

**Principles of Management**  
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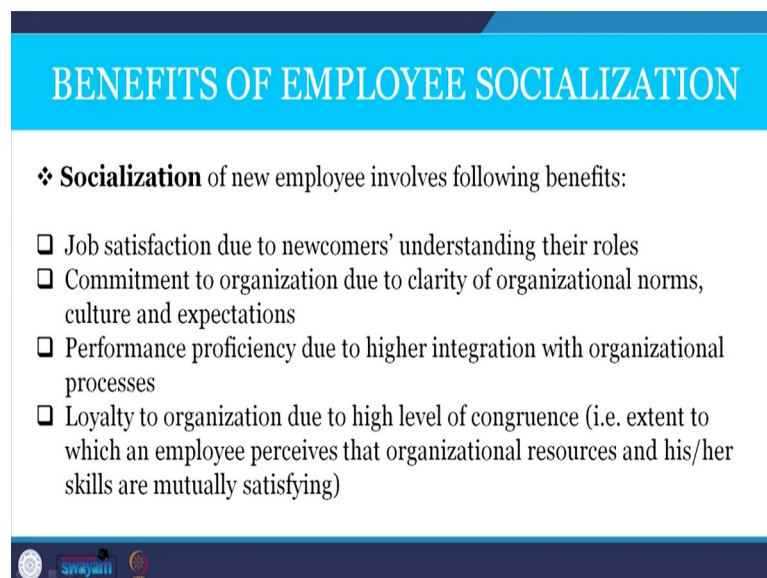
**Lecture - 37**  
**Staffing and Coordination - IV**

In the lecture series on Staffing and Coordinating, we discussed about what is human resource management and the stages of human resource management. We discussed about human resource planning, recruitment, then orientation or employee socialization.

And, we will carry forward the discussion with employee socialization which is familiarizing employees with organization and its various aspects knowing about the organizations policies, knowing about the peers or the reporting relationship in the work place.

So, an employee need to know with whom he is or she will be working, so as to acclimatize to the workplace to be more comfortable and to break forth or to break away the hesitation initial hesitation so that it works like an icebreaking exercise.

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**BENEFITS OF EMPLOYEE SOCIALIZATION**

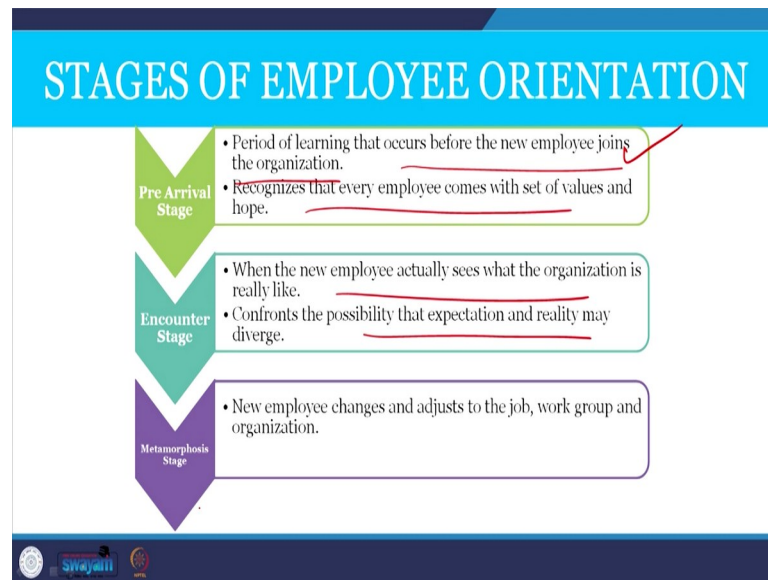
❖ **Socialization** of new employee involves following benefits:

- ❑ Job satisfaction due to newcomers' understanding their roles
- ❑ Commitment to organization due to clarity of organizational norms, culture and expectations
- ❑ Performance proficiency due to higher integration with organizational processes
- ❑ Loyalty to organization due to high level of congruence (i.e. extent to which an employee perceives that organizational resources and his/her skills are mutually satisfying)

The slide features a blue header with the title 'BENEFITS OF EMPLOYEE SOCIALIZATION'. Below the header, the text '❖ Socialization of new employee involves following benefits:' is followed by a bulleted list of four points, each marked with a square icon. The footer of the slide contains three small logos: the IIT Roorkee logo, a 'Swayam' logo, and a circular logo with a book icon.

There are several benefits of socialization of employee; job satisfaction, commitment, loyalty of an employee, emanates when there is a socialization. There is a proper structured employee socialization program.

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And now, we will discuss about the stages of employee socialization or employee orientation. There are three important stages; one is pre arrival stage, then encounter stage and metamorphosis stage. What are these stages? The pre arrival, encounter and metamorphosis stage. Let us know in more detail and how does it help employee to familiarize with the workplace. So, pre arrival is the period of learning that occurs before the new employee joins the organization.

When an employee joins, before that the period of learning that occurs when before the employee joins the organization, he learns about the organization through various sources. Through the present employees, through various available news material, or through other articles or say nowadays through social networking site.

