

**Training and Development**  
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**Module - 05**

**Lecture - 21**

**Concept and Importance of Programme and Training Programme**

Welcome to lecture number 21, and this is the first lecture in module 5. In the previous module, we discussed about transfer of training. In today's this module, we are going to discuss about program design. As we have ended in the transfer of training module that you know yes there are theories which are providing the basis to how do you design the training program.

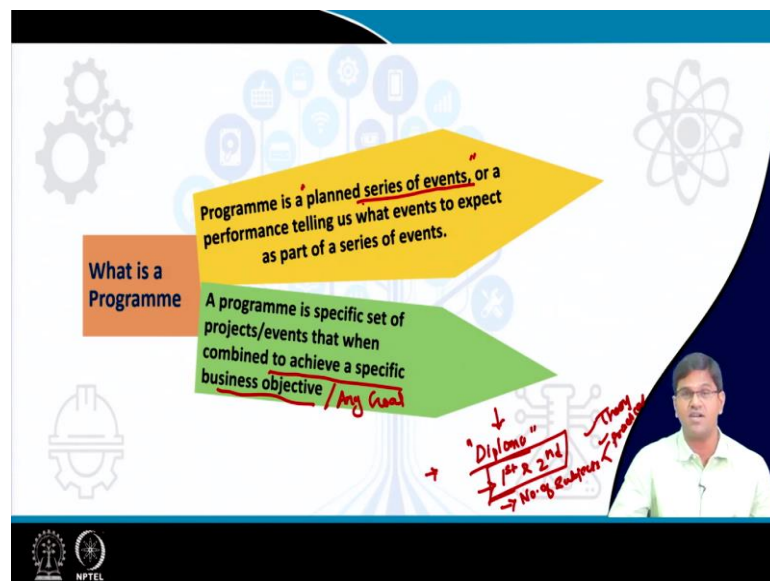
Now, in this module we are going to learn and understand what is program design, what is a training design, how do you design a training program so that you know we will be able to offer a more effective training program to the employees, eventually it is going to benefit the organization in a larger level

So, let us get into the lecture. Today, we are going to understand the concept and importance of Programme and Training Programme. This will provide a foundation and basis to us to understand ok how training program is been designed, why it is important, understanding the basic configurations or what are the basic elements of a training program. So, we will discuss that in this lecture ok.

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So, let us try to understand from the concept of program. What is program? So, when we wanted to understand a training program, we will have to start with the basic understanding on what is program. So, all of us would have exposed to program some of them would have gone to an education program, some of have would have gone to a specific set of training program.

Now, to understand a program. A program is a planned series of event. It is not you know one particular event; it is a planned series of event or you know we can also see it

is a part of a series of events. So, program is always a series of events together module you know in one particular program.

So, program is a specific set of projects or even a events. It will be combined to achieve a specific business objective or maybe any goal in this instance ok. So, program is always a group of events or a series of events which are planned a part of a program so, that it is aimed to deliver, aim to achieve a specific goal of an organization or for our any project or maybe any instances you talk about.

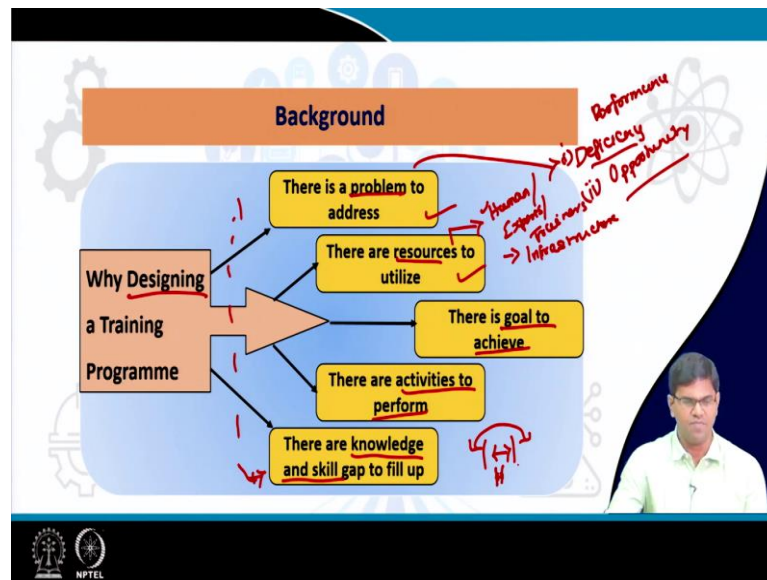
For example, educational programs - educational program if you talk about, let us talk about a diploma program ok. So, now, if you talk about any diploma program; if you look at you know there are series of events which, what are we going to talk about a series of events? May be let us start from a larger level where we will say ok semester 1 and 2<sup>nd</sup> semester there are you know the program is divided into semester basis.

