

Training and Development
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Module - 02
Lecture - 06
Strategic Training

Welcome back. Today we are going to start with the week 2 of the lecture session of the course on Training and Development. In the week 1 we have discussed about employee, we have discussed about the introduction to the training, different types of trainings that are possible then employer, employee relationship, the human capital in the organization and the importance of training for the organization.

In the discussion just come up time and again like for a training to be effective in nature, it has to be aligned with the purpose of the organization, the goals of the organization and also it has to match the needs and aspirations of the persons who will be undergoing the training.

So, that by going through the process of training they also gain some knowledge, they also gain some competence and that along with that comes a sense of growth also. So, this alignment of training with the goals of the organization, with the goals of the department, with the goals of the individuals are very important, very specifically its it should not be like it is only designed towards fulfilling employees needs.

And the organizations' purpose is not served that does not lead to an effective training programme because at the end of the day we are striving towards organizational excellence. So, it has to be linked with the objectives of the organization. So, what comes up as a part of this discussion is whatever training we give it should be like linked with the organizational goals, there is a vision mission and it should be designed in a proper way. So, that it like percolates to departmental goals and then it percolates to individual goals.

And again, there is feedback about how accomplishment at individual level leads to accomplishment at departmental level which again leads to accomplishment at the organizational level. For this reason, the training and development given to the employees should not be taken as a function which is separate or unrelated from the

other HR functions or from the goals of the organization, but rather it should be very intricately related to the goals of the organization and all other existing HR functions.

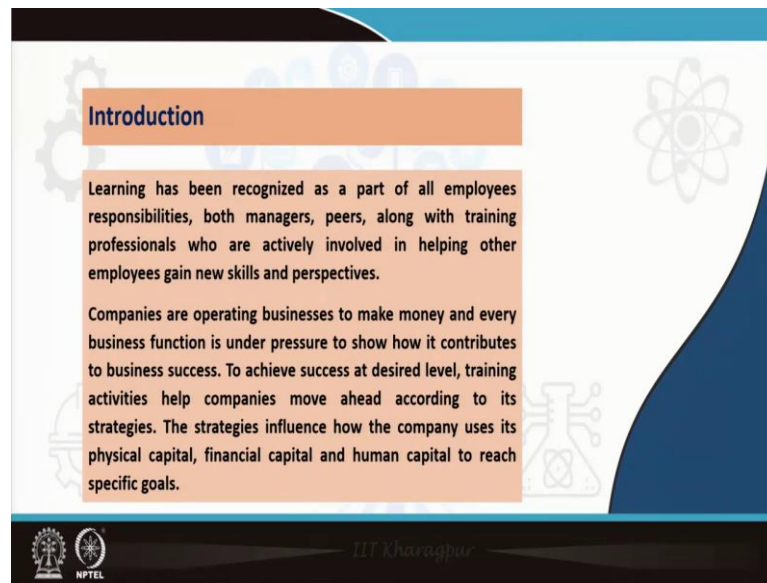
This perspective of looking at training and development as aligned with the organizational goals and objectives, departmental goals and objectives and being connected with the other functions and subsystems with organization; this is known as strategic training. So, in this module; module 2 we will be having an extensive discussion on strategic training. So, the lecture 1 is dedicated towards understanding the, what is the business strategy and how it like we can align our training and development to it. So, let us begin.

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So, this part of the lecture session will be held on the concept, types, importance of strategy, business strategies and training.

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Introduction

Learning has been recognized as a part of all employees responsibilities, both managers, peers, along with training professionals who are actively involved in helping other employees gain new skills and perspectives.

Companies are operating businesses to make money and every business function is under pressure to show how it contributes to business success. To achieve success at desired level, training activities help companies move ahead according to its strategies. The strategies influence how the company uses its physical capital, financial capital and human capital to reach specific goals.

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So, learning has been recognized as a part of all employee's responsibilities, both managers, along with the training professionals, who are actively involved in the process and; so, that they help other employees to gain new knowledge and skills. So, we understand that the companies are operating in businesses to make money and every business function is under pressure to show how it contributes to the business success.