So, the person is familiarized through various exposition to various sources of information. Recognizes that every employee comes with a set of values and hopes. When a new person joins, he comes with aspirations. Certain aspirations of how he would carry forward his career in the organization, what are the achievements, personal goals he would accomplish in this organization. So, there are certain personal wishes of an individual.

The second stage that is encounter stage, when the person actually encounters the job or the workplace. So, when the new employee actually sees what is the organization what

the organization is really like. He confronts the possibility that expectations and reality may diverge.

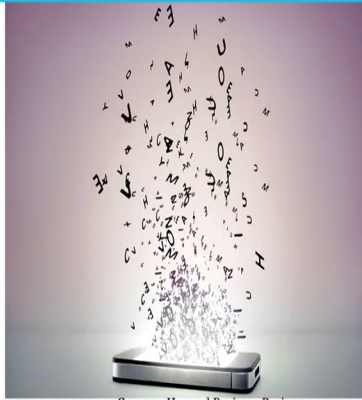
So, some people come with some expectations and on reality that is in the counter stage when they finally confront, when they finally encounter the job. There may be some kind of discrepancy in what they aspired and what they really felt on the first through their first stand experience. So, which make discomfort the individual or may create a gap or may create a kind of say dissatisfaction.

So, the familiarization of employee helps him or her to understand the situation in a better manner. So, encounter stage is actually the stage where the person meets various organizational reality. Then the third stage that is metamorphosis. New employee changes and adjust to the job in due course of time, work group and the organization the policies slowly starts understanding and accommodating himself to the work place.

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## 5. EMPLOYEE TRAINING AND DEVELOPMENT

- **Training** refers to methods employers use to give new or present employees the knowledge and skills needed to perform their jobs
- Training today is characterized by three things:
  1. Increasingly *technology-based*
  2. Trainers focus more explicitly on *improving organizational performance*
  3. Training includes *more than technical skills* and usually includes *team-building, decision-making and communication skills* training



Source: Harvard Business Review

Then, we will discuss about the next point that is after orientation, after acclimatizing the employee with the workplace with various stages of acclimatization or orientation or socialization pre stage encounter and metamorphosis. Once the employee adjusts to the environment, he moves further, he starts working on the assignments being bestowed on him and then the individual is imparted training from time to time.

Training refers to methods employers used to give new or present employee, the knowledge and skill needed to perform their job. So, training is a sequential step of learning about the various skills, knowledge required for effective performance. Training today is characterized by three things; one is technology based learning, another is improving the performance.

The third one is to make the person efficient in various types of skills, like decision making, communication and so on. So, training today is characterized by three things; one is increasingly technology-based learning, the second point is trainers focus more explicitly on improving organizational performance.

Trainers or coach or mentors their focus is on improving the performance of organization, improving organizational goals. So they coach the individual effectively to perform and the training includes more than technical skills mostly the soft skills are equally important for an employee to perform on the job.

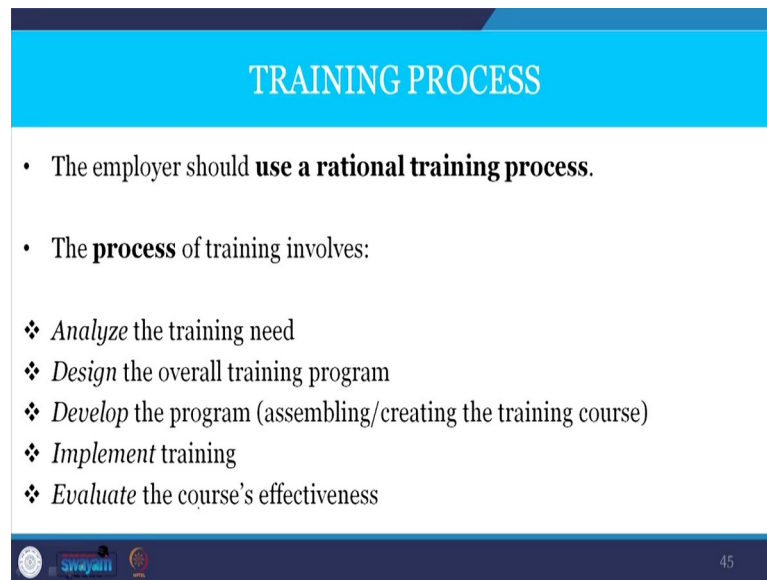
So, usually includes team building exercises, decision making techniques, communication skills training. So, what we have covered so far in the principles of management, we have discussed about each of these skills soft skills, that is how decisions are being taken, how individual takes decision and in a group, because group performance is very important in organization to take effective decisions.

So, when employees take decisions as an individual or in a group, what are the problems, what are the biases they encounter and how they can effectively overcome those biases to be a very decent decision maker or effective decision maker.

How the person can effectively communicate, what are the barriers in communication process, what how the person can improve his verbal and nonverbal communication, how he can be effective in giving instructions taking instructions improving observational skills and so on.

So, these skills training are very important. Next moving on to the training process.

