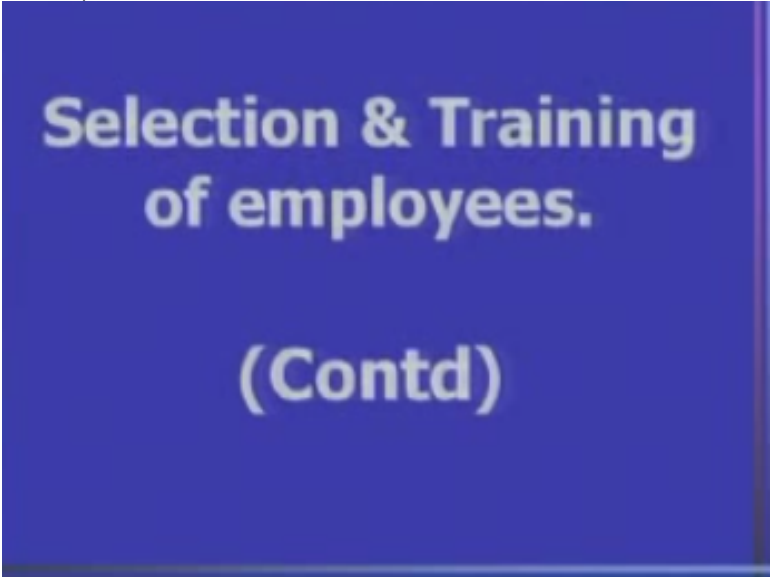


**Indian Institute
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Presents
Under the auspices of
National Program on
Technology Enhanced Learning
NPTEL
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TECHNOVISION
Educational Technology
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PRESENTS
A Video Course
On
Management Science
BY
Prof. Anuradha Sharma
Department of Humanities and
Social Sciences, IIT DELHI
Lecture # 24
Selection and Training
Of Employees**

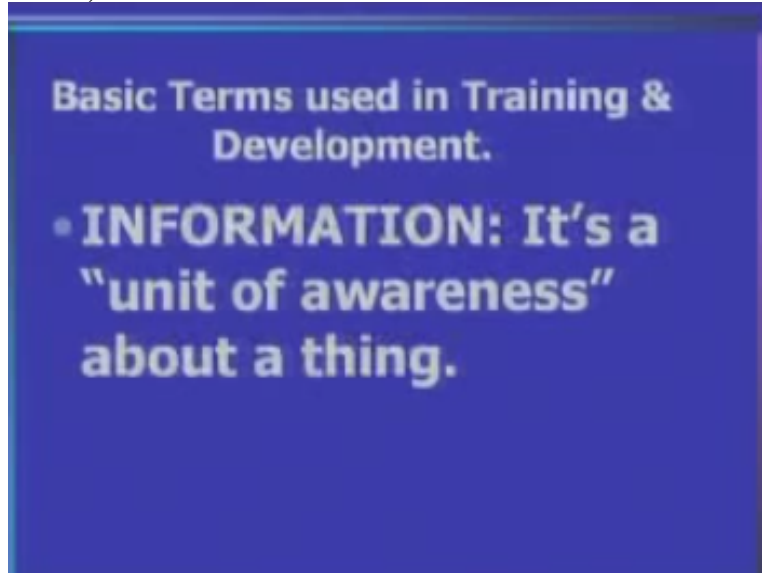
In our last lecture we were discussing about selection of employees we select employees from the available people and then socialize them then motivate them and trained them to become effective for our organization in today's discussion we are going to have further analyses on this and so training of employees.

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**Selection & Training
of employees.
(Contd)**

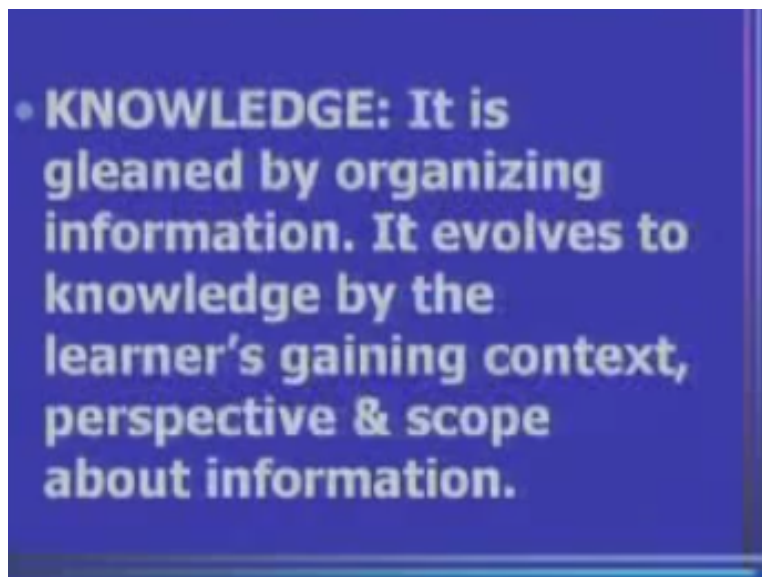
We are going to empathize in today's lecture let us see the training what training is all about.
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But before I go to discussed various aspects of training first will make you familiarize with some of the basic terms about training and development training and development the first aspects of training and development information that we could like to give to our employees, it is a unit of awareness about a thing so training could be about technical training it could be about attitudinal training.

It could be about your organization ,it could be about technology .it could be about a concept or it could be about perhaps you know any other kind of a awareness so information becomes the first aspect of training then information and knowledge.

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It is gleaned by organizing information .It evolves to the knowledge and by the learner's gaining context, perspective & scope about information. As you know that data information knowledge

these are talking about this same phenomenon but when it becomes your knowledge it is a, you can say in a way information that is processed and that becomes yours so once we give training, we will expect that the knowledge.

That is given to you becomes yours and only than that is going to actually get reflected in your performance the third aspect, the third term which is we are going to introduced to you if the skill ,skills are applying knowledge.

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- **SKILLS: Skills are applying knowledge in an effective & efficient manner to get something done.**

In an effective an efficient manner to get something done

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- **TASK: It is typically defined as a unit of work. i.e. a set of activities needed to produce some result. Complex positions in the organization may include large number of tasks , referred to as FUNCTIONS.**

Then the task it is typically defined as a unit of work a set of activities needed to produce some result, complex position in the organizations may include large number of tasks, which we could referred as FUNCTIONS, is it clear we are talking about tasks now earlier we have discussed about the knowledge information knowledge tasks then comes your job.

