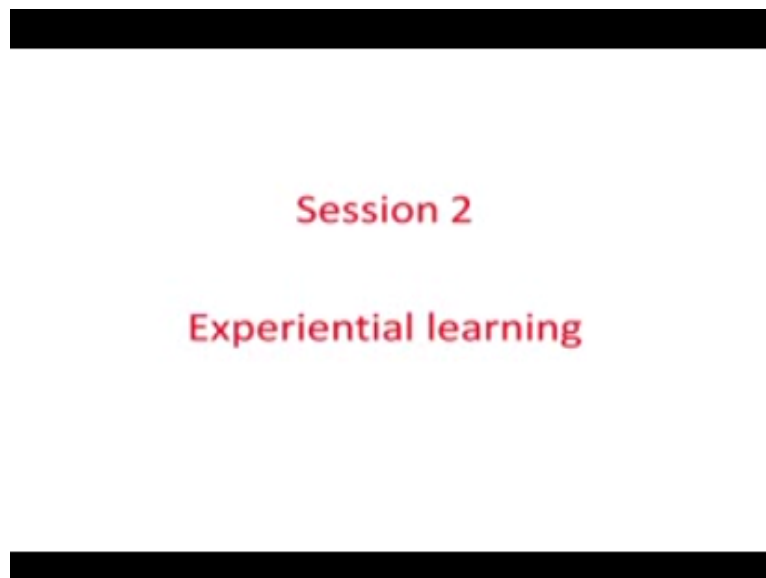
We started with lecture of presentation method. Now in the second session what you are going to discuss is experiential learning. Experiential learning the difference between experience learning and lecture with the days that here the stake or the involvement of the

participation is here compare to what you call lecture method. So we will discuss a verity of initial method in this session.

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And first of all we have to understand what an experiential learning is. Experiential learning actually is used in a team or group in this most common for leadership training or team building training in these kinds of things. And it has four stages, that the first stage you must have the conceptual knowledge and theory about what is to be discussed and then you actually get involved in a simulated environment or real environment also.

Most cases it is same related environment because it is a training you are going to be involve in a simulated situation, you are going to perform certain things. I will give you one example, which is known as in basket exercise. This is also a case of experiential learning,

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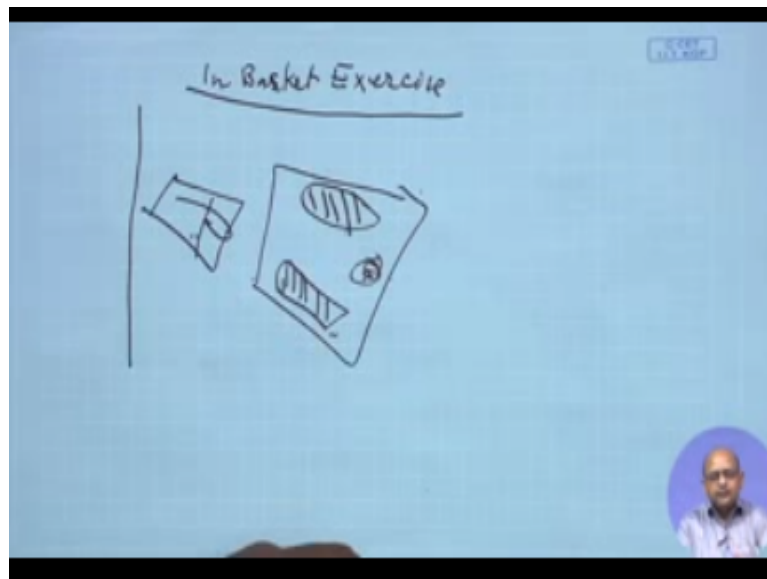
So in basket exercise what happens, there is a table, there is a chair, and the person is sitting here? So there lot of files, there is a telephone, the other things and you are going to in act as a manager. So you are going to experience that how a manager functions, But in order to function as a manager you must know what are the different activities that have to perform and the kind of knowledge and skill that would be require for you to the perform result. So you need maintain all the files here you also need to see that what are the other things that you have to do, these are need to attend the telephones and these kind of things. So you have to see that how effectively.