To achieve success at a desired level, training activities help companies to move ahead according to its strategies. The strategies influence how the company uses its physical capital, financial capital and human capital to reach the specific goals. For this if you understand we have to; we have to understand, what is the environment, what are the demands from the environment, what are the challenges and how do we decide to answer those challenges and how we fix up our goals and the ways of reaching that goal.

Training and development process will help us to achieve the goal through the strategies taken by the organization and it is how the, and it is how the company uses its physical capital, financial capital, human capital to reach the specific goals.

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Strategy

- It is essential for every organisations to have a strategy which defines how the organization will go about to achieve its mission.
- The strategy is defined as attempt to optimize the matching between organization's mission, what is occurring or is projected to occur in the external environment and the organization's internal operations.
- Strategy is an action that managers take to attain one or more of the organization's goals.

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So, whenever we are discussing about strategy, we understand it is a way, it is a planning how the organization decides to go about to achieve its mission. It is defined as an attempt to optimize the matching between organizations mission, what is occurring or is projected to occur in the external environment and the organizations internal operations.

So, what is my goal, what are the constraints present in the environment, what it is happening or may happen in future and what are my internal processes, systems, operations, trends competencies. So that, I can reach the goal in the presence of the context that we are functioning in.

So, strategy is an action that managers take to attain one or more of the organizational goals.

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Strategy

Strategy includes the following:

- ❖ Setting short and long-term business objectives for the organization.
- ❖ Setting courses of action necessary to achieve those objectives, and
- ❖ Allocating the resources needed to carry out those actions

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So, if strategy is an action to reach a goal and which is defined within the particular context then what does it include. So, it includes setting short- and long-term business objectives for the organization. Setting courses of action necessary to achieve these objectives, and allocating the resources needed to carry to carry out that actions.

So, setting up the goals both short term and long term in nature, and then setting up the course the path of actions that are going to achieve these objectives and of; obviously, for doing that we will require certain resources and how to allocate them to different heads to different people. So, that you can do it facilitates you doing certain the actions chosen for reaching the goal of the organization.

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Features of Strategy

Strategy has following features:

- ❖ Strategy is Significant because without a perfect foresight, the firms must be ready to deal with the uncertain events which constitute the business environment.
- ❖ Strategy deals with long term developments rather than routine operations,
- ❖ Strategy is created to take into account the probable behavior of customers and competitors.
- ❖ Strategies dealing with employees will predict the employee behavior.

The slide includes a video inset of a woman in the bottom right corner. At the bottom, there are logos for IIT Kharagpur and NPTEL.

What then, what are the features of strategy? Strategy is very significant because without a perfect foresight the firm must be ready to deal with uncertain events which constitute the business environment. So, if you are able to foresight some of the uncertainties you can predict and they can be certainties for you because you get prepared for it, and this preparation for the uncertainties this preparing yourself for facing certain situations, this is itself a training and development.

So, strategy deals with long term developments rather than routine operations. So, what is going to happen in the long term, what are the transformational changes going to happen in the long run strategy deals with that? So, strategy is created to take into account the probable behavior of customers and competitors; and also, strategy dealing with employees will predict the employee behavior.

So, whatever strategy is a take in to deal with the employees, what would like do you recognize them? Do you coerce them? Do you give them proper feedback? Do you have, have you planned the succession planning properly? All these strategies that you take dealing with your like employee will predict the employee behavior.

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Major Types of Strategy

There are three major types of strategy which are as follows:

- ❖ Business strategy
- ❖ Operational strategy
- ❖ Transformational strategy

Thrust is given in this lecture to discuss on business strategy so that the discussion is made on it herein and onwards.

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There are three major strategies which are there in the organization: First is the business strategy, second is the operational strategy, and third is the transformational strategy. So, in this lecture we discuss a business strategy so that, the discussion becomes more fruitful as you move onwards and try to assimilate, what is business strategy with the training and development of the employees given in the organization.