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- **JOB: it is collection of tasks & responsibilities that an employee is responsible to conduct, they have titles.**

Is a collection of tasks and responsibilities that an employee is responsible to actually carry out to conduct , and they may have certain titles the foe example, someone is doing the computer operator job some is doing ,professors, teachers job so some kind of a title we will find you know we have particular job then comes the role.

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- **ROLE: A Role is a set of responsibilities or expected results associated with a job. A job usually involves several roles.**

A role is a set of responsibilities or expected results associated with a job. So a job usually involve number of roles that you are going to actually play, play are you going to perform number you know sub tasks we can substations okay, so number of roles which we can say you are going to play in performing ,that particular task so learning ,so this all release to the process of learning.

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- **LEARNING: learning is viewed as enhancing one's knowledge, understanding or skills.**

That we are going to impact to you as a part of training ,so what learning is all about can we defined learning all of us learn everyday learning is viewed as enhancing one's knowledge ,understanding or skills ,well authors have defined learning as cumulative experience ,cumulative knowledge also when a books have define learning in that sense and as we know that ever since we know ,we have started learning our learning is continuous learning in some sense and simply put.

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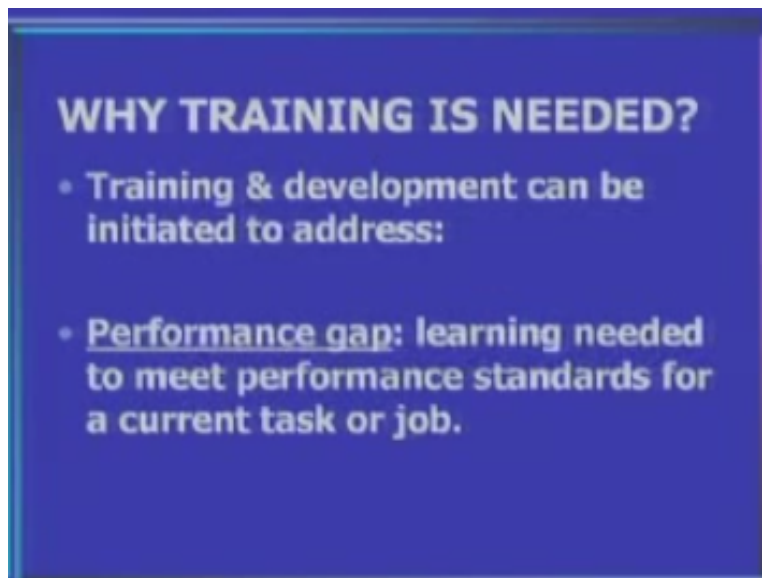
- **CONTINUOUS LEARNING: Simply put, continuous learning is the ability to learn to learn.**

Continuous learning is the ability learning to learn to learn is it that interesting that means, every day we will learn and the capacity to learn to learn okay, and we are talking about training we are trying to actually capitalized on this aspect to create a condition, where people would like to learn and learn and then internalize those aspects that we are trying to expose them to at particular time.

So the issue is after discussing so much perhaps you all must be wondering why Mam is talking about all these basic concepts what is the need of talking about it because all these will contrite

the closes of learning training and development and therefore we have to answer a question why training is needed.

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Cannot you without training or else you may say yes, I can do without training but I have a descent and in fact the management practices have a reason to invest so much money in the training and development programs every organizations as a budget and training and training budget is that, then but we have a reason why are they doing that so training and development can be initiated to address performance gap learning needed to meet the performance standards for a current task or job.

So the performance gap may be there and that could be addressed through a training program is it so we are trying to answer that question, why do we need training? And why we need to have a training department, why do we need to invest in training because there are some reasons and in fact you know valid reasons. There is a growth gap learning is needed to achieve the carrier goals.

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- **Growth gap: learning needed to achieve career goals.**

And training is required for that if you are working on a particular level you know in your organizations if you are given some new training, new exposure where career opportunities also brighten and you become more useful to the organization and that is why organization would send you for training that is why then the opportunity gaps, learning is also needed to qualify for an identify new job or role.

With the advent of globalization so much of industrialization we find that newer , newer types of job are coming and if you are given training perhaps you know you could achieve success in that particular new role so learning is needed for.

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- **Opportunity gap: learning needed to qualify for an identified new job or role.**

Any kind of a new opportunity that you might get and that is why training
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WHY TRAINING IS NEEDED?

- (a). Rapid rate of technological & social change in society has necessitated the training of managers, so that they can cope with these developments.

So rapid rate of technological & social changes a society has made in necessary for the managers so that the scope of this development has I discussed just now. And then the introduction of automation

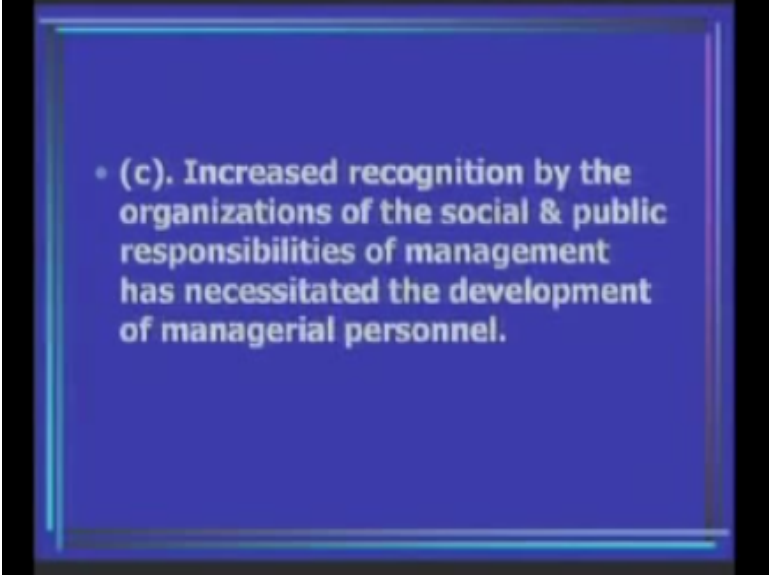
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- (b). The introduction of automation, intense market competition from foreign countries, the growth of new markets in developing countries, enlarged participation of labor in management, & greater interest by the public & the government in the action of business have all lead to the need for the development of managerial personnel.