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## TRAINING PROCESS

- The employer should **use a rational training process**.
- The **process** of training involves:
  - ❖ *Analyze* the training need
  - ❖ *Design* the overall training program
  - ❖ *Develop* the program (assembling/creating the training course)
  - ❖ *Implement* training
  - ❖ *Evaluate* the course's effectiveness

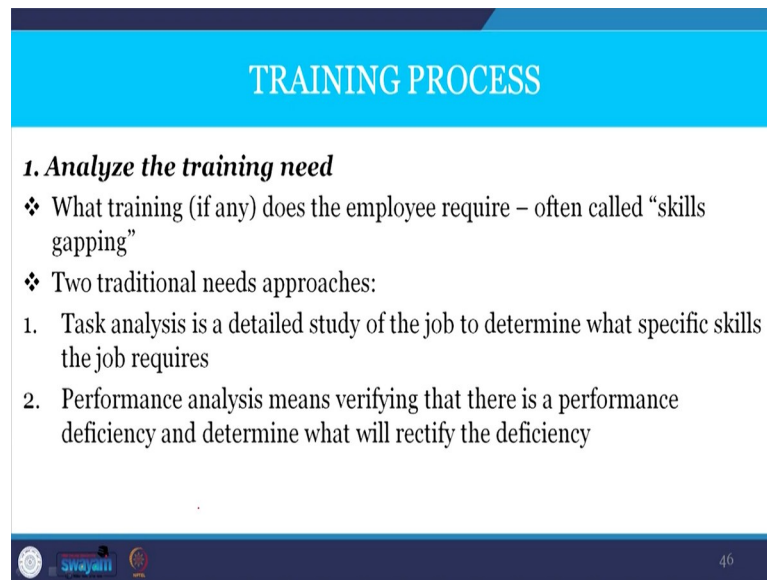
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The employer should use a rational training process. What is rational training process? The process of training involves analyzing the training needs. Say, in a large organization with many employees working say maybe in around 100000 employees working or more than that in different positions, in different locations across the globe. We do not know what is the training needs of each individual based on the nature of the job.

So, analysis of the training needs is very important. Further design the overall training program so that there the individual takes a holistic learning from the organization develop the program in such a manner like assembling, creating the training course. So, there should be an effective development of training program.

Implement the training which is designed and developed and evaluate the courses effectiveness. So, training program training process in improves includes, analyzing, designing, developing, implementing and evaluating the courses effectiveness.

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## TRAINING PROCESS

**1. Analyze the training need**

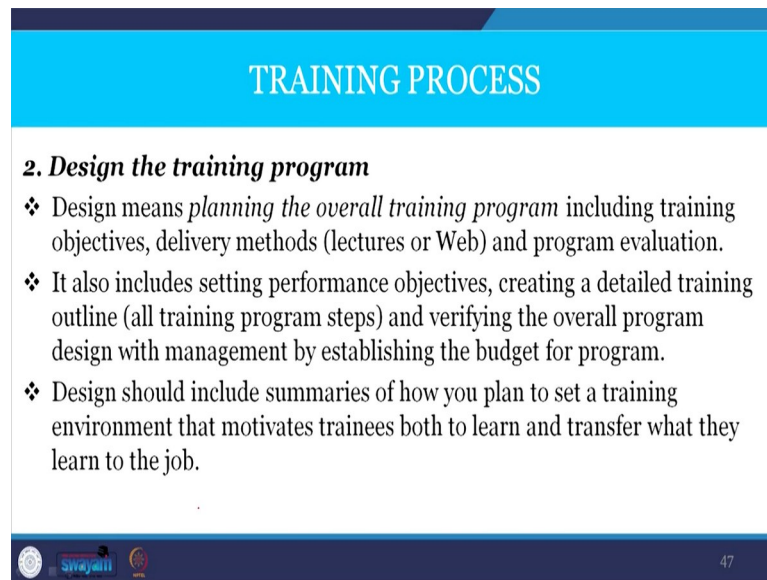
- ❖ What training (if any) does the employee require – often called “skills gapping”
- ❖ Two traditional needs approaches:
  1. Task analysis is a detailed study of the job to determine what specific skills the job requires
  2. Performance analysis means verifying that there is a performance deficiency and determine what will rectify the deficiency

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What is analysis of the training needs? What training does the employee require? Which type of training is being required often calls? Skill gaps, skill gaps or performance gaps. Two traditional needs approach; task analysis is detailed study of the job to determine what specific skills the job requires.

Performance analysis means verifying that there is a performance deficiency and determine what will rectify the deficiency. So, there are two things which are required; one is analyzing the task a detailed study of the job to determine which type of skill is required for performance on the job, the second one is performance analysis which verifies if there is any performance flaw in the individual and determine how to overcome that performance deficiency.

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## TRAINING PROCESS

**2. Design the training program**

- ❖ Design means *planning the overall training program* including training objectives, delivery methods (lectures or Web) and program evaluation.
- ❖ It also includes setting performance objectives, creating a detailed training outline (all training program steps) and verifying the overall program design with management by establishing the budget for program.
- ❖ Design should include summaries of how you plan to set a training environment that motivates trainees both to learn and transfer what they learn to the job.