Let me call it you know it is a one-year diploma program. So, now, you look at the program is a series of events. If you look at the series of event, yes you have a semester 1 and semester 2. On a semester 1, you will have a number of subjects. So, these subjects may be further classified into theory and practical subjects right.

So, now, if you look at this is a program has a series of events which are combined to achieve a specific called, what is the goal of here? One individual or a student who is taking part in this program will earn a degree or a diploma that is the outcome or objective of this.

So, through that you know and also they will have another objective on this diploma? Yes, when the student or a learner who complete this particular diploma program, he or she would have learnt this set of knowledge or a skill set. So, that is what under the definition of a program is.

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Now, let us try to understand why designing a training program, why do we you know I have to design a training program. So, if you want to understand we are already you know studying from understanding their training need assessment, yes there is a problem to address.

So, there exists a problem in an organization. When I refer to a problem it not necessarily we see it as a critical issues, probably we look at the problem in terms of a two things. One is about deficiency see performance deficiency ok or otherwise we look at an opportunity, a future opportunity.

So, yes there is a problem to address. So, that is why we are trying designing a training program. There are resources, when we talk about a designing a training program yes, I am addressing a specific problem and now I should also understand what are the resources I have within my organization.

So, when I design a training program, I should utilize the resources effectively. When I talk about a resources, it can be you know a human resources in terms of you know expertise trainer experts are trainers you have and also if you look at the other resources can be infrastructure you might have a better infrastructure to deliver a training program right.

So, you know you have to understand yes, there are resources to utilize that is why you need to design a training program more effectively. Then, there is a goal to achieve. Yes, as an organization I have a goal to achieve through a training program it can be an orientation program or it can be a specific skill development training program whatever could be there is a goal.

For every training program, there is a goal I wanted to achieve. As an organization, yes I am aiming to develop or improve my employee's current state to the expected or a desired state. Now, there are activities to perform that is why I am designing a training program. I know that in a training program there can be multiple component, multiple things are designed a part of a training program. Now, I need to understand ok. How do I sequence the training program?

There are a group of activities going to be carried out which activity to begin first which activity do I end, how the activities have to be related to each other so, that I understand I am able to achieve the goal of my training program. And of course, there is a knowledge or a skill gap to fill up as we if you look at now, this and this are connected to each other ok.

Yes, there is a problem or I we identified either a performance deficiency or an opportunity. Through this training program designing, I am trying to see how effectively I can address or I am trying to bridge the gap; either I have to bridge the gap or I am trying to reduce the gap so that the it does not lead to a greater challenge in an organizational setup. That is why designing a training program is very important ok.

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The slide is titled "What is meant by Training Programme" in an orange box. Below the title, a blue box contains the definition: "An activity or activities that include undertaking one or a series of courses to boost performance, productivity, skills, and knowledge." To the left of this box is a green arrow pointing right with the text "The training programme". Below the definition, there are handwritten red notes: "Employee Participation" with an arrow pointing to "Target Group", and "Who require" with an arrow pointing to "Target Group". The slide also features a small video inset of a man in a light green shirt in the bottom right corner. The background is white with various icons like gears, a hard hat, and a brain. The NPTEL logo is in the bottom left corner.

Now, we will understand what is this training program. We understood the basic definition of a program, we said know you just see set of events or a series of events to combine to achieve a goal. Now, what is a training program? So, training program can be a single activity or a group of activities that include undertaking series of courses or maybe one course.

Aim is to improve enhance the performance, enhance the productivity and skill and knowledge level of my employees. So, in training programs are redirected towards employees or otherwise you know larger term if you put it participant. Participant can also be referred to target group ok.