You are able to perform a job in a simulated environment. It is not the actually you are going to work as a manager, but the environment is created which is more or less exactly like real life environment. So real life environment is enacted and then you are allow to performance that particular context to see whether you are able to work as a manager effectively or not. So the kind of experience that you have the kind of learning that goes on and then you have a discussion and feedback on that. That how will have been able to perform that job. And that actually you have to perform in a better way.

So we are talking about experiential learning, so the first thing is that you must know about the content very well in terms of knowledge and skill related to what is going to be experience by you then you participate in a behaviour simulation process, .

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Experiential Learning

Experiential learning : Designed to improve team or group effectiveness. It involves 4 stages
  – gain conceptual knowledge and theory.
  – take part in a behavioral simulation.
  – analyze the activity.
  – connect the theory and activity with on-the-job or real-life situations.
- Types:
- *Case studies*
- *Business game simulations*
- *Role playing*
- *Behavior modeling*
- *Outdoor training*   (Source: Werner and DeSimo

Then that is actually the activities analysed with the role of a moderate of that trainer and then you tried to relate with the theory. So that when you are going perform it in a real life situation you are able to better perform that experience learning is much better compare to what you call a presentation method whether you are going to simply have the information, because here your stage is much more because if you are not able to emulate perform well in a given situation of context probably you are learning is not going to very good and effective.

Now if you look at what are the different kind of experience learning that is used it include cases studies, games , business games are simulations, then you have role plays, your behaviour modelling and also outdoor training that is what you called field training. So what we are going to discuss now is that how to apply.

These kinds of methods in a given context, so that learning is going to more effective. So we will take up one by one these methods to make you understand that what are these methods, how they can be applied, so that learning is going to be more effective.

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Case Study Method

- Provides the participants an opportunity to develop skills by presenting a problem, *without a* solution to solve it.
- Description about how employees or an organization dealt with a difficult situation.
  - Trainees are required to analyze and critique the actions taken, indicating the appropriate actions and suggesting what might have been done differently.
  - Assumes that employees are most likely to recall and use knowledge and skills if they learn through a process of discovery.
- **Example:** A marketing course has students select a firm and given a hypothetical situation and are asked to apply their marketing knowledge to analyze the situation (without a solution)

So we start with the cases study method. Cases study method is very good as some times it is used as supplement even for the lecture method. So what actually happens in a cases study method? So you are going to be provided that case in a given situation which could be related to real life organizational context or setting and then you are ask to analyse that what is the problem in that but it could be the various perspective that can be come out and then what are the various prescriptions that you have made in order to solve the case.

So the cases study method is very good because it gives you an inside that how things are being worked out in a given case or incident. Why this problem has come up, what the reasons of this problem and what could be the possible solutions that you can come out with this problems, it allows you to think creatively and to see that you come out with various perspectives or very softness to solve the problem. Now it is nothing else but a description about how employ in the organization would deal with the particular situation even a difficult situation.

So that if you face this kind of situation in the organization you can use these kind of learning experience says to solve these kind of problems. So the role of the trainees is that they need to analyse and critic the actions taken whether the action was taken which is at appropriate or not. I have suggested what can be done. Similarly you also see that you are able to recall your knowledge and skill that you have learned related to that particular course. So one example that have taken here is a marketing course of the students.

The selective form and given a hypothetical situation and ask to apply their marketing knowledge to analyse the situation. Say for example, there is a case in the marketing and then in this case, actually the students are given a situation that which market they should go for

and then you are going to slower various markets which are given there and then based on the information knowledge that you have related to market thing research, your marketing strategy you decide this is the thing that needs to be done by organization.

And then you also suggest certain prescriptions, so if you look at the cases study method, it goes like this.