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The second stage that is designing the training program. Design means planning the overall training program. Designing the entire training program including training objectives, delivery methods that is lecture or web based or through outsourcing and program evaluation.

So, different types of training modules are designed, say for example, customer relationship management or say imparting the training for project management, project management or employee engagement. So, it the need or understanding the goal of the training program is very important. What is the objective of the training program is important.

Say Six Sigma training method or total quality management training method. So, these methods need to identify the objective of the training program. And, say suppose employee engagement the objective is engaging employees, how customer satisfaction, how you can how the sales persons can satisfy customers at large.

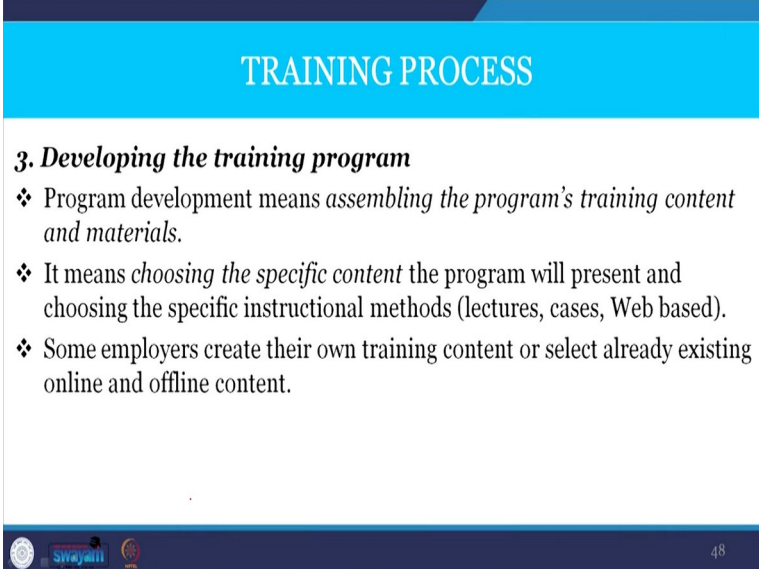
So, if the objective is well defined then delivery methods can also be further aligned that is through lectures, through action learning methods, through role plays, how we can impart training and further this training program can be evaluated. It also includes setting performance objectives; that means, what are required criteria to be attained by the individual.

Creating a detailed training outline all training program steps and verifying the overall program designs with management by establishing the budget for a program. So, it is also important to know apart from the training objectives, the course material, the mode of delivery it is important to know what is the budget, what would be the required budget within which the training program is to be executed.

To design should include summary of how you plan to set as training environment that motivates trainees both to learn and transfer what they learn to the job. Then third stage is developing the training program. How do we develop the training program?

Program development means assembling the programs training content and material. It means choosing the specific content the program will present and choosing the specific instructional methods lectures cases web-based learning etcetera.

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**TRAINING PROCESS**

**3. Developing the training program**

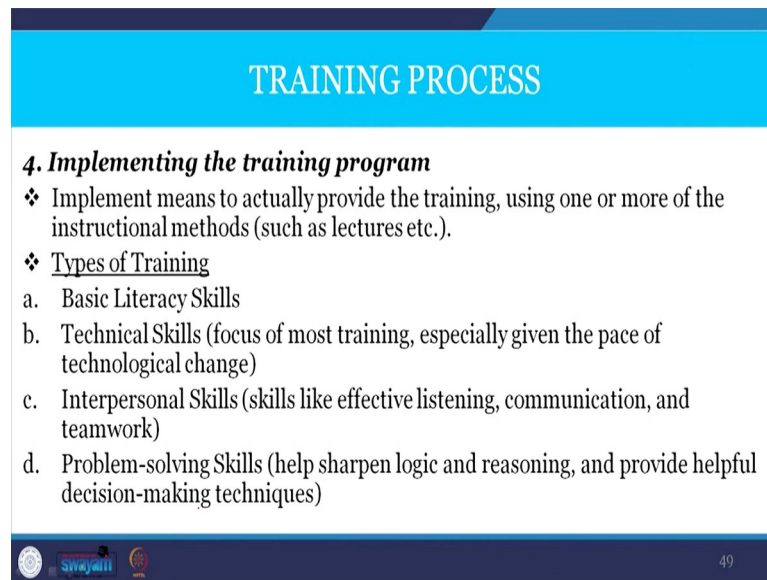
- ❖ Program development means *assembling the program's training content and materials*.
- ❖ It means *choosing the specific content* the program will present and choosing the specific instructional methods (lectures, cases, Web based).
- ❖ Some employers create their own training content or select already existing online and offline content.

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Some employees create their own training content or select already existing online and offline content. So, in the training development of the training program, program development means assembling the program content and material choosing the specific content and then designing the instructional methods.