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Business Strategy

Business strategy is a plan that integrates the goals, policies and actions of the company. The business strategy helps direct the activities of the company including production, finance, marketing and human resources to achieve specific goals.

There are direct link between training and business strategy as the training helps the employees to develop the required skills to perform their duties affecting the business directly.

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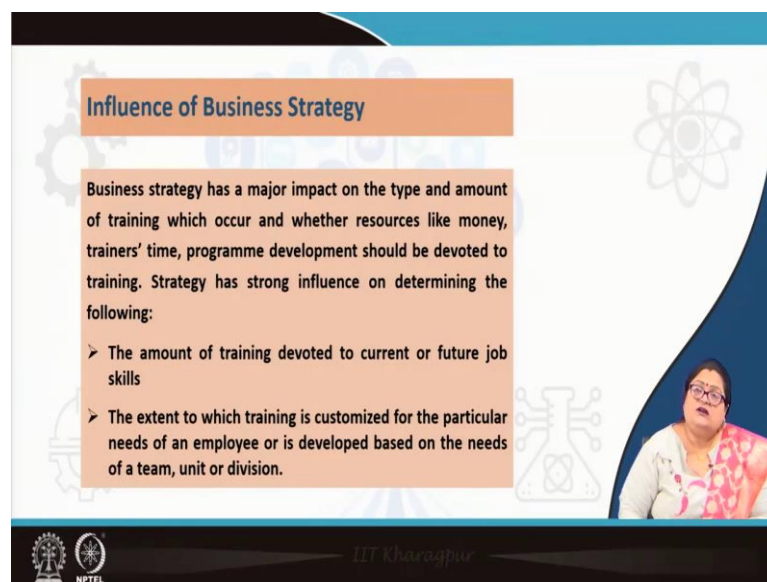
The slide features a blue and white background with faint icons of gears, a lightbulb, and a network diagram. A small inset video of a woman in a pink and white patterned top is visible in the bottom right corner.

So, business strategy is a plan that integrates the goals policies and actions of the company. The business strategy helps direct the activities of the company including

production, finance marketing and human resources to achieving specific goals. So, whenever we are talking of training and development. Training and development has a direct link to strategy as training helps employee to develop the required skills to perform the duties affecting the business directly. So, training and development enriches people with the skill sets that are required to do new duties or maybe duties which are defined in a new way and certain things.

So, it is direct link between training and business strategy as that it helps the employees to develop the required skills to perform their duties affecting the business directly.

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Influence of Business Strategy

Business strategy has a major impact on the type and amount of training which occur and whether resources like money, trainers' time, programme development should be devoted to training. Strategy has strong influence on determining the following:

- The amount of training devoted to current or future job skills
- The extent to which training is customized for the particular needs of an employee or is developed based on the needs of a team, unit or division.

The slide features a blue and white background with faint icons of a gear, a lightbulb, and a network diagram. A video feed of a woman with glasses is visible in the bottom right corner. The footer includes the IIT Kharagpur logo and the NPTEL logo.

The business strategy that you take has a major impact on the type and amount of training which occur and whether resources like money, trainers time, programme development should be devoted to training. So, here what you find over here like business strategy and your capability to pay; this is very important your capability and willingness to pay certain amount will have an impact on the training budget.

The amount of training that can be given and because here it depends on the resources that you can invest for it; like resources in terms of money, resources in terms of trainer's time and the programme development other options also. So, time, money these are important resources which you need to decide on which is going to define what kind of and how much training can be given to the employees in the organization.