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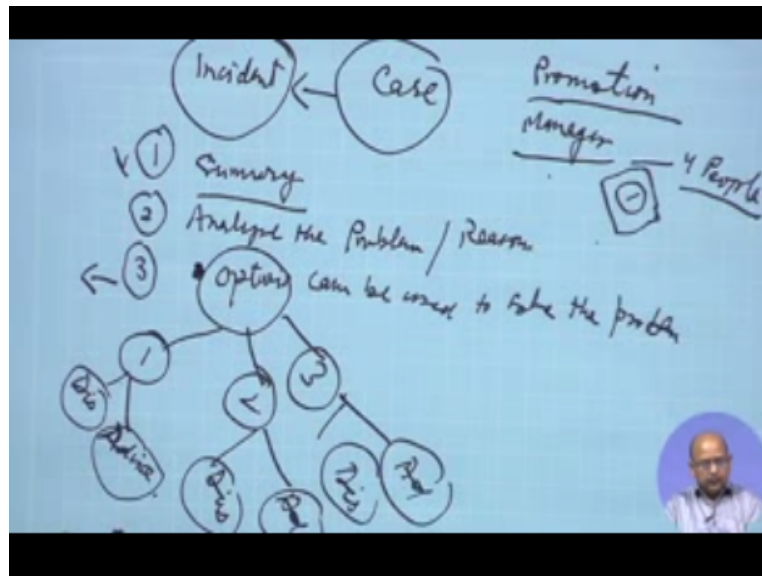
You have a case which could be smaller case it is called incident or if it is a big case then it is called a case it could be small or large depending upon the requirement. So incidents are smaller cases one incident cases are bigger one. Now once you have this case so the first stage is that you give a brief summary of the case. What the case is about, so you go through that case thoroughly you give a summary.

The cases about this one, let me take an example to explain it, suppose you there is a case related to a promotion, now there is a manager who has to decide about a promotion and there are four people so have applied that and he has all the idea information about these four people who have applied to the promotion and then he has selected one person out of this. When you are given this case to HRS student have to see whether the manager has made the right selection or not, or what were the other options that he could have. So first of all you are going to do is provide a summary then you analyse the problems related to the Case.

That is what are the reasons that have happened because of the case. Once you are able to identify the reasons and the problem then the next stage you are going to identify I will not

call it solutions but what you call it the options that can be used to solve this problem. So actually you should not be prescriptive in a cases study since it is a incident that has already happened, so if you are going for a prescription.

That cannot be applied in a new case or new situation which manager is going to face because the context and the environment changes, so instead of giving a prescription you should come out with options and not only just one options but you can come out with 1,2,3 options what should have been done and for each options you are going to provide again, the disadvange for going for this kind of what you call option, similarly for each one of them you can go for advantage and disadvantage, so in a cases study it is very important to look at the problem, look at the reasons then come out with options not solutions or prescriptions and you come out with more than one options and for each options you discuss about the advantage and disadvantage and then your role is over.

You do not get a prescriptive. So that let the manager of the organization decide how he is going to use these kind of things depending upon two things that is context and the situation and which context is, and what is the situation. For example, suppose you are in IR manager and there has been in a labour confrontation in a organization there is a dispute and something has happened. And the manger has taken certain decisions in that context in order to solve the problem. Now this case is given to you as a learning experience.

So when you go through this case you see that what you are going to do is that why this dispute happened, what could be the reasons of the confrontation, what are the problem because of this, this confrontation came out what could be the reasons of this confrontation, what are the various options through which this kind of confrontation and dispute can be avoided there. So he has taken a decision depending upon the context and the environment that point of time, but you cannot use the same kind of solution.

If there is a conflict and you are a HR manger or IR manager and you are going to solve this problem, because the context and the situation might change. So you have to look at these context and the situation, you come out with various options and let the manager decide or think about it that okay if this kind of situations are there how we can solve these kind of problem.

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Case Study Method

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- Example: A marketing course has students select a firm and given a hypothetical situation and are asked to apply their marketing knowledge to analyze the situation (without a solution)

So cases study with that is very good to for understanding certain situations.