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## TRAINING PROCESS

**4. Implementing the training program**

- ❖ Implement means to actually provide the training, using one or more of the instructional methods (such as lectures etc.).
- ❖ Types of Training
  - a. Basic Literacy Skills
  - b. Technical Skills (focus of most training, especially given the pace of technological change)
  - c. Interpersonal Skills (skills like effective listening, communication, and teamwork)
  - d. Problem-solving Skills (help sharpen logic and reasoning, and provide helpful decision-making techniques)

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Moving further, implementing the training program: implementing means actually providing the learning or the training using one or more methods of instruction like, lecture, different types of trainings are basic literacy skills, then technical skills focus on most training especially given the pace of technological change.

The then interpersonal skills training like effective listening, communication, observational skills, team building, interpersonal relations, achievement, orientation and so on. Problem solving skills are again they emphasis on logic and reasoning and provide helpful decision-making techniques, like we have been discussing about brain storming, nominal group technique and Delphi technique we discussed in, while we were doing we learnt about the planning and forecasting.

So various forecasting methods. Problem solving skills are very important for a manager to improve or hone his decision-making skills or improve the logical or rational thinking. Then further training methods can be aligned as formal or informal learning methods, on the job training or off the job training, e-training or e-learning methods.

What is formal? Something which is within the rules and regulations of organization, something which is planned in advance and in a very very structured format is called a formal learning method. Informal is one which is unstructured, has does not follow an sequence, unplanned and easily adaptable.

And 70 percent of all current training is of the type of informal learning. On the job training includes job rotation, apprenticeship, then understudy assignments, and formal mentoring programs may be disruptive to the workplace, includes job rotation. A person may be assigned a task to perform for 3 to 4 months and then the next month or maybe after 3 months he will be given a different assignment.

So, on a rotation basis if a person learns different assignments, he will be equipped with different types of skills by experience or by observation or experiential learning, which is called job rotation. Apprenticeship, some interns they work under experienced persons and so through observations under the guidance of the senior or experienced person or experts, they understand and learn to adopt to the work learn to work in a assignment.

Final year students would be taking some assignment as interns which is while doing their studies or continuing with the studies, they take up assignments in industry and which is otherwise called understudy or internship, internship programs and formal mentoring program.

In an organization, some mentors are being assigned to help individuals grow in their professional or to advance professionally. The mentors are being assigned who may help them to perform effectively on the assigned roles as well as they provide psycho social support for an individual to develop their self confidence.

So, these are various methods through which or on the job learning methods which will help an individual to improve performance. Off the job training methods like classroom lectures, videotapes, seminars, self study courses, internet-based courses, role plays case studies.

So, lectures learning from the experts is very important or a convenient method of learning because it is beyond the capacity of an individual to read each and every study material available.

So, basically when a lecture, when a lecture is being given, it is given as per a large volume of resource is provided to an audience in a very structured manner. So, classroom lectures are generally considered as a very; as a very convenient way of learning to a large audience by large audience, videotapes, learning can be also through

videotapes, listening to the videos lectures available through videos. Seminars; seminars or speaking on a particular topic in a very concise manner self study courses.

You can also refer to the notes which are available which have been prepared by an expert and internet based references. The references which are available on internet can also be used for learning. And role plays; when an individual is given a situation and asked to act. So the person understands or internalizes the situation and acts accordingly. So, through experience the person learns.

And case studies by observing certain cases or the real life cases the person also understands the situation and develops accordingly. And after that e-learning or e-training or computer-based training method is another method which is effective in training flexible, but expensive and not proven to work. It is very flexible e-learning method, but it is expensive, and it is not as effective.

So, in the training process the 5th stage or is evaluation evaluating training programs effectiveness. It is crucial for managers to evaluate the effectiveness of training program. Many factors determine training effectiveness; one is training method used, individuals level of motivation, trainee personality, those with internal locus of control, those who are internally motivated, those who take the owners of good and bad on themselves, that is internal locus of control.

High conscientiousness: high the high degree of dutifulness of an individual, high cognitive ability of an individual, high self efficacy learn best. So, trainee personality also is considered as very important factor on imparting effectiveness of a training program.

So, what we have discussed is, trainee many factors that determine effectiveness of training is training method, use of training methods individuals level of motivation to learn from the training methods or learn from various training exercises and the personality of the trainee.

That is those who have internal locus of control, those who are self motivated, those who have a high degree of a say conscientiousness or dutifulness, have a higher cognitive ability and self efficacy learn in a better manner. Then climate for training is important, because if you learn in an environment with low lighting or improper seating

arrangement with a noisy environment so there would be impact on or it would have a reverse impact on learning of the learners.

It will create a barrier in the learning process. So, climate of training is equally important. It is an ability to apply the learning to the job. So, how the training can be evaluated? A training evaluation form can be floated at the end of a training session.

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**EVALUATING TRAINING EFFECTIVENESS**

**Training Evaluation Form**

Questions marked with an asterisk (\*) are mandatory.

**Required Fields:**

1. \* Date of Training Session: \_\_\_\_\_
2. \* Location of Training: \_\_\_\_\_
3. \* Name of Trainer: \_\_\_\_\_
4. \* Select the category that best describes your position: \_\_\_\_\_
5. \* How was your training?  
☒ Web Conference or ☐ On-Site
6. \* How was your training?  
☒ Lecture Style or ☐ Hands-On

**Optional Fields:**

7. Name: \_\_\_\_\_
8. Email Address: \_\_\_\_\_
9. Telephone Number: \_\_\_\_\_

Please indicate the emphasis of each statement as it was covered in your training session.