Intense market competition from foreign countries is all countries and the growth of new perhaps markets and developing countries. Enlarged participation of labor and management has greater interest by the public and government in the action of business. Have all lead to the need for development of managerial personal or I would idea personal at any level. So training could be given you known at the any level.

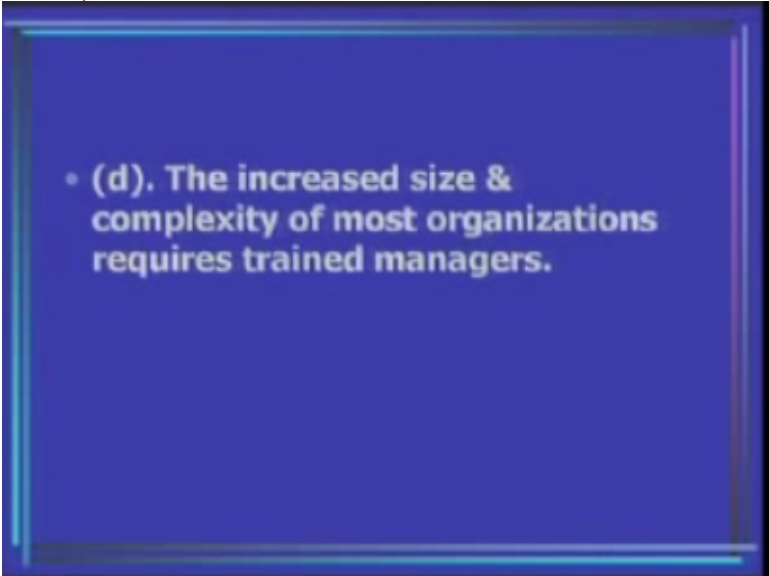
Managerial personalized and empower sizing because managers actually have to manage the organization also increase recognition.

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- (c). Increased recognition by the organizations of the social & public responsibilities of management has necessitated the development of managerial personnel.

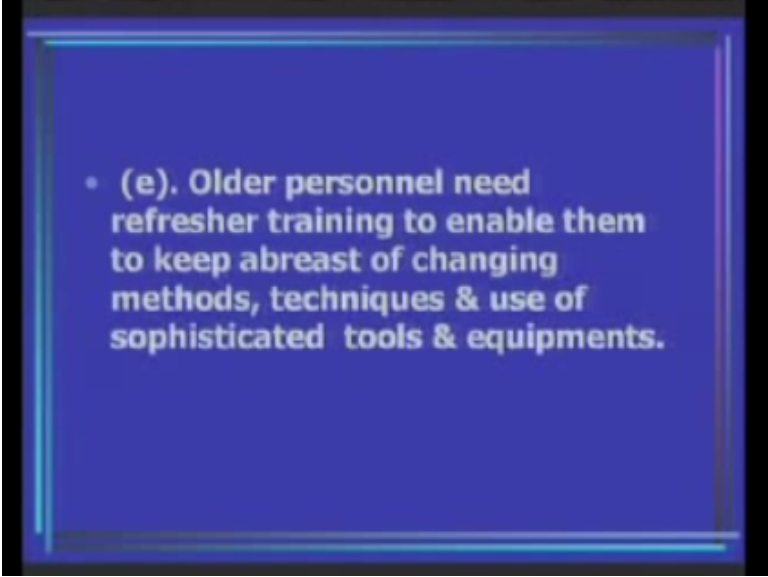
By the organization of the social and public responsibilities of management has made it necessary for the managers to have to train.

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- (d). The increased size & complexity of most organizations requires trained managers.

The increased size and complexity of the most of the managers they also require training because new systems are developing in new complex of technology is coming up. So unless you train people may not be the perhaps you know giving you the performance up to expectation. So we need training, now older people in the organization.

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- (e). Older personnel need refresher training to enable them to keep abreast of changing methods, techniques & use of sophisticated tools & equipments.

The special groups they need refresher training to enable them to keep abreast in the new methods, techniques, and use of sophisticated tools and equipment. Here I am refined of a has studied at connected in when the computer were introduced in our officers, reservation officers, banks and also industries. That was about say 15 years, 20 years ago at that time I was conducting a study.

On this registers should change and basically taking the mangers and the senior employees those who had long experience. See today if you look at this organization we cannot think of that how can banks run without computers, how can reservation without and with computers? But at that time there used to be a great resistance and it was only through the process of training and development we have been able to achieve the success. And today that is certain the made a new fact on the efficiency of these organization, so the objectives of training.

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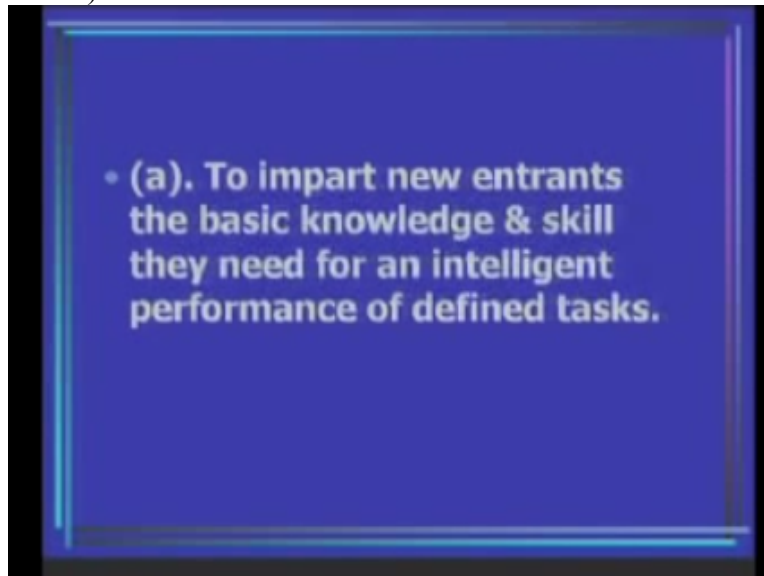


OBJECTIVES OF TRAINING

- The objective of training is "to bridge the gap between existing performance ability & desired performance"

Are to bridge the gap between existing performance ability and desired performance, we are seen in introduction that every organization. And every manager would like that there should be the