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Case method: Use and Steps

- Appropriate for developing higher order intellectual skills such as analysis, synthesis, and evaluation.
- Help trainees develop the willingness to take risks given uncertain outcomes, based on their analysis of the situation.
- The case may not actually relate to the work situation or problem that the trainee will encounter.

1. Identify a story.
2. Gather information.
3. Prepare a story outline.
4. Decide on administrative issues.
5. Prepare case materials.

So that is how you go about it. You have to identify the case, collect and formational to the case prepare a brief summary decide on the various issue that make up and then you are going to prepare the case. So if you are going to prepare a case these are the guidelines that

could be used. For example, suppose you want to prepare a case on industrial relations in the organizations. So we have found a story.

We have to find a story means you have to see that whether these kind of problems has happened somewhere, may be recently there was a case related to IR in a particular factory, so you can go and see what is the story, what was the dispute that has happened, so collect the information prepared an outline, look at the various issues and then prepare a case materials and this case can be discussed in the class. The idea of discussing this class is this case, so that you can develop certain skills and knowledge especially related to analysis and thesis an evaluation, so you are able to analyse the situation.

You are able to synthesize everything together and then you would be able to take a position or evaluation that what needs to be done in a given case. The idea in a case is that it is going to help you to see that what needs to be done based on the analysis of the situation. And then the last point is that it may not actually related to the work situation or the problems that the trainee is going to encounter in future, but it will give you some input this is how people have been dealing with this and these are the various options that could be employed. So depending upon the context and the situation based on the input that he has in the knowledge and skill, he is going to improvise strategy to diffuse the situation. This is how the case methods can be used. And this is how the case is prepared.

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Some Considerations in Case Study

- Specific instructional objectives
- Case approach objectives
- Attributes of particular case
- Learner characteristics
- Instructional timing
- Training environment
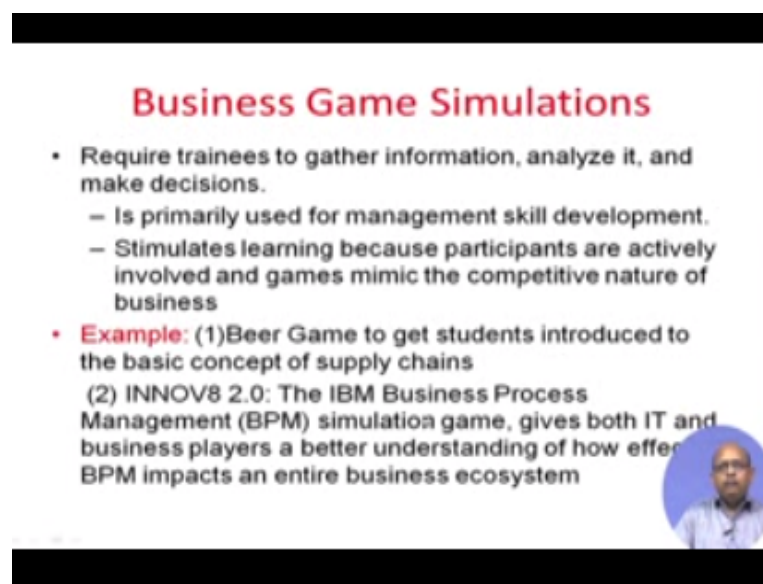- Facilitator's characteristics

Some of the considerations are very important in the cases studies like you have to go specific instructional objectives, what is an objective of this case. Why you are using a case

method, what the attribute of this particular case that you are going to discuss, what are the specific things, who are learners, whether they have the request knowledge and skill base what is their attitude and behaviour. And how much time is available, because you know that a case discussion involves around 40 to 45 minutes in a group.

And then you have to see that you are going to provide a more congenial environment for discussion of the cases. And then you have to see that that the moderator is. Because the moderator role is very important and then because he is going to give you certain inputs he is going to see what needs to be done. What is not to be done and he is going to see that you are in the right tract when you are discussing in the case. So that you can there is what you are going to be any time or run and you are going to discuss to the point and then every bodies participating in the case discussion that is very important.