**Program Content**

10. \* The content was relevant to my needs/job.  
☒ Strongly Agree ☐ Agree ☐ Not Sure ☐ Disagree ☐ Strongly Disagree
11. \* I can use the product(s) more effectively than I could before I attended today's training.  
☒ Strongly Agree ☐ Agree ☐ Not Sure ☐ Disagree ☐ Strongly Disagree
12. If exposed to Web Conference, the Web Conference technology was easy to use and an effective way for me to receive training.  
☒ Strongly Agree ☐ Agree ☐ Not Sure ☐ Disagree ☐ Strongly Disagree
13. \* The length of the training session was appropriate.  
☒ Strongly Agree ☐ Agree ☐ Not Sure ☐ Disagree ☐ Strongly Disagree
14. \* The instructor was well organized and prepared.  
☒ Strongly Agree ☐ Agree ☐ Not Sure ☐ Disagree ☐ Strongly Disagree
15. \* The instructor presented the material in a logical sequence.  
☒ Strongly Agree ☐ Agree ☐ Not Sure ☐ Disagree ☐ Strongly Disagree
16. \* The instructor was knowledgeable about the course material.  
☒ Strongly Agree ☐ Agree ☐ Not Sure ☐ Disagree ☐ Strongly Disagree
17. \* The instructor answered questions effectively.  
☒ Strongly Agree ☐ Agree ☐ Not Sure ☐ Disagree ☐ Strongly Disagree

**Satisfaction**

- 18. \* Please rate your overall satisfaction with this training session.  
☒ Extremely Satisfied ☐ Satisfied ☐ Not Sure ☐ Dissatisfied ☐ Extremely Dissatisfied

**Written Comments:**

- 19. What was the most useful thing that you learned in today's training session?  
\_\_\_\_\_
- 20. What suggestions do you have to improve this functionality only (or content of this document)?  
\_\_\_\_\_
- 21. What suggestions do you have to improve this training?  
\_\_\_\_\_
- 22. If you are interested in this program, may we follow up with you personally? If yes, please make sure to enter your name and contact information at the start of this form.  
☐ Yes ☒ No

So that you can give them some say a structured questioner format and ask questions like: when did you join for the training, what is the location of the training, what is the name of the trainer, and then who was your training a web based or on site, and was a training a lecture style or hands on?

You can also ask some optional fields like in some questions like, what was the training content, the content was relevant to the job or not, and could you attend the training today I can use the product more effectively, whether you can use this the training content effectively or not.

Or the training is conducted through web or certain questions related to instructor. Whether the instructor has been able to deliver the lecture effectively or not, was the content well organized and prepared planned, planned effectively, the instructor presented the material in a logical manner or not, the instructor was knowledgeable about the course material or not.

So, such questions will give you a reference of evaluating the effectiveness of the training program. The instructor could handle the questions effectively or not could address to your doubts, and then what is the level of satisfaction of an individual from this learning.

And some written comments and open ended questions can also be asked the can be asked like, what was the most useful thing that you learnt in the today's training session, and did it improve your functionality and content of the database, and does this training help the individual to carry forward his work task effectively or not, and what would be the areas of improvement of the personality of the individual who has taken up the training program.

So, this will overall help this assessment or this when the individual reviews this form or give response to the form, he would be able to evaluate the training effectiveness. Further, we will also discuss about diversity training. As we are now moving in multicultural global organizations.

As organizations are now no more restricted to restrictive or to specific geographical territory, there is a kind of workplace which is mostly globalized workplace or globalization has led to inclusion of multicultural, multigenerational workforce which will have certain challenges on its own.

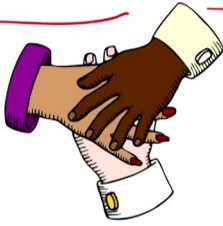
So, diversity training or having a work place where there is general diversity, where there is diversity of people working in the workplace. So, diversity in a way means some visible and invisible forms of diversity. Visible diversity, people with differences in age gender race religion and say educational background and so on. So, say their generational backgrounds, generational different generational cohorts are working in the same organization, so there are differences.

And differences may lead to say decline in performance. So, the objective of the organization is always to overcome the differences which arise due to diversity. So, diversity training is important.

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## DIVERSITY TRAINING

- Used to increase awareness and to examine stereotypes
- Participants learn to value individual differences, increase cross-cultural understanding, and confront stereotypes



The slide features a blue header with the title 'DIVERSITY TRAINING'. Below the title, there are two bullet points. The first bullet point is 'Used to increase awareness and to examine stereotypes', with 'increase awareness' and 'examine stereotypes' underlined. The second bullet point is 'Participants learn to value individual differences, increase cross-cultural understanding, and confront stereotypes', with 'individual differences' and 'confront stereotypes' underlined. Below the text is an illustration of two hands shaking, one with a purple sleeve and the other with a yellow sleeve. At the bottom of the slide, there is a dark blue footer with logos and the text 'Swayam'.