Why I call a target group? Because I have we already learnt in training need assessment, training program should be provided to people who require training program. I do not want to offer who do not require a training program which eventually have a no use for an organization when you spend a lot of resources.

So, this is a training program. So, the training program is an activity, it can be a group of activity which under text may be offering one course or a series of courses, essentially trying to improve the employee performance, improve the productivity and you know enhance the skill level and knowledge level of the employees ok.

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The slide is titled "Purposes of Training Programme" in an orange box at the top. A green arrow on the left points to the right, also labeled "Purposes of Training Programme". Below the arrow is a white hard hat icon with "KPI" written in red below it. The slide contains three yellow boxes with bullet points:

- A training program allows to strengthen those skills that each employee needs to improve.
- This helps meet up gap between desired knowledge skills and required knowledge and skills within the company to complete work at its desired level.
- A training program brings all employees to a higher level so they all have desired skills and knowledge.

In the bottom right corner, there is a small video feed of a man in a light green shirt. The NPTEL logo is in the bottom left corner.

Now, so, what is the purpose of a training programme? Training programme allows to strengthen the skills that each employee needs to improve. We are specifically talking about ok can I improve a skill which employee are do not have or maybe they do not have at the desired skill level.

So, the training program allows to strengthen it, you know improve enhance the skill level of an employees from a current state to the desired or an expected level of a skill from an employee. This also helps to meet the gap between the desired knowledge level that is we are referring to again design knowledge level and a required knowledge level and skills within a company to complete at least you know we are trying to you know improve the employee skill level to meet the desired expectation of an organization.

So, it tries to reduce the gap by improving this knowledge and skill level of the employee so as to meet the expectations in an organization. We always look at yes, every organization has a goal which eventually is called an expectations. There is a KPI, people who are working in an organization who might know already; people are going to enter you will be knowing the key performance indicator every job.

You have a key performance indicator, that you are expected to perform in this certain level of standard. So, that standard is the expectation. So, when you do not able to perform the training will be an opportunity for you to improve so that you will be able to

meet the desired level. So, training program brings all the employees to a higher level so that they have a desired skills and knowledge.

So, it is also it is an effort from an organization to ensure if some of the employees in a group of employees do not have a sufficient level of knowledge and skills which are required. In this way, they are trying to bring everybody in a homogeneous level of skill level so that everybody possesses whatever the skills knowledge required for an employee to be occupied in a particular job role in an organization setup ok.

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**Basic Characteristics of Training Programme**

- High-quality program management  
The person in charge of the training program is responsible for planning and implementing the training initiatives for maintaining its quality.
- Identify the needs of an organization  
It is important to identify the needs of an organization and designing a training program that will take the company forward. Good training design is the backbone upon which your successful training course is built

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Now, so, what are the basic characteristics of a training program when we talk about a training program, we understood the definition and then the purpose. Now, we need to know what are the characteristics of any training program. If you are in an organization, want to attend a training program or maybe you are a student you wanted to attend a training program; probably, you look at you may be a person who is this assigned to deliver a training program conduct a training program.

Now, you should understand what are the basic characteristics which will make a good or an effective training program. First is there should be a high-quality program management. So, here a person who is responsible for conducting the training program has to have a very meticulous planning and implement the training initiative to ensure there is a quality of delivery in conducting the training program.



So, when you talk about a high-quality program management, in meaning that your training program is designed taking the inputs of the needs are also you are designing a training program which in terms of so rich in terms of a quality and in terms of the method used so, that it offers a very quality training program which will eventually be reflected in the improved performance or the satisfaction of the participant or employees after the training program.

Then, comes identify a need of an organization - so, it is always very important when you are designing a training program, you would have already identified a need of an organization. And, designing a training program, we will have to always add value to the organization from moving from the current state to the future state which we are always looking at can it make an improvement from a current level to the next level.

So, you should always identify the needs of an organization and add value to the organizational prosperity and growth of an organization. So, because why training programs is the basis and it provides lot of inputs for an organization success and there you know prosperity and look at you know the creating a competitive advantage.

Now, if you look at the larger organization. They always have their learning and development department, training and development department who continuously provide training programs to all of its employees in different programs or a modules through which they are trying to see, can we create a competitive advantage for my organization.

Can my organizations benefit through providing training programs which will help my employees improve their skill level and also eventually they will have a better performance in their current job role.