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Now moving from cases studies we are moving to another important method that is used in delivering training is games, business games are simulations. Simulations means it is you are going to create a real life situation either in a lab or in the field both it is possible. And then you are going to ask them to play certain games. There is known as management games or business games.

These business games are very popular today especially for training mangers and senior managers because since they are going to participate in the decision making. So any manager

who is involved in decision making process should go through this kind of simulated societies to understand things in a better way.

So in a business games what actually happens the trainees have to collect information and based on the information you are going to take a decision. So you are going to develop a skills related decision making leadership and these kinds of things and that is where this kind of simulated environment is going to help you to take a decision. Why they call it simulated learning because you are going actively involved and mimics the nature of the business in this simulated environment. It means they are going to create a same situation in the same environment elsewhere not in the organization and then you are going to actively participate in the process.

For example I have heard some games you can find it out I am and also like beer game, that actually used to get a students, student concept of supply chains so if you really want to learn them supply chain then this game could be used, online game is available where you can go and play this game to understand the concept of supply chain management. This another game which is also available online this is related to basically innovation and understanding the business ecosystem there is known as INNOV 82.0, IBM game actually simulation game it is for IT and business analysis.

The business basically and you have to play to better understand that how effective business process management impact the entire business ecosystem. Actually when you are going to play any kind of business game or simulations so you have things and the idea is to see that you are able to play effectively to win the game in any management game. And it is seen that how effective you have been while playing this game so to beat the rivals or the competitors.

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Business Game Simulations: Process

— Involves a contest among trainees or against an established criterion such as time or quantity.
— Designed to demonstrate an understanding of or application of a knowledge, skill, or behavior.
— Provides several alternative courses of action and helps estimate the consequences of each alternative with some uncertainty.
— Rules limit participant behavior.
— Should be simple enough and should be debriefed by a trainer to ensure learning and transfer of training

So it is a kind of contest that you are going to have them on that trainees based on certain criteria, suppose you are going to play game related also seen that how much money are able to make in a game of his so the idea is that whether you are able to demonstrate your knowledge and skill while playing the game. For example, if you look at a football game, what happens, or a volleyball game.

Every player is going to demonstrate his knowledge and skill base to win the game against the competition and I am giving this example to explain you that how any business games are played. So in a business games there are different parties and each party try to win over the others. And each party is going to see that the people who are part of the party is going to use the knowledge and skill base to see that how they are going win the game and you know that when you are going play again the certain rules that you have to follow.

Similarly you have to see that at the end of session you are going to debriefed that how will each has played the game and the kind of learning experiences that you have whether these kind of learning experiences can be applied on the job or not. So business games are very popular method for learning experiences then coming to the role plays.

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Role Plays

Requires trainees to assume a character and act out the role in a make-believe scenario or series of scenarios

- Learning comes by way of reflection on the play.
- Trainers need to engage in several activities before, during, and after the role play.
- Role plays differ from simulations on the basis of response choices available to the trainees, the level of detail of the situation given to trainees, and the outcomes of the trainees' response.
- Example: Playing the role of union leader and manager, the trainees play out scenarios which are then followed by a trainer-led discussion

In the business simulations also you play certain roles, you play games but specifically in roles plays are still happens the trainees are going to play the role of a character which is going to be any given situation, for example in films you have seen that actors play different kind of roles. The idea is that to ensure that how effectively you are going to play the role in the given situation or number of situations.