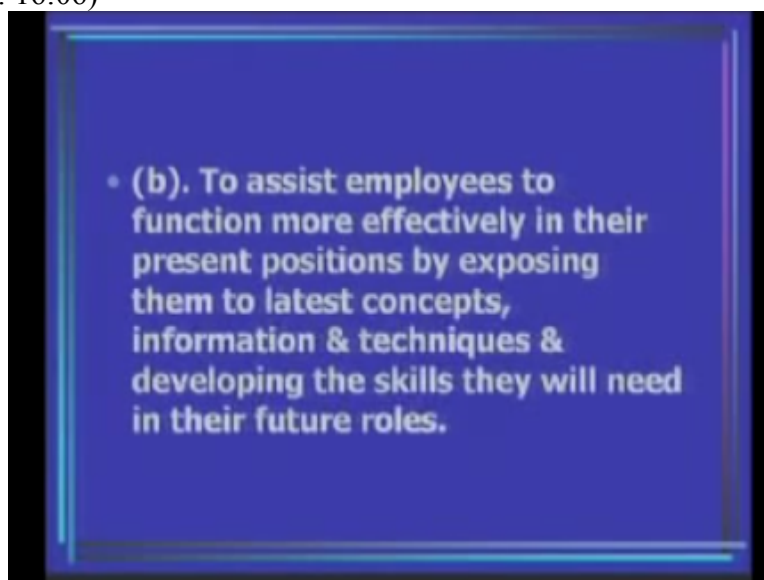
best performance in so that organization can really achieve competitive advantages. Unless we invest training in development, we cannot achieve these results so the major objective of training and development is to achieve this gap in the existing ability and the desired performance. (Refer Slide Time: 15:06)



Then we also see that for this in this process we have to impart new entrants with basic knowledge skills. Has the need for an intelligent performance of defined task, so when anyone joins organization see they may be graduates then will be certain pointers, may be very good studies but then organization needs to train them about a specific task. Because they have done their studies they are very brilliant, they are very good, very smart yet then need to know what is exact performance required.

And that is why training is required, training is objective of training also is to assist employees function.

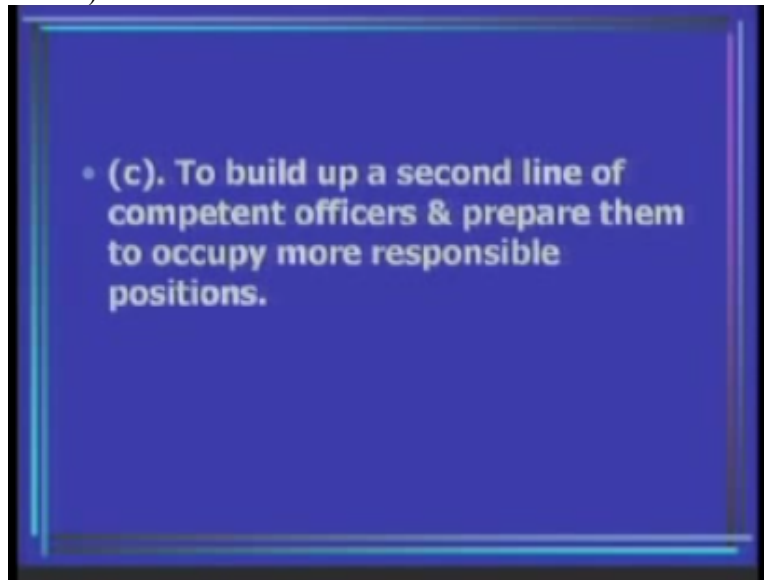
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More effectively in their present positions by exposing them to latest concept, information, technology, and developing the skills They will meet for their future rules, because things are changing and organization what is that today, tomorrow then may be a different technology, different set of requirement and different types of competition. So they have to be ready for except in any kind of a future rolls.

That may be coming in so for that we need to have training; another objective is to be built the second line of competent, officers.

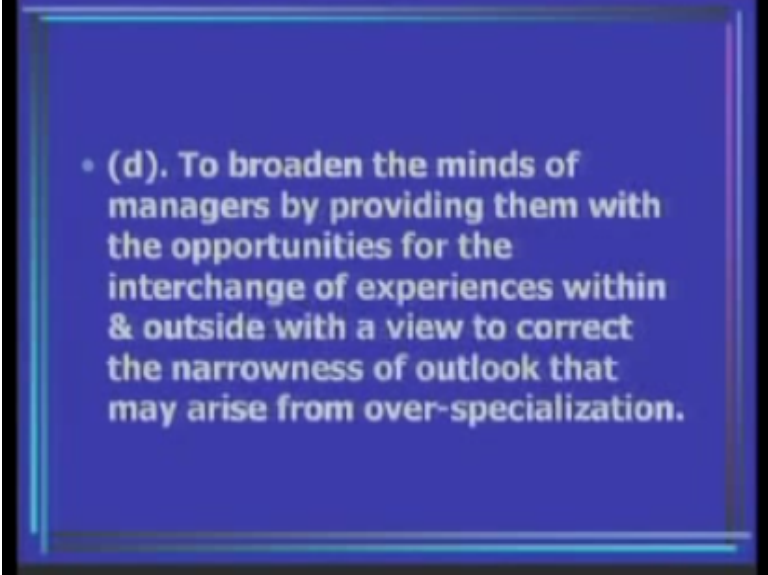
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And prepare them into occupy more responsible positions, so if we have you know the officers and they are very good. We have to prepare also the second line, so that whenever you know like if they responsibility have to be shared they next level people can shared either they quit or they would have like you know they devote more time on that concept level and policy making level perhaps is the responsibility to be share.

So in any situation a second line has to be developed in that is why training may be required, then training objective one of the objectives of training.

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- (d). To broaden the minds of managers by providing them with the opportunities for the interchange of experiences within & outside with a view to correct the narrowness of outlook that may arise from over-specialization.

Is also broaden the minds of mangers by providing them with opportunities for interchange of experiences within and outside with the view correct the narrowness of the outlook that may arise sometimes because over specialization.

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PURPOSE OF TRAINING

- To increase quality & productivity.
- To help a company fulfill its future personnel needs.