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**Basic Characteristics of Training Programme**

- **Assessment of learning benefits and shortcomings**  
It is vital that emphasis is given to the fact that adults are fast learners and they already have a strong base of existing knowledge
- **Identifying training objectives and evaluation of training**  
Identify the objectives of employee training and evaluate them to create an effective program.

*Handwritten annotations:*  
TNA (Current AS needs) → Objectives (1) X, (2) Y, (3) Z → Evaluation → During / After Training → Learning Outcomes (1...10) Shortcomings

Then, then comes the assessment of learning benefits and shortcomings - it is also very important. When you conduct a training program, you should also see what is the learning benefit out of that particular training program I am going to offer. Let us say I am going to offer X is a training program, now I need to understand ok.

So, when I conduct after conducting the training program, what is the learning benefit, learning outcomes ok when we talk about how you know benefit this learning outcomes.

So, what is the learning outcome? You will be having 1, 2, 10 learning outcomes and you should also find out what are the shortcomings of this training program. So, that now you are becoming aware and knowing that ok how what is the shortfall or a shortcomings of the training program that can be addressed effectively or a subsequent training program or probably when you want to offer a repeat the training program to try to address those shortcomings.

Next coming, next point is identifying a training objectives and evaluation of a training program which is very important. After you identify the needs, when you have conducted the training need assessment; now that should give you a direction to set your objectives right. Because, you already have group of needs or maybe you know you say a problem or whatever way you wanted to represent let it be.

Now, this will lead you to give a clearly indicate ok what should be the objective of my training program and it should help you to list down the objectives for your training program, it can be X Y and Z.

Now, you should also see when you develop the objectives you have clearly have an indication about the outcome also what you are trying to achieve through the training program that is what you are coming in as an objective. Now, you should also see the evaluation how are you going to evaluate the training program ok.

So, one is during or at the end of the training program and after training program. So, you should also develop a you know effective evaluation method and maybe to understand their level of understanding during the training program, you may conduct an examination or any activity project can be given for a participants during the training program.

And after the training program, you should see how well they were effectively transferred the learning on their current job place. So, a basic characters any training program should also have evaluation component part of the training; how you are going to evaluate the benefit of a training program or how are you going to evaluate the success of a training program which is also to be part of a training program.

It cannot be you should not feel that you know I when I say designing a training program it is only about content delivery not really, it should also contain some aspect of how are you going to evaluate the benefit of the training program ok.

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**Basic Characteristics of Training Programme**

- **Easy access**  
An important feature of the employee training program is that it is vital to have easy access if a company wants to implement a successful training program.
- **Multimedia options**  
This is the age where technology is evolving every second and an important feature of the employee training program is that the organizations must take advantage of advanced technology for their quality training and organizational growth.

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Next is easy access. So, you know it is one of the very important features that you know. If this training program we should provide an easy access if a company wants to implement the successful training program. So, the training program should have an easy access in case, if you found that you know the previous training program was successful it has a lot of benefit and companies should have an easy access so that you will be able to repeat the training program and also the participants will also have an easy access with the training program.

Then multimedia options? Yes, when you look at the technological advancements happening currently the now you have to take the advantage of using all those development of a technology when you are training when you are trying to deliver a training module training program for a group of employees.

For example, now you can go for flipped classroom training modules or maybe there are you know videos; and you can also see that now a lot of online learning platforms have come up. Many organizations started to tie up with you know major learning means training organizations or maybe you know those who provide online learning's MOOC courses they are trying to know integrate all those together.

So, organize the any training program should use multimedia options. So, that you are trying to enhance the quality delivery of a training program by using the recent changes and technological advantages which are happening ok.

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The slide is titled "Types of Training Programme" in an orange header. Below the title, it states: "There are various types of training programmes which vary according to the nature, objectives and goals of the organizations. Such as-". A list of eight training types follows, each with a red checkmark: i. Orientation training, ii. On-boarding training, iii. Technical skills training, iv. Soft skills training, v. Product or service training, vi. Compliance training, vii. Franchise training, and viii. Managerial and leadership training. The slide also features a small video inset of a man in a light green shirt in the bottom right corner and the NPTEL logo in the bottom left corner.