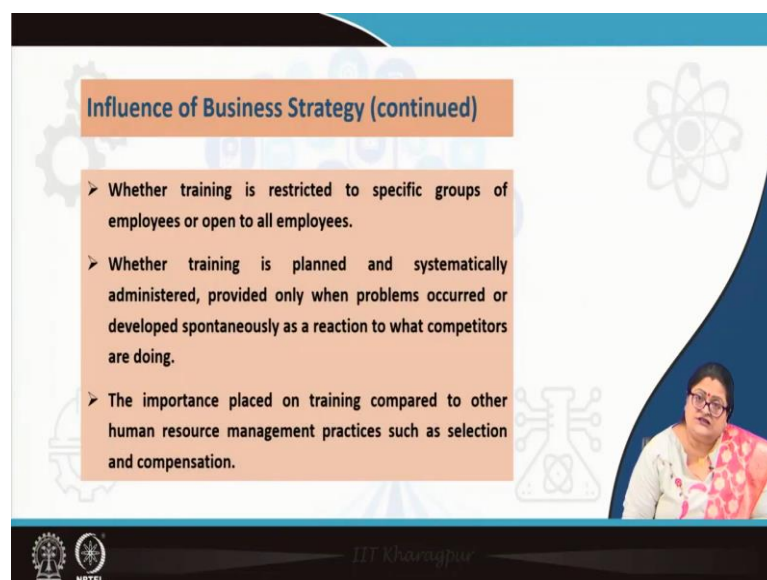
Strategy has a strong influence on determining certain things like the amount of training that is devoted to the current or future job skills and also what is the amount of training, the extent of training which is customized for the particular needs of employees or is developed based on the needs of a team unit or division.

So, it is whether individual focused training or whether it is a group level training or it is a division level training depends on like whether it is customized for the purpose of whom for the serving the needs of the employees or for determining whether unit lacks certain features and it is to be developed and all it moves in that way to the organizational level also.

So, the whenever we talking of strategic training, this customization of training is very important like we just can utter the word like, you know like the straightforward training or it is a like a generic term, but we have to understand like, training is for a purpose for someone to reach certain objectives. So, these are very specific terms which will vary according to the individuals needs and preferences also group needs and preferences.

So, we need to talk to the like people for whom the training is getting designed to understand their needs and accordingly rephrase maybe the training design also.

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Influence of Business Strategy (continued)

- Whether training is restricted to specific groups of employees or open to all employees.
- Whether training is planned and systematically administered, provided only when problems occurred or developed spontaneously as a reaction to what competitors are doing.
- The importance placed on training compared to other human resource management practices such as selection and compensation.

The slide features a blue and white background with faint icons of a gear, a brain, and a network. A video inset in the bottom right corner shows a woman with glasses and a pink patterned shawl. The NPTEL logo and 'IIT Kharagpur' are visible at the bottom.

There are other certain decisions which are taken by the organization as a part of training like design and implementation or certain questions very, sensitive questions like

whether the training is restricted to a specific group of employees or open to all employees; then whether training is planned and systematically administered provided only employees needed or when the problems occurred; or it has developed as a response to what the competitors are doing.

So, these things we need to take care of. So, it is very important that the, we know why we are going for a particular training, what is the problem that we need to address and, how do we do it. So, the importance placed on training compared to other human resource management practices such as: selection and compensation is much more importance's given to training because we always believe like whatever be the employees start with like employees are always capable of development in given a proper opportunity.

If given the like the proper learning environment, the employees have a need to grow through this training and development processes. So, which is the, a very high importance is placed on training compared to other HR processes like selection and compensation.

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The slide is titled "Formulation of Business Strategy" and lists five major parts of business strategy formulation. It includes a list of five items: Company mission, Company goals, External analysis, Internal analysis, and Strategic choice. Below the list, it states that the description of all these has been made in the following sections. The slide also features a small inset image of a woman in the bottom right corner and logos for IIT Kharagpur and NPTEL at the bottom.