How diversity training is being imparted? It is used to increase awareness and to examine the stereotypes associated with respect to a multi cultural or multigenerational workforce or otherwise a diverse workforce.

How to increase an awareness? So, diversity training emphasizes on awareness building about the existing stereotype, about people with differences. Participants learn to value individual differences, increase cross cultural understanding and confront various stereotypes.

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## MANAGERIAL DEVELOPMENT

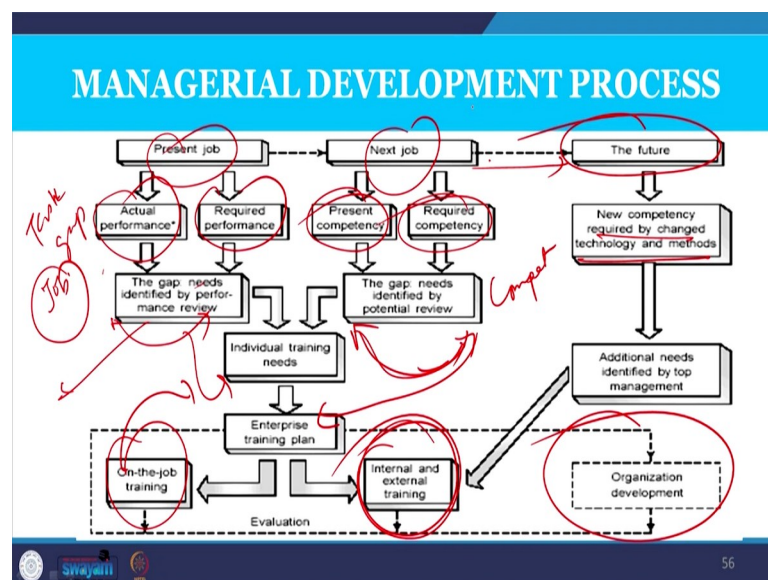
- Manager development refers to long-term, future oriented programs and the progress a person makes in learning how to manage
- Managerial training pertains to the programs that facilitate the learning process and is mostly a short-term activity to help people to do their jobs better

The slide features a blue header with the title 'MANAGERIAL DEVELOPMENT'. Below the title, there are two bullet points. The first bullet point is 'Manager development refers to long-term, future oriented programs and the progress a person makes in learning how to manage', with 'Manager development' underlined. The second bullet point is 'Managerial training pertains to the programs that facilitate the learning process and is mostly a short-term activity to help people to do their jobs better', with 'Managerial training' underlined. At the bottom of the slide, there is a dark blue footer with logos and the text 'Swayam'.

And further we will be discussing about what is managerial development or management development. Manager development refers to long term future-oriented programs and the progress of a person in learning how to manage things. Managerial training pertains to programs that facilitate the learning process.

And is mostly a short-term activity to help a people to do their jobs better. So management development programs it is future oriented, it is a long term series of programs which will help the individuals progress in progress on various professional roles. And training is a just short term activity which help individual to perform the immediate job in a better manner.

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Managerial development process will see, what is the present job and what is the actual performance of the individual, what is required performance of the person, required performance for a specific task. So, then they can manage, they can identify the managers can identify the gap or the gap analysis can be done which will be used during the performance review.

And, if an individual is individual fails to perform as per the required performance, his actual performance and the required performance there is a gap. So, the individual will be referred for training like say on the job training or external or internal training. So, any different types of training can be imparted to the individual in order to improve his performance.

So, if he moves on to the next job then he will be again assessed for his present and required competency and then the gap can be measured. So, the person can always be based on the competency and based on the job task.

The gap between the competency can be assessed. So, I would like to tell you that there are two things; one can assess the nature of the task, the present performance on the task, and the required performance on the task. There is if there is a discrepancy or the gap, the individual will be referred for training.

Similarly, if a person present competency and the required competency to perform a task, there is a; there is a gap or discrepancy then the individual will be referred for training. So, based on competency gap and based on the task gap or job related gap, so there would be an assessment of individual and the individual would be referred to referred for a training program.

The training can be on the job or off the job. Training program can be internal and external training based on the evaluation, and then if a person does better, he will be referred for future positions. The new competency is required by change technology and method and additional needs.

So, this all talks about how an individual can be developed for future roles as well as for the present assignment, how he can or he or she can be referred for improving the performance through training.