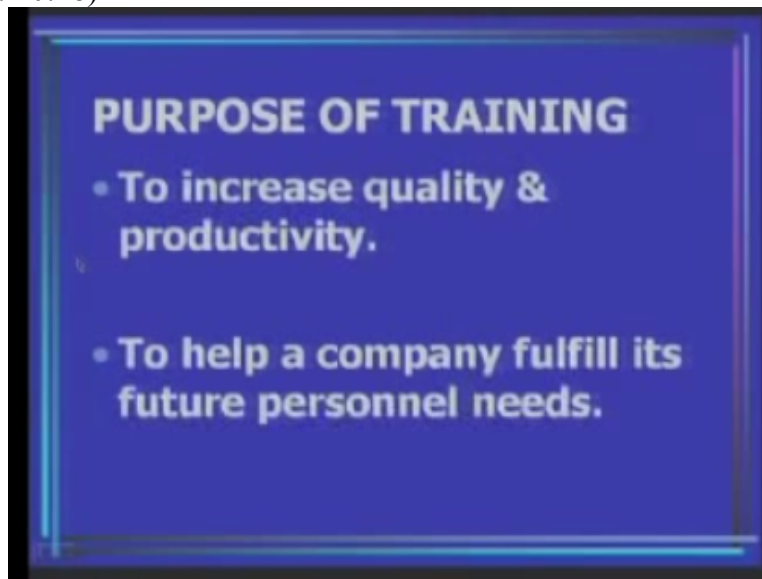
Here before I take up further on the purpose on the training I would like to share with you in interesting idea may be some of you may not eared. That the training programmer has become so important for some organizations that if you have to actually going for the next cared of resell. Then they will ask you have you under gone any training during the past one year also this is one thing.

The second thing I would also like to share with you is that at the lowest level the training programs may be more technical in the nature. But has you grow you come to the middle level or to the hard level at the middle level the training programmed are technical and the interpersonal may be nature. And at the highest level they may be interpersonal and concept show let the policy making level that kind.

But in addition to this there are training programs which are given on general awareness and general development people. Something interesting someone gives me to understand that in one of the public sector organization there was training programmed about dream analysis. Well what it has got do with the engineering production, but yes that level even such programs are given. We do this program on the interpersonal will relationships of course the technology on the one side.

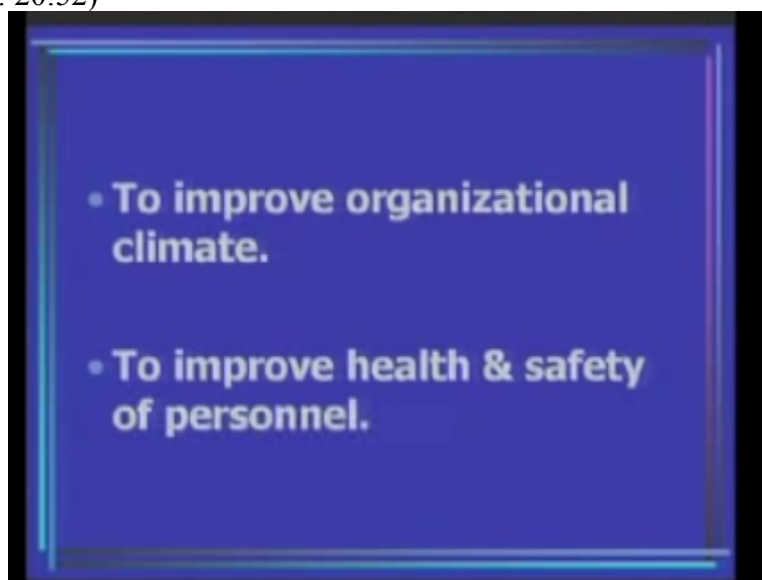
Computers on the other but also we have the training programs on so many are aspects, because we will realized that after all the training and development. Finally will give us results for the organization from here we cannot to lead purpose of training.

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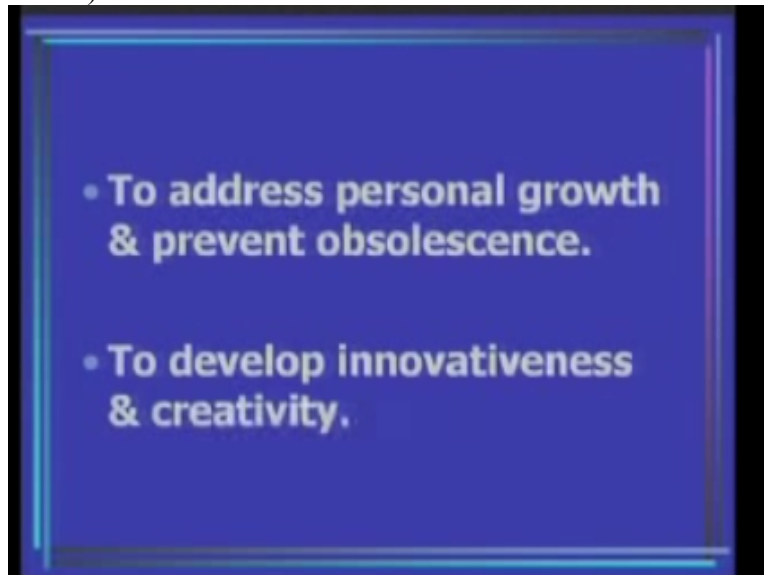
See there may be certain over laps also are in certain points which have try to put here to but then for making you understand it better. At put it in certain under certain gapes. So the purpose of training is to increase quality and productivity to help the company fulfill.

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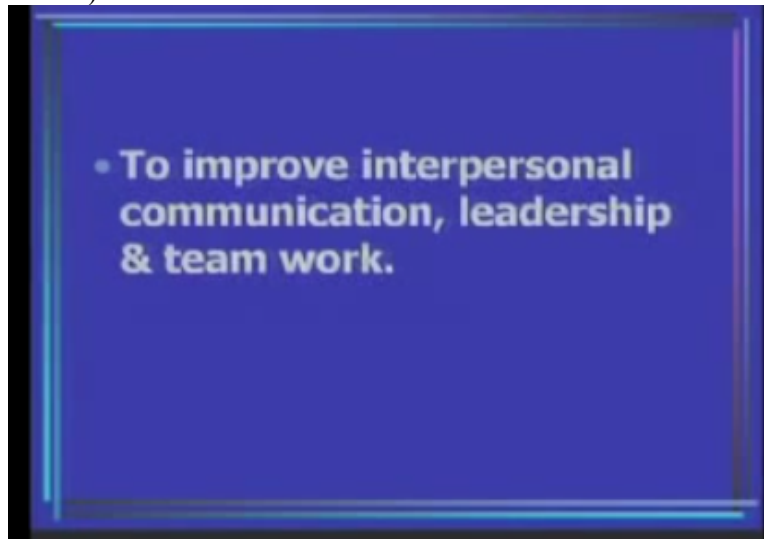
The future persons need to improve organizational climate, to improve help and safety of personnel.