**Types of Training Programme**

There are various types of training programmes which vary according to the nature, objectives and goals of the organizations. Such as-

- i. Orientation training ✓
- ii. On-boarding training ✓
- iii. Technical skills training ✓
- iv. Soft skills training ✓
- v. Product or service training ✓
- vi. Compliance training ✓
- vii. Franchise training ✓
- viii. Managerial and leadership training ✓

So, these are the basic characteristics of a training program. Now, we are going to understand, what are the various type of training programs which we see in an organizational setup. There is various type of training programs according to the nature or object or a goal of an organizations.

We are list down the you know type of a training programs which you see which are very prevalent in any organizational setup. One of you would have experienced this; all of us will have to go through some of these training programs when you join in an organizations.

So, we will see in detail about each of the training programs, but let us see what are those different type of training programs which are available which are in an organizational setup. Orientation training program - we will see what is this orientation training program.

This orientation training program is most common either you are an academic program or you are joining in an organizations or you are you are into any other short-term programs also, you always have an orientation training program to understand the objective of a program, what is it going to have in the particular program.

Similarly, if you are joining a company that will the orientation training program will talk about a company and all that. Then you are talking about on boarding training -

when you are joining in organizations. So, that will have to provide a fundamental training program to understand your roles and responsibilities what is required from you when you join an organization; and what are your general roles and responsibilities they will be giving you an exposure to it.

And technical training programs technical skill training program - wherein if you are joining a company there may be some technical skills which are required they will be providing a training program to improve the technical skill. Soft skills trainings you know it is mostly focusing on interpersonal skills talking about a communication or a teamwork, group work, conflict management negotiation power and politics in an organizational setup. Mostly all this aspect comes into picture.

Then product or service training - specifically when you are handling a particular product or a service in organizations, they offer training program that will cater to you know improve your ability to perform or maybe improve your performance in specific to product or a service.

Then compliance training program is - in an organization setup you always have several requirements or a legal requirements or a client requirements; and how do you be compliant with performing those or meeting those requirement. For example, a safety perspective many organization especially in a manufacturing organizations, you have lot of safety protocols you have to always comply with those safety protocols when you are working in an organization. So, that sort a compliance training.

Franchisee training - when an organization has a concept of letting out franchises for your brand or your particular product, then probably you have to train those franchisee who is going to run your brand outlets and then comes a managerial and leadership training. So, these are the different types of training which are available. We will see in detail in for about each of the training programs.

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**Types of Training Programme**

**i) Orientation training**  
Orientation training mainly consists of welcoming and introducing new employees to the company, its vision and core values, culture and company policies, organizational structure, introductions and office tour, etc.

**ii) On-boarding training**  
This program will familiarize all new employees about all software and hardware that will be used by them and it can last as long as it takes to introduce relevant job skills, and address all the topics that employees need to do their job well.

The slide features a blue header, an orange title bar, and a yellow content area. A small inset video of a presenter is visible in the bottom right corner. The NPTEL logo is at the bottom left.

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**Types of Training Programme**

**iii) Technical skills training**  
Many organizations have a budget to maintain and improve their employees' technical skills as there is always room for improvement, especially if their job requires specific technical skills.

**iv) Soft skills training**  
Soft skill training will help organization build its ideal corporate culture and improve the relationships at work. It can cover topics such as: Listening, Communication, Teamwork, Adaptability, Public speaking, etc.

The slide features a blue header, an orange title bar, and a yellow content area. A small inset video of a presenter is visible in the bottom right corner. The NPTEL logo is at the bottom left.

So, what is the orientation training program? See, orientation training program which are mainly consists of now welcoming and introducing a new employees to an organization and explain what is the organizations vision, mission, goal of an organization culture. And, they will also provide you understanding about company policies and practices.

They will talk about organization structure, what is the hierarchical structure they have, who has to report to whom and they also give you a general two to office so, that you

will understand the organization. So, if you look at the orientation program, it essentially introducing you to an organization.

And talks about why this organization exists, who are the key personnel in an organizations, how do you ask if you want some resources how do you reach out to the resources, and basic introduction about a program in an organization which is a part of any orientation training program if you join an organization.

Now, comes the second one is after the orientation is over then you come to an induction which is otherwise also called as On-boarding training. We also otherwise we can also call induction training program or an on boarding training program.