Formulation of Business Strategy

There are five major parts of formulation of business strategy, such as-

- Company mission
- Company goals
- External analysis
- Internal analysis
- Strategic choice

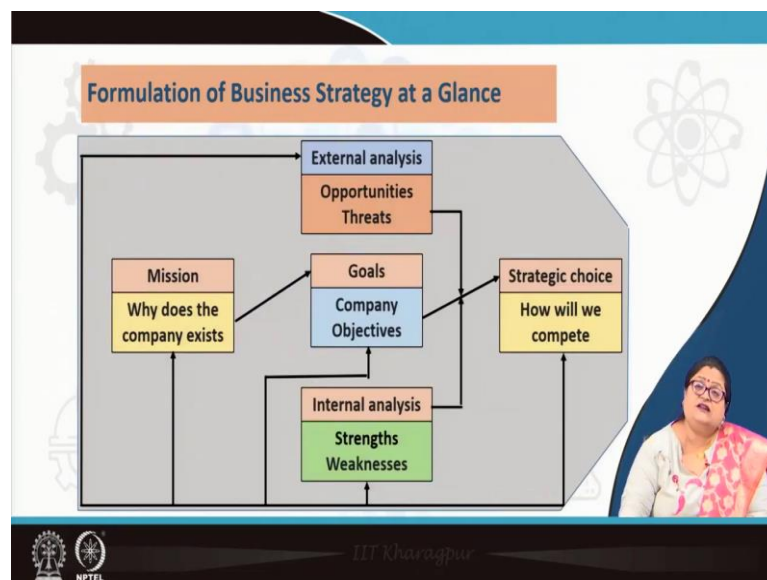
The description of all about these has been made in the following sections.

Now there are five major parts of formulation of business strategy such as- company mission, company goals, external analysis, internal analysis, and strategic choice. So, this if we can see like you have to understand what you want to do, how we want to do, if we have to definitely study the external environment of the organization.

The internal environment of the organization also because sometimes the external environment and the internal environment reacts with each other. So, then analysis should be done on the external analysis and also the internal analysis to understand the risks and challenges from each side, then what are the strategic choices like to solve a problem there could be n number of pathways, but which are the pathways that the organization choose for itself based on a certain self surviving logic.

So, what are those strategic things that are choices that are made by the organization and of course, like all these things coming together then, what is the final outcome that is coming too. So, these major parts of formulation of business strategy are very important specifically during the internal analysis and the external analysis.

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Because this analysis helps to make the strategic choice like, decision regarding how we are going to answer to the demands of the environment. So, if you can see the illustration through this chart you will find in external analysis we analyze with the opportunities and threats.

In the mission we understand it is understanding of why the company exists, it give rise to the goals which are the company objectives I want to do this, I want to do that. So, if those are the objectives the strengths and weaknesses of the, internal analysis and also the external analysis in terms of opportunities and threats. So, these are going to

definitely influence and the each other and their goals also and the organization may have to rethink about, what are the things that they are choosing as company objectives.

So, if now that path is well settled like you can balance between external environment and the internal environment and the organization is also knowing like, why they have taken up certain objectives and then what happens there could be n number of ways to reach that solution and the strategic choice is how will you compete with others, with the based on the resources that you have, what is the resource gap that you need to develop and how you close that gap.

So, whenever we are talking of closing that gap which the person may recognize that the person is having out of these external and internal analysis then, that is where the importance of training comes.

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The slide features a title bar with the text "Description of Diagram on Formulation of Business Strategy". Below the title, there are two main sections: "Company Mission" and "Company Goals". The "Company Mission" section includes a definition and a note about vision. The "Company Goals" section includes a definition and a note about training. A small inset image of a woman is visible in the bottom right corner of the slide content area. The slide also contains logos for IIT Madras and NPTEL at the bottom left.

Description of Diagram on Formulation of Business Strategy

- **Company Mission**
It is statement of reason why company is existing. It may vary but typically include information on what the company does, the customers served, the value received by the customers and the technology used. On the other, the vision is the picture of what the company wants to achieve in future.
- **Company Goals**
Company's goals are what the company wants to achieve in the medium to long term operation. It reflects how the mission will be carried out. Training can contribute to a number of different goals.

So, we will try to describe this in details. Company mission: It is a statement of reason why company is existing. It may vary, but typically include information on what the company does, the customers that are served, the value received by the customers and the technology used. On the other hand, the vision is the picture of what the company wants to achieve in future.