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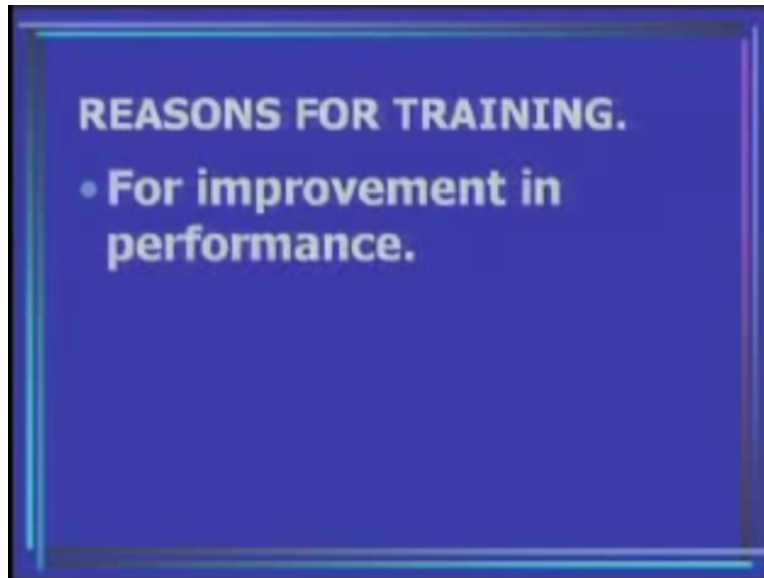
To address personal growth and prevent obsolescence, to developed innovativeness and creativity to improved.

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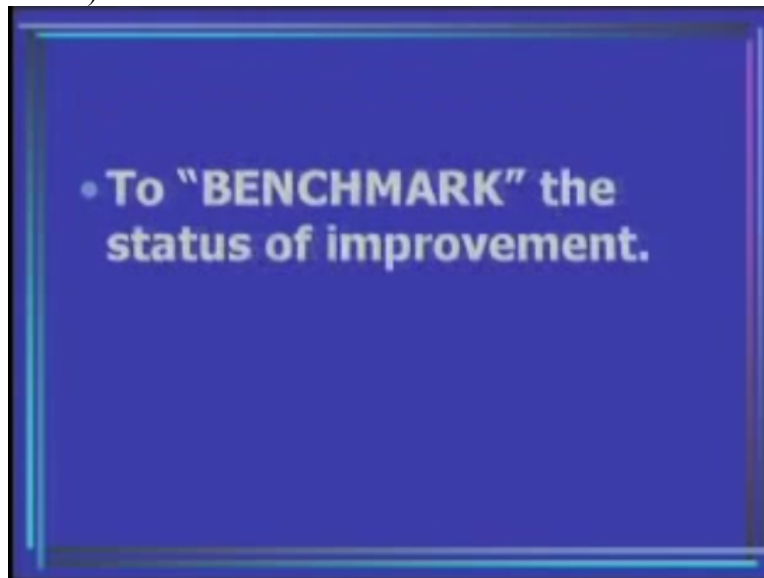


Interpersonal communication, leadership, and team work, so we have seen that in order to achieve performance. We have to in our creativity; we have to encores the enthusing we have to enhance the awareness so in addition to certain technical skills so this is for training if we are talking about reasons for training which we have already discussed you know little bit in the beginning of this lecture, but let me say it again, for improvement in performance.

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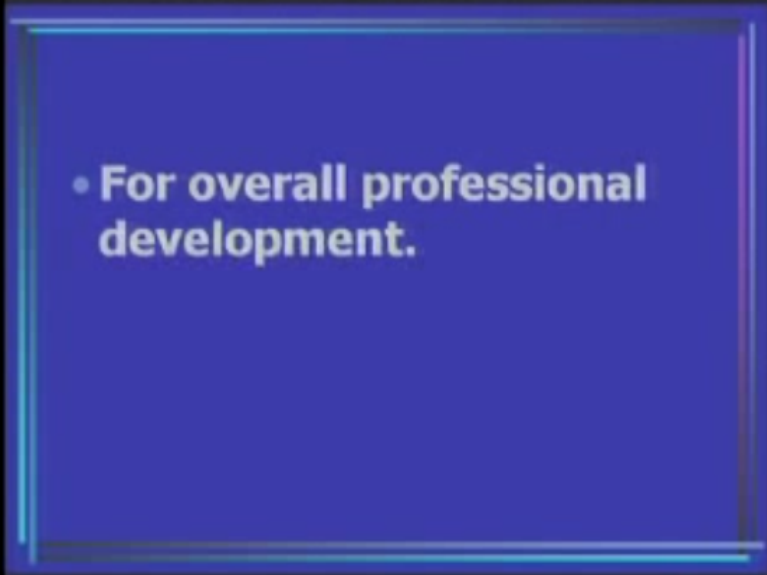


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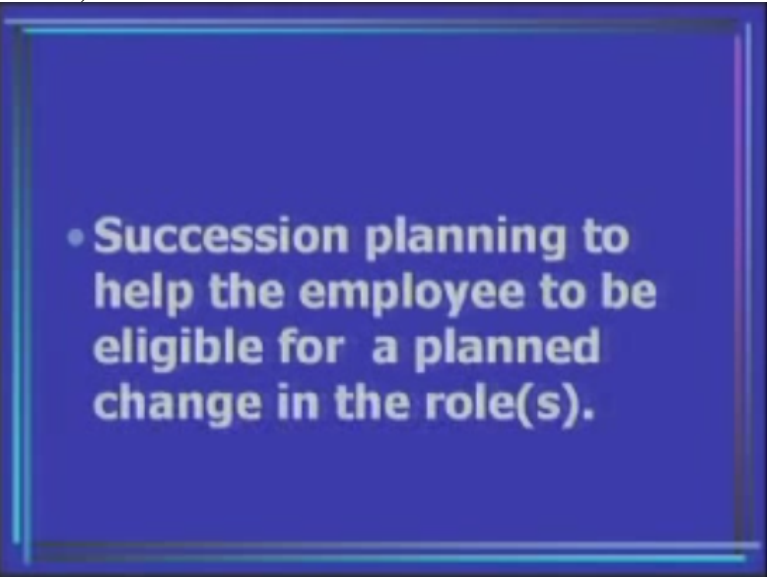


To benchmark the status of improvement, if you want are you knotting down these, some of these issues, may be you can.