So, if you look at in a past one and half years or two years post COVID, we have seen many organizations started to take do an on boarding through online platforms which had more they created lot of integrative integrated platforms, wherein they provided a greater experience for their employees through their on boarding exercises.

Now, let us talk about what is this on boarding program. So, the on boarding training program which are essentially trying to familiarize the new employees about what type of you know product or a software or a hardware they will be used by them. And you know it can they can also introduce to the you know what type of relevant job skills; your routines will be in a job.

And maybe you know they will also connect you to a supervisor or somebody a co-worker a peer who is does the similar job role as you been hired for it. So, this induction training program will be providing an exposure to our actual workplace scenario. So, that you are feeling comfortable to begin your job ok that is an on boarding training program.

Then, comes the technical skill training program. See, the technical skill training program have a you know specifically they will have a budget under maintained to improve employees' technical skills they always find out yes, as and when there is a technological change or there is an advancement many changes are occurring.

Now, they wanted to improve a technical level of the employees. So, they will be training their employees on a specific skill set so that you know they learn this technical skills so that they will have a better performance in their workplace. Then, soft skill



training program which is generally conducted to builders' organization corporate culture and improve the relationship at work.

Mostly the soft skill training programs are related to interpersonal skills which are communication, listening, working in a team; how do you work in a team, adaptability cooperation, coordination within the team, public speaking, conflict management. So, mostly the soft skills programs are related to that, because essentially most of the employees have to work in a team.

And also now you have been interacting with the clients and customers if it is very important that soft skills are trainings are provided part of their one of the training programs in an organizational setup. Because, this is very important skills which many organization started to realize the significance of you know training their employees on soft skill related, because larger challenges in working in a teams are often being attributed to the lack of soft skill of the employees ok.

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The slide is titled "Types of Training Programme" and is divided into two main sections. The first section, labeled "v) Product or service training", explains that product training can be part of an onboarding program or ongoing skills training, used to train employees about the products or services they represent to ensure a good impression. The second section, labeled "vi) Compliance training", states that some industries require employees to fulfill certain legal obligations to perform their jobs, including regulations imposed by governments. The slide features a blue header, a yellow background for the text, and a small inset video of a presenter in the bottom right corner. Logos for NPTEL and other institutions are visible at the bottom.

Now, comes the product or a service training - so, the product training can be part of an on-board training; on board training program also it is about you know training their employees about a particular product or a service to you know see how that has been produced, how it has been delivered, this will ensure that yes they are become accustomed to the job or a type of a job they are going to carry out ok.

Now, compliance training - as I was indicated in the previous slide that on the compliance training. So, industries require their employees to fulfil certain legal obligations while they are performing their job. For example, as I was indicating about safety protocols or probably when you are working on a machinery or even if you are working on a software industry, that you will see your customer might require certain you know protocol with respect to confidentiality and security.

So, when you go through this you have to comply with it you cannot violate it. If you violate that becomes an un compliance and you will have to address it properly. So, there are legal obligations to comply with the current requirements.

So, similarly non disclosure of information, non disclosure about identity of a people or probably when you are talking about a safety perspective, how do you ensure you know when you are handling a machinery or a fire safety practices and all other has to be considered when you are talking about a compliance training program ok.

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The slide is titled "Types of Training Programme" and is presented in a video format with a presenter in the bottom right corner. The slide content is as follows:

- vii) Franchise training**  
Any organization runs a franchise, and wants to keep all processes and products consistent across all franchised units. To keep employees updated, a special training team from the headquarters are provided for education on-site.
- viii) Managerial and leadership training**  
Employees can grow to new, higher positions. To prepare them for a job with a leadership role, any organizations can offer them managerial and leadership training.

The slide features a blue header, a yellow text box for the first item, and a dark blue footer with the NPTEL logo. The presenter is a man in a light green shirt.

Then the next one is a franchisee training program where now we see there are several organization runs on a franchisee model. They will have their routers through the franchises. So, or so, what they do after know they have to mention; they will provide a training to the franchisees so, that they know they are replicating the larger organizational culture and also they handle their customers very well, because it is

finally, the brand image of the organization will be at a stake if a franchisee does a very poor delivery to their consumer.