So, whenever you are talking of mission it talks of present why I am existing. So, and whenever you are talking of vision is what I want to achieve in future a goal setting, a

target setting. So, the company goals: Company goals are what the company wants to achieve from in the medium to long term operations. It reflects how the mission will be carried out. Training can contribute to a number of different goals.

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The slide features a title box at the top: "Description of Diagram on Formulation of Business Strategy". Below this, there are two main sections. The first is "Internal and external analysis", which explains that these are combined to form a SWOT analysis, consisting of internal strengths and weaknesses, and external opportunities and threats. The second section is "Strategic choices", which states that after a SWOT analysis, a company has the information needed to consider how to compete, generate alternative business strategies, and make a strategic choice. A video inset in the bottom right corner shows a woman in a pink and white patterned sari speaking. The slide also includes the NPTEL logo and the name "Dr. Khuram" at the bottom.

Internal and external analysis as we have told there are stakeholders both internal to the organization and external to the organization. So, these are combined to form altogether what is called the SWOT analysis. The analysis consists of internal analysis of strength and weaknesses.

The external analysis is made of threats and opportunities and like some threat whether it is existing or it may be anticipated. Accordingly, the people who will be getting prepared to face certain uncertainties will be well prepared through this internal and external analysis, because it helps us to know where we stand with respect to the demands from the environment.

Now, the strategic choices is after the SWOT analysis is completed. The company has to has all the information it requires to consider, how to compete generates and several alternative business strategies and to make a strategic choice. So, whenever we are making a strategic choice, it should be such that is well aligned with the needs of the employee's government and the organization and it appears a win-win situation to all of them.

So, and that this decision can be based only after I do have a holistic picture of everything happening in the organization and it considers based on, how to compete whether to generate choices then alternative business strategies etcetera. So, this is very important in making a strategic choice, SWOT analysis is very important.

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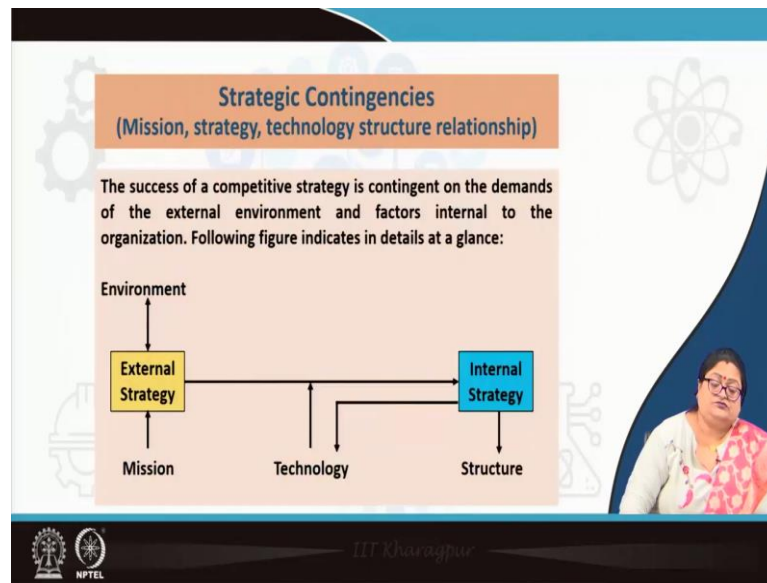


The steps of strategy implementation: This different step of strategy implementation are:
- Developing an organization having potential of carrying out strategy successfully.
Disbursement of abundant resources to strategy-essential activities. Creative strategy encouraging policies. Employing best policies and programs forever and for the constant improvement. The word constant improvement is very important like best policies and programs for constant improvement.

Linking reward structure to accomplishment of results. Making use of strategic leadership. So, here what we find that the strategy implementation is a continuous process. It is not a one-time activity, developing an organizational potential of carrying out strategies successful is very important along with that is important is of course, the framing of policies abundant resources and the continuous effort on the part of the employees, the part of the organization to upgrade oneself to reach the objectives to accomplish the results.