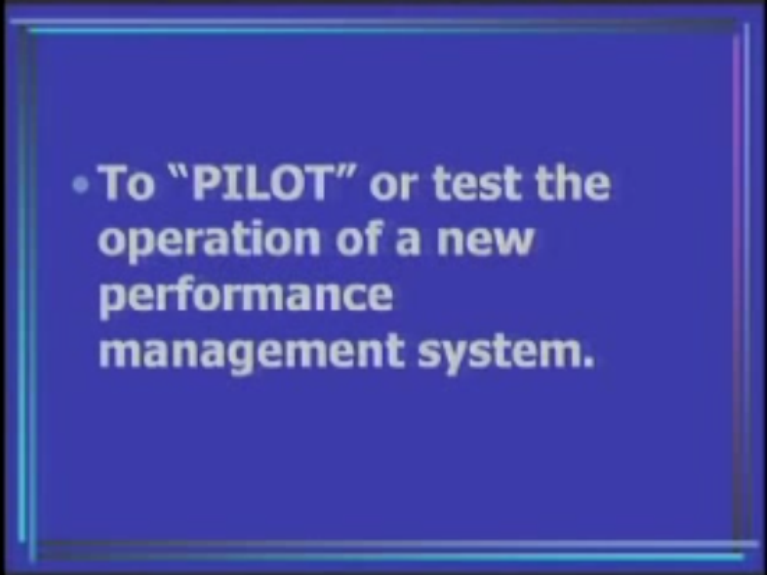
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- **For overall professional development.**

For overall professional development.
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- **Succession planning to help the employee to be eligible for a planned change in the role(s).**

Succession planning to help the employees to be eligible for the planned change in the role, role or we can say roles, one could play number of roles at the same time, so as I was discussing sometimes that we play number of roles at the place of work, sometimes just one role that play whatever we are doing, so for that we have to some kind of planning.
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- To “PILOT” or test the operation of a new performance management system.

Also to pilot or test of the operation of the new performance, new performance is strategies or performance management system we can say, so we need training for so many reason so reason for go training further if I go on to say we train about specific topics.
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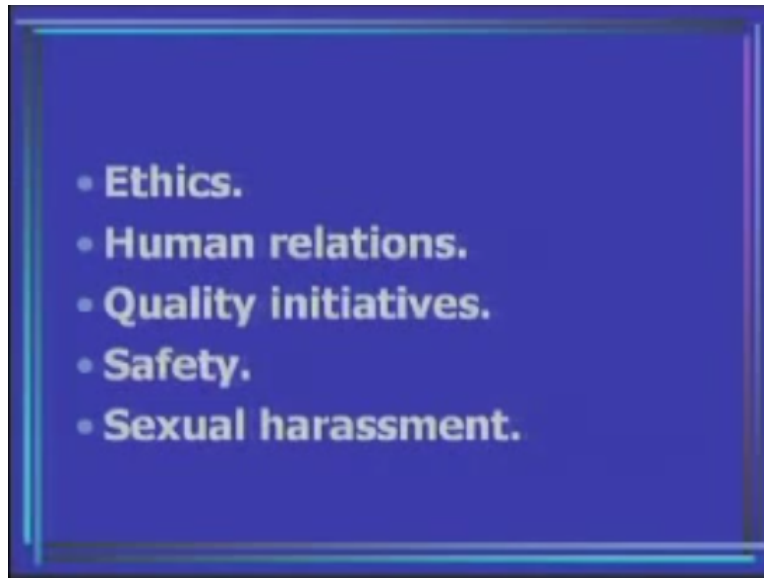


REASONS FOR TRAINING.

- To train about a specific topic such as:
- Communications.
- Computer skills.
- Customer service.
- Diversity.

Give training about specific topics, such as communication computer skills customer service diversity and so on In fact some of these are already discussed a short while ago, also this list is much longer than perhaps you know you thought it would be the other aspect of training are the ethics.

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We are talking about ethics in a big way these days and the cooperate social responsibilities and ethics, these are the discussion that also we are going to have in this course in some of the lectures, so ethics become extremely important, human relations become very important, quality initiatives become very important and then safety at the place of work, and a new concept that have been added as the sexual harassment.

Because nowadays we have studied diversity in our course and one important consideration of this diversity is the issue of gender, or the gendering practices in organizations and we have discussed and we have devoted sometime also understanding that when women enter the organization then what happens.

This is fundamental we cannot stop, and in the years to come, perhaps in a year going to have more and more number of women working. At the same time we find that there are issues like sexual harassment at the place of work, so when we are talking about the training issues and training and development, this also is part of a training program in addition to this, we can go on and on, we have training program also.

The issues like the drug abuse and things like that whatever are the current issues, because after all people come from the same environment.

And when there are coming to your place for working, and you find you know that there performance get effected because of certain habits, or certain attitudes, there is need for making them aware, and hence training, see one of these studies that we were conducting we have found that drug abuse relates to violence, and this violence goes to family not only family at the place of work also.