So, there will be training provided for the franchisees in order to transfer the organization you know I would say the organization which are going to have a franchisees to have learn the organization culture of the main brand what they are going to be, who going to be a franchisee for the particular brand.

Now, comes the managerial and leadership training program. So, this is also one of the important training program as and when the employee grow in their organizations as their experience is increasing. Organization provides a lot of you know managerial and leadership training program.

So, prepare them for the leadership roles, how they can manage the team, how they can handle a challenges when they become a leader or a manager in an organizational setup. So, these are the various type of training programs which are offered in an organization ok.

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**Benefits of Various Training Programmes**

In all training programmes, there are certain benefits which may be listed as follows:

- Organizational productivity is increased
- Employee confidence is built, developing key performers, team organization & morale.
- Employees are kept current on developing information, further contributing to improved customer service.
- Employees are updated on new, enhanced skills and advanced methods. They will use what they learn to further your business goals and objectives.

The slide features a blue header, a yellow text box for the list, and a small inset photo of a man in a light green shirt. The background includes faint icons of gears and a molecular structure. The NPTEL logo is visible in the bottom left corner.

Now, what are the benefits of a training program? So, it actually enhances the productivity. Yes, as we have already seen we wanted to improve the organization productivity the training program will benefit organization by increasing the productivity.

And it will also you build the employee confidence develop the key performers and team organization morale as we said you know there are soft scale program and the technical skill training program which is going to you know create lot of confidence among the employees.

And employees are kept to the current developing information's a time to time there are changes. There are developments happening on technology front or may be job front, may be a project front or even the upgradation happening in a tool or a technology those employees are informed about those developments through a training program. So, employees also trained on a new skills or new set of technology so that you know they will be able to lead and support the organization growth.

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**Benefits of Various Training Programmes**

- Companies can receive a fresh professional perspective since when they will have training of their employees.
- Job satisfaction, employee motivation, and morale are increased and that of reducing the employee turnover.
- Processes gain efficiency

The slide features a blue header, an orange title bar, and a yellow list box. It includes icons for gears, an atom, a hard hat, and a circuit board. A presenter is visible in the bottom right corner, and the NPTEL logo is in the bottom left.

So, these are the benefits of a training program and company can also receive a fresh professional perspective says they are getting a training program and it can also increase job satisfaction, improve the employee morale and motivations. And of course, it will also have a process gain efficiency when you have a training program at place.

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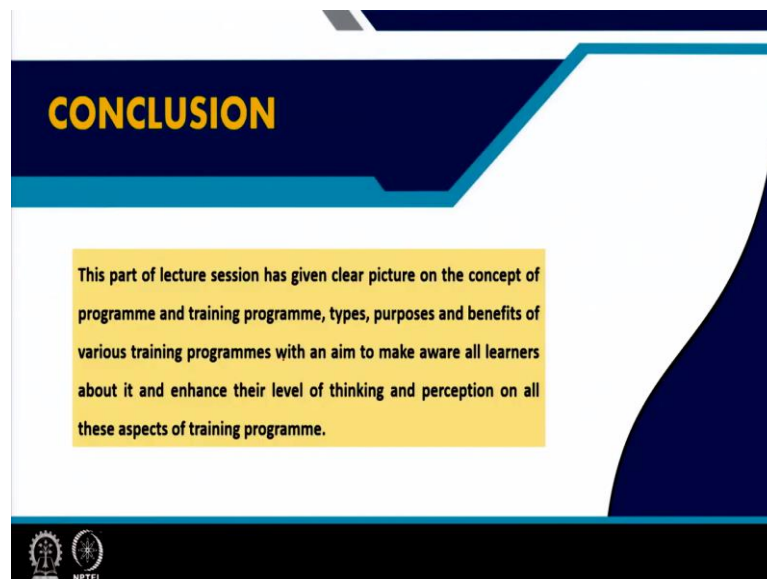
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So, these are the references.

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## CONCLUSION

This part of lecture session has given clear picture on the concept of programme and training programme, types, purposes and benefits of various training programmes with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of training programme.

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And, today we understood the concept of a program and you know a concept of a training program why training program, what are the basic characteristics of a good training program, and we also discussed about various type of trainings been offered in an organizational setup. So, we will be talking about the in detail about a program design in the subsequent lectures.

Thank you.