And in this of course, like the leadership plays a major role.

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Now, what are the strategy contingencies? What we find over here is the success of a competitive strategy is contingent on the demands of the external environment and factors internal to the organization. So, no strategy can be cannot be successful; no strategy can be successful, if it is not taking into consideration what the environment is what it was what are the challenges internal to the organization and what some of the like prominent parties the important stakeholders may want.

So, if we have to; if we can balance both its fine if not then maybe we have to give the correct focus to like the internal strategy and the external strategy and we have to answer them maybe separately and then try to find out the common points like how we can balance them. So, the success of a competitive strategy is contingent to the demands of external environment and factors which are internal to the organization.

So, this is a diagrammatic representation of that.

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Strategic Contingencies
(Mission, strategy, technology structure relationship)

The diagram in the prepage represents the relationship among environment, strategy, structure and technology.

- Strategy is the process of making internal adjustments to accommodate the demands of external environment.
- The arrow between strategy and environment shows the influence in both directions. It reflects the fact that the choice of competitive strategy may change the environment where the firm operates.
- The external strategy requires an internal strategy to be developed and implemented. Key factors in the internal strategy are the organization's structure and core technology.

Dr. Khushi Gupta

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So, in this diagram we find a relationship between environment, strategy, structure and technology. Strategy is the process of making internal adjustments to the accommodate the demands of the external environment. So, here we are focusing more on the internal adjustment. So that, we can like answer to the demands of the external environment. The arrow that is seen between the strategy and environment shows the influence in both directions.

It reflects the fact that, the choice of competitive strategy may change the environment where the firm operates. The external strategy requires an internal strategy to be developed and implemented. The key factors in the internal strategy of the organization structure and core technology. So, the external strategy is heavily dependent on the, internal strategy and the internal strategy are the very important and for its like the organizational structure, core technology, the systems present in the organization these are very important.

Because that will define like how what are my strengths what are my capabilities to face the external environment.

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Value of Training and Development to Business

A company or a business house recognizes the value of training and development and find them as part of better learning. The capabilities required are as follows:

- ❖ Alignment of learning goals to business goals,
- ❖ Measurement of the overall business impact of the learning function,
- ❖ Movement of learning outside company to include customers, vendors and suppliers,

The slide features a blue and white background with gear and atom icons. A video feed of a woman in a pink patterned top is visible in the bottom right corner. The NPTEL logo and 'IIT Kharagpur' are at the bottom.

Now, what is the value of the training and development of business? So, here till here we have learnt about what are the different kinds of strategies, and what is the place of training and development you know in the hierarchic of business strategies, how it can be made useful for both at the organizational level, individual level and at the group level. So, now, we will come to the question the value of training and development to the business.

So, company or a business house recognizes the value of training and development and find them as a part of better learning. The capabilities required are like alignment of the learning goals with the business goals, measurement of the overall business impact of this learning function and like movement of learning outside company to include customers vendors and suppliers. So, whenever we are talking of like human resource development. So, at that with that coinage of the term itself, what comes is the value that people place on the training and development and how it adapts to better learning.

So, the capabilities that people need to develop are alignment of internal processes, goals with the business goals then, vice versa like how the business goals are getting connected with the organizational goals. The similarly how the; how the organizational goals gets affected by the learning functions because, now we want to align the learning goals with the goals of the organization and also, how we can spread this learning process this is a habit that we need to spread.

So, across the boundaries between different customers, vendors and supplier. So, that they also become knowledgeable of how to behave and what to like expect from the company and how to hand hold each other as a common group.

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The slide features a title 'Value of Training and Development to Business' in an orange box. Below it, a yellow box contains the text '(Continued...)' followed by a bulleted list of four points. A video inset in the bottom right corner shows a woman speaking. The slide also includes decorative icons of gears, a brain, and a person, and logos for IIT Kharagpur and NPTEL at the bottom.

Value of Training and Development to Business

(Continued...)