So role play is very effective way to understand thing that how you are going to play the role of in a given situation that you are going to enact. Now the role of the trainer is that you have to engage in several activities before during and after the role play. So before role play what happens you have taken creates the role, you have to create the script. Then you have to find trainees you are going to play different kind of roles and after the role then the session is there where the trainer is going to discuss with the observations of other participants that how effectively you have played the roles, various roles.
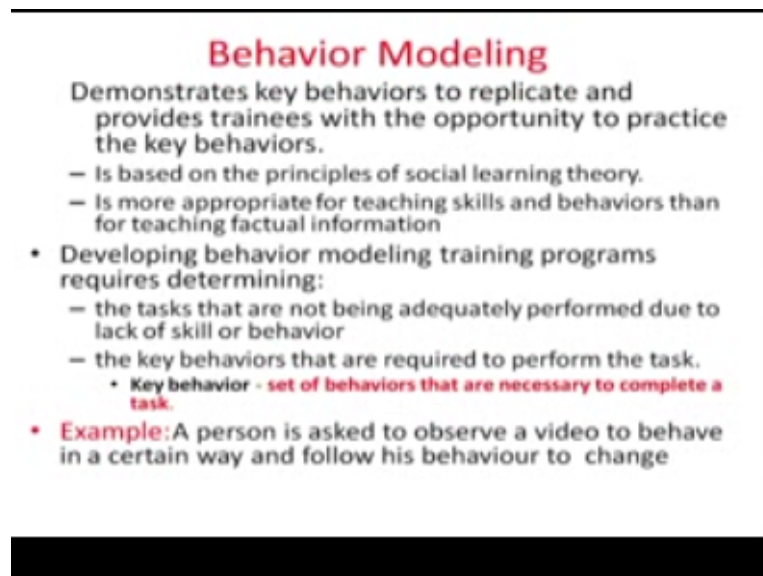
So trainer has a much better role to play. And role play the first on simulations depending upon the choice available to the trainees and the level detail of the situation given to the trainees and the outcome of the training response. The simulation in the outcome of the training responses immediate because the view is win or the loss. In a role play you don't know whether you have won or loss.

Let me an example suppose you are from the management side and they are union representative from the union side and you are going to negotiate terms and conditions of employment. And you are going to play the role of manager, the other person is going to play the role of a union representative, so in this case what happens the script for both is to be

written both of them are going to enact and other participants are going to observe that how well you have played the role of the manager based on the knowledge and skill that you have. So you dono have made many choices.

You have to go by what is given to you and then under certain constrains how effectively you are going to play your role either as a manager and either as a union representative. That is what I am talking. So playing the role of the union larder or manager the trainees played out the scenarios which are then often followed by trainer had discussion, so at the end of that what happens you are going to have a discussion, how effectively you have played different kind of roles.

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Then coming to another important method that is a behavioural modelling. Behavioural modelling actually this has come from social learning theories that are how you are going to learn by observing the behaviour of other persons. So the other people become a role model and then we try to enact what the person has been doing. So basically try to replicate the behaviour of the models and then we try to act upon that.

So sometimes you know that we try to enact that role model and then try to behave in that way sometimes we try to enact characters from the films sometimes you try to enact or teachers. And then you try to behave in that way and sometimes you try to enact as good managers.

The idea is that you are going to model those behaviours which are effective and doing well in the context of the organization. Now in behavioural modelling actually happens that you are going to develop behaviour of the model and then you are going to see that what kind of behaviour is going to be there. When you are going to have any program on behaviour modelling so you need to see that the task that are not being adequately performed by the person which is performed whether model and what are the key behaviours that is actually performed as a managers.

So you need to basically focus and concentrate upon those behaviours which are important and which is done by the person who is going to modify his behaviour, so the idea is that you look at the model observing and then accordingly you change your behaviour. So that you also become effective like the model. For example a person ask to observe a video to behave in a certain way and follow his behaviour to change himself, so go through the model in a video and then you look at how he is performing, what he is doing and then accordingly he is also try enact those behaviours in your characters.

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Activities in a Behavior Modeling Training Program

Introduction (45 mins.)
• Watch video that presents key behaviors.
• Listen to rationale for skill module.
• Discuss experiences in using skill.

Skill Preparation and Development (2 hrs., 30 mins.)
• View model.
• Participate in role plays and practice.
• Receive oral and video feedback on performance of key behaviors.

Application Planning (1 hr.)
• Set improvement goals.
• Identify situations in which to use key behaviors.
• Identify on-the-job applications of the key behaviors.