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**APPROACHES TO MANAGER DEVELOPMENT:  
ON-THE-JOB TRAINING**

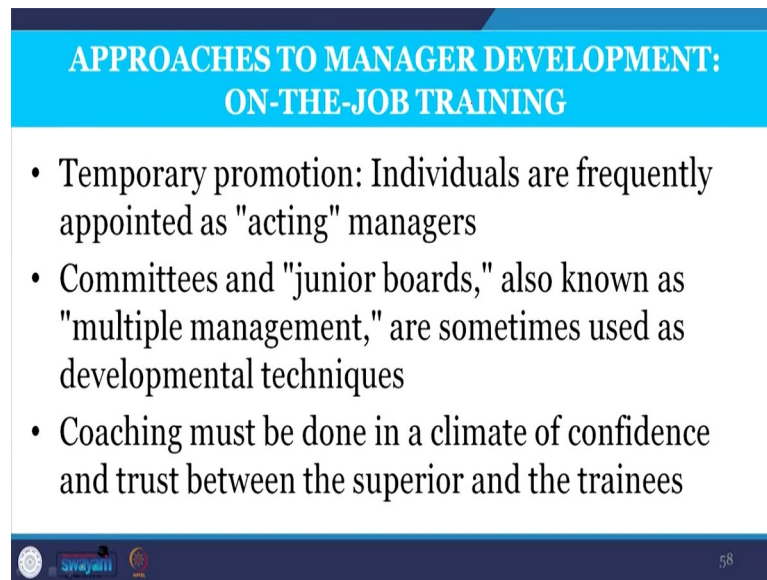
- Planned progression is a technique that gives managers a clear idea of their path of development
- Job rotation is to broaden the knowledge of managers or potential managers
- "Assistant-to" positions are frequently created to broaden the viewpoints of trainees by allowing them to work closely with experienced managers

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So, what we discussed here? We have discussed about various approaches to management development. On the job training program, which is a planned progression is a technique that gives managers a clear idea for the path of development. So, if an employee is hired, so there should be a sequential step of or sequence of action plans to be designed so that he can develop his future competencies, he can be groomed for future roles through a sequential step of actions or through various developmental measures.

Job rotation is the broaden is to broaden the knowledge, job rotation is to broaden the knowledge of managers or potential managers. Assistant to positions are frequently created to broaden the viewpoint of trainees by allowing them to work closely with experienced managers. And temporary promotion individuals are frequently appointed as acting managers.

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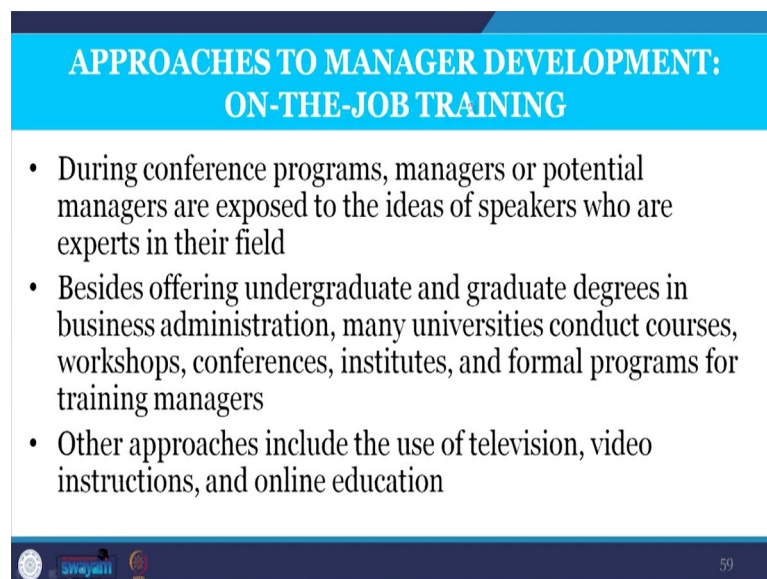
**APPROACHES TO MANAGER DEVELOPMENT:  
ON-THE-JOB TRAINING**

- Temporary promotion: Individuals are frequently appointed as "acting" managers
- Committees and "junior boards," also known as "multiple management," are sometimes used as developmental techniques
- Coaching must be done in a climate of confidence and trust between the superior and the trainees

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Committees and junior boards also known as multiple management are sometimes used as development techniques. Coaching must be done in a climate of confidence and trust between superior and trainees.

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**APPROACHES TO MANAGER DEVELOPMENT:  
ON-THE-JOB TRAINING**

- During conference programs, managers or potential managers are exposed to the ideas of speakers who are experts in their field
- Besides offering undergraduate and graduate degrees in business administration, many universities conduct courses, workshops, conferences, institutes, and formal programs for training managers
- Other approaches include the use of television, video instructions, and online education

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### APPROACHES TO MANAGER DEVELOPMENT: ON-THE-JOB TRAINING

- Business games and experiential exercises have been used for some time. Now computers are also used
- Special training programs are used for specific purposes
- Determining the effectiveness of training requires measurements against standards and a systematic identification of training needs and objectives


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### 6. PERFORMANCE APPRAISAL

❖ **Performance appraisal** means evaluating an employee's current and/or past performance relative to his/her performance standard.

❖ It also involves setting performance standards and assumes that employee receives the training, feedback, and incentives required to eliminate performance deficiencies.



Source: Innovation management.se

So, we are concluding here that, various types of training programs help or the management training and management development programs like, business games and experiential exercises have been used sometimes. Now computers are used for special training programs and, then determining the effectiveness of training requires measurements against standards and a systematic identification of training needs.

So, with this we have discussed in details about the training programs and we have also discussed about how management development programs can be given, which will help

in improving the efficiency of an individual employee. So, employee would be would become a talent and effectively would add value to the organization.

Thank you.