- ❖ A focus on developing competencies for the most critical jobs,
- ❖ Integration of learning with other human resource functions,
- ❖ Delivery approaches that include class room as well as e-learning,
- ❖ Design and delivery of leadership development course,

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A focus on developing competencies for the most critical jobs. Integration of learning with other human resource functions, then delivery approaches that include classroom as well as e-learning, and design and delivery of leadership development course. So, these are the important functions that training and development have for business.

So, it focuses on the competencies of the critical jobs then it how in learning process is blended with other HR functions and the delivery approaches like how to go for newer technology like e-learning platforms which are like within the reach also of different people to do it. So, how to like reach every household kind of thing to or like how to make employees learn at their free time at their own place is when we are talking of designing this e-learning programs.

So, this is self mode kind of learning and design and delivery of leadership of development course. Leadership development course; so, of course, like who is the leader, what are the leadership styles, what would be the leadership style given situation. These we need to learn and this like you this needs to leads to development and we need to learn about it and how it will be delivered whether it is like recorded video where,

people can like see those videos and learn by self and their own ease or the workshop will be arranged for this or a seminar will be called for this.

These are design issues which like the need to be discussed; whenever we are talking of the design and delivery of leadership development course because the organization has to decide on, how it is going to like bring to the people the next course and so that it is attractive. So, that they get interested to learn it these are very important things.

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Possible Business Goals Influenced by Training

Training has influenced on the following possible business goals:

- Productivity.
- Reduced scrap and network.
- Increased customer satisfaction.
- Reduced operational risks and accidents due to carelessness of employees.
- Increased employee satisfaction and retention.


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Now what are the possible business goals influenced by training? Training has influenced the following business goals productivity; it has reduced scrap and network. It is increased customer satisfaction and reduced operational risk and accidents due to carelessness of employees and increased employee satisfaction and retention. So, it is important to see like, when it is reduced scrap and network, we are talking of like how it is improved and like how the wastages have been removed and then also we are talking of reduced operational risk and accident due to carelessness of employees.

So, this is where we find the employees also are putting their mind into like collective effort into understanding that these things are bad like you know like; if you are not answering to the ways of doing things as mentioned and if you are not following the instructions then (Refer Time: 33:30) we run through the risks and accidents may happen. So, they are also becoming self motivated to like do away with the carelessness and be more conscious while they are working.

So, reduced operational risk and accidents due to carelessness of employees is of course, an important like contribution of training to the field. It increases employee satisfaction and retention.

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The slide is titled "Possible Business Goals Influenced by Training" in a blue box. Below the title, it says "(Continued...)" in a yellow box. A list of four bullet points follows: "Increased time and value-producing goods.", "Better management decisions", "Increased development of human capital", and "Succession planning needed for competitive advantage and growth." The slide features a blue and white background with faint icons of a gear, a hard hat, a person, and a circuit board. A small video inset in the bottom right shows a woman with glasses and a pink patterned top. The bottom of the slide has the NPTEL logo and the text "IIT Kharagpur".

So, increased time and value producing goods, better management decisions, increased development of human capital and succession planning is needed for competitive advantage and growth. So, this is the last line is very important like succession planning how do we start thinking of who can be my successor.

How I am grooming that person stage by stage, how I am helping that person to grow is also very important. So, succession planning is needed for competitive advantage and growth and its needs to be a very well thought about process and like it should be done and the succession planning should be done in a very careful slowly way. So, that it does not come like a surprise on one day it has to be a very slow process; consciously taken up by the organization. So, that they are able to find out the next leader this is very important.

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So, these are the references that we have used for these slides. This part of the lecture session has given a clear picture on the concept, of strategy business strategy and various other aspects of business strategy and training which may be very beneficial to all learners.

So, in the second session we will be discussing on more aspects of the strategic training and; so, why it is important, how it gets linked to business, what are the things it needs to be careful about if it wants to get linked to the business, all this will be discussing in the upcoming lectures please stay tuned with us.