How this behavioural modelling training program goes on. What actually happens first of all you watch the videos then listen to the skill module then discuss experiences that how you are

going to make use of it. Then a skill preparation and development takes much longer time because you have to view the model participate in the role plays and practise it.

And receive a role and we do feedback on performance by ask your behaviour that how well you have been able to perform those behaviours. Then ultimately the application part whether you have been able to deficient on certain behaviours what is the improvement level so again you are going to do the same kind of things.

So identify situation in which you are going to use these key behaviour to be more effective and whether you will be able to apply these kinds of behaviours on the job, especially this kind of modelling is done in case of leadership training programs. So you are going to watch videos of effectively thus various scenarios where they are going to very effective and then you participate in role plays you practice those kind of behaviours then you allow yourself to do it look at your improvements and then see what changes have been made get the feedback from the trainer and then try to apply that on the job to become more effective as leaders. So this is about the activities in behavioural modelling.

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Outdoor Training

- Ropes courses, etc.
- Can facilitate teamwork
- Focus on group problem identification, problem solving
- Often good for team building
- Fun – but is it effective training?
- It may include adventure learning, team learning and action learning

Then the last part is related to outdoor training. Outdoor training is also known as field training. So in field training what happens it is off the job training. You go to the field and then you perform certain activities. And this kind of field training is actually very popular especially when it comes to what you call team building, so you can have different kind of like tracking, so basically this facilitate so it train building activities and then you basically it is good for teams where you want to identify the problems related to group dynamics.

How the group is able to solve the problem what possessiveness in the group are not whether the group members are able to participate every bodies engaged in these kind of activities or not. So far these kind of things you can go for outdoor training which is very popular these days and this is the best way to go for team building activity actually though it is a fun because if you are going for these kind of things outdoor people also enjoy in the process but actually the idea is that you learn certain things. It did mean you would like doing for adventure learning, theme learning or even action learning. So these are the three variations of outdoor training.

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Now another example of experiential learning for example, if you are going to say managers are participants to organize a picnic in the river site. So in the process what happens people with specific goals and responsibilities are going to achieve that the picnic is going to be very, very effective that is the basic objective of training program. It is learner entered in the same that everybody has to actively participate in the process.

Because it is the responsibility to look at different activities organize these activities make each one of them responsible for different activities these also request coordination from all the members, so that they can organize the picnic in a better way and then you also give them a task certain so you have to see that how well they have conducted those task in a better way so this kind of exercise basically helps to identify the problems that a group has related their dynamics. Whether they follow certain norms and values whether they have been able to develop as a good team, whether they can work with each other or not.

What are the problems and issues that they are facing? So all these problems will be able to be identified if you go for this kind of training. So what is the opportunity that it provides they are going to engage inner activity organizing a picnic you see that what are the behavioural activities that should be done and then based on this activity you are going to fill in site from the analysis, once you go through this then you are going to reflect back what was done what went wrong. Whether the food was good, whether transport was good or whether people work coordinates well or not.

So you are going to analyse these kind of situation. And you can apply these in a practical situation, so when you are going to do or do something in a project, so that you can work as a team more effectively. So that is the idea of in a outdoor training.

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So method that issued is going to be more successful for group building or team building is through you have to see that in a group building exercise or team building exercise actually the participants are able to develop those skills. So suppose they do not talk to each other so at least these exercise helps him to see that they are able to talk to each other very well.

They are able to learn from each other, everybody is going to say convey and communicate his knowledge and skill base to facilitate the process and then at the end of that there is facilitator or the trainer who is going to lead the discussion, how well it has gone, what you have learn in the process, which event you found that is could be related to the job.

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Main Elements of the Structure of Team Training
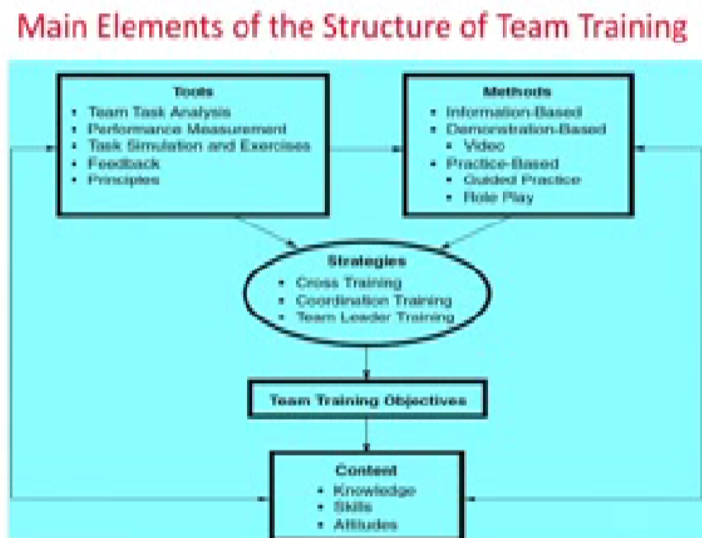
So basically on the women side you can say yes it is a fun to go for an outdoor training, but at the time it also gives you some freedom to learn certain things in a different way and then you have to see that whether you are able to apply them on the job or not. Loot at this happens, if you are going for team training, see what are the tools that you are going to use to manage the effectiveness, how each one has done well you are going to manage their performance.

What are the task and exercise that was given to them get the feed backs what were the basic rules and regulations that they have followed and what method is followed in a team training whether it has information based as it is practice based or they were supposed to play certain roles then what is the strategy with this, we are going for coordination, team leader, or cross training based on that you identify the objective and see what is knowledge skill and it issued that you are going to deliver out of these program.

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Group Building Methods

- **Scenario-based training**: Places team members in a realistic context while learning
- **Guided team self-correction**: Emphasizes continuous learning and knowledge sharing in teams
- **Action learning:** Teams or work groups:
  - Solve an actual problem
  - Commit to an action plan
  - Are accountable for carrying out the plan
  - Addresses how to:
    - Change the business
    - Better utilize technology
    - Remove barriers between the customer and company
    - Develop global leaders

And then they have could be number of method that could be used like scenario based building, placed on team members and realistic and text while learning. Or they could be guided teams self corrections which actually emphasis on continuous learning and knowledge sharing.

Then the other mentions that could be used like action learning where you are solving the problem as a group then you commit to an action plan, people are accountable for what they are doing and they try to address how we are going to change certain things that which it does how you better utilize technology and what are the barriers that we can have or is there between the company and the customer what needs to be done.

So as a group you can address these problems in a better way provided you are allowed to work on it and then you act as a team. So this is what we call an action learning where you are going to work on actual real life situation.

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Examples of Team Building Methods

- Six sigma
  - Quality standard with a goal of no more than 3.4 defects per million processes
  - Training involves several levels
  - On completion employees become certified as green belts, champions, or black belts
- Kaizen
  - Focuses on continuous improvement of business processes

To see that how you are going to develop. I am just giving some examples of team building like six ∑ Six ∑ you know the method for improving quality. So you have to bring in the quality standard at the rate of what you call 3.4 defects per million processes. And there is different processes through which you will have to go when it comes to six sigma. So as a team we have to see that everybody is involved in the process otherwise if one person is not involved he has been to make a mistake and then you will not be able to achieve these standards of quality.

And then you are given certain certificates that is you are six sigma certified and you get certain belts like green belts, black belts and these kind of things. But if you look at the application of team building that is very much important here. Why because unless you are able work as a team, it is not possible at all to achieve these quality standards are another example Kaizen that is very famous man in Japan, actually this is basically as related to continuous improved of the wages.

So as a group, you perform certain activities which help the company to improve certain business processes and you will be able to identify what are the processes which are redundant, what are the processes which needs to be close down, but the process that we need to adopted, what are the things that you have to restructure in order to ensure that you are doing only those things which are important and relevant. So these are some of the examples. So in this session we have discussed about experiential learning thank you very much.