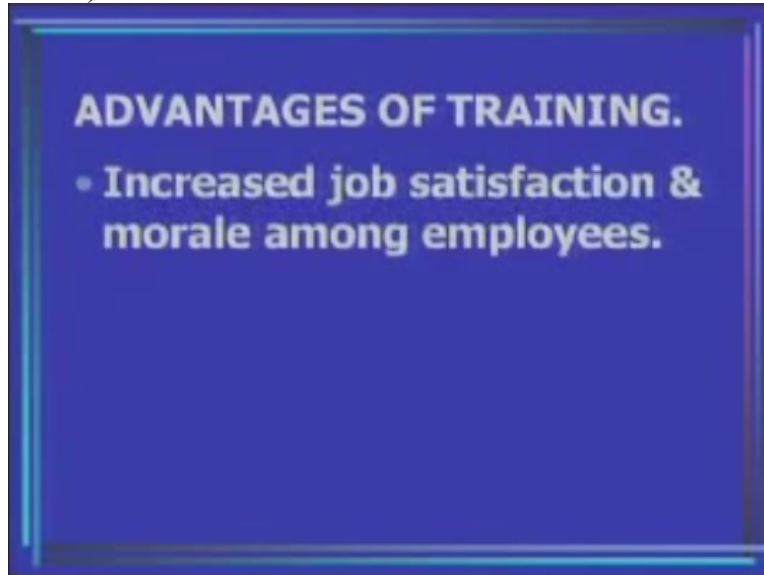
So because of drug abuse there are so many behavioral consequences, because of wedge the organization suffers, and so if we can really give that kind of training and education to people, so that they do not indulgent to some such things or if they have unfortunately gone in to that, then perhaps deduction, so organization these days also make them fuse such effects, and then this safety and health issues also sometimes form the part of the training programs.

So the advantages of training, whatever they list and giving you this is not exhaustive rest, because there are so many issues which is need to be considered for training, after all we tried to

have a very healthy system, very good quality of life at the place of work to achieve the performance, and also the people being very happy, all these we have to see if we need to achieve this and do.

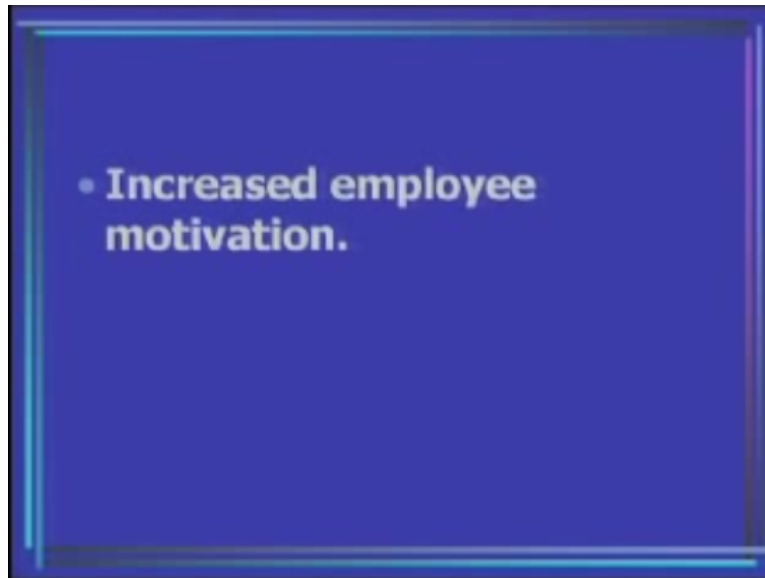
We really need to important in training. For some people, in some situations you do not need training, but others male like to have training, younger generations need different kind of a training, and the older people need some different kind of a treatment, so has we are saying that training also has to be designed according to requirement, and the need of the ours, need of the society, so advantages of training certainly it gives better satisfaction to people.

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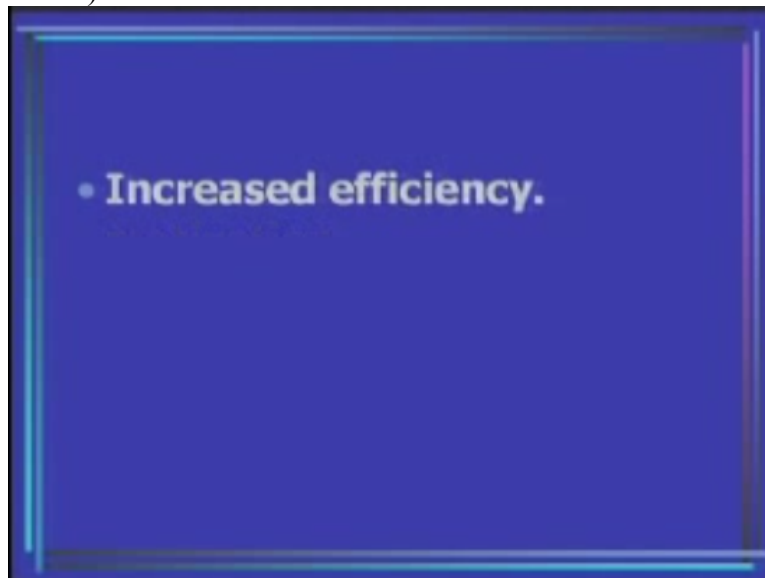


So increased job satisfaction, and morale among employees, so they have greater enthusiasm, to work and they are happier, greater spirit to work, there is increased employee motivation, work motivation actually is the central think for us, when we are talking about really achieving performance profits and the better competitive advantage, work motivation is a center theme, and through training we can increase employee motivation to.

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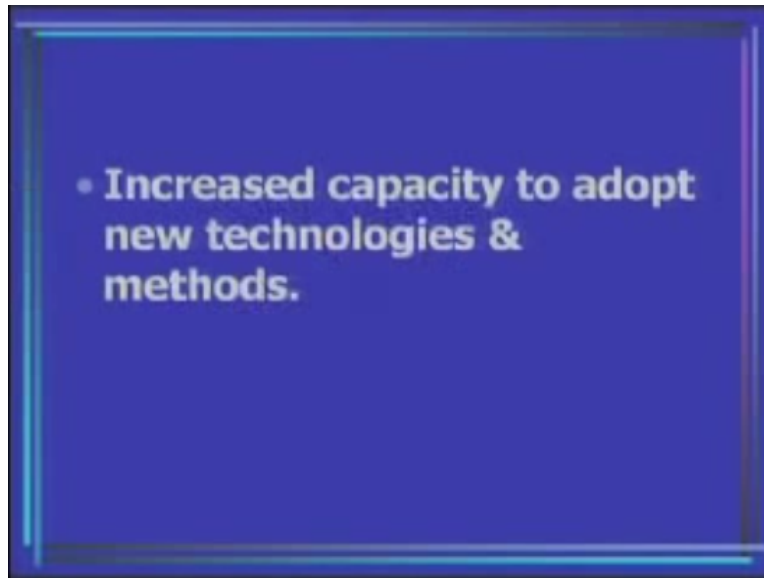


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Increased efficiency, yah you had some question how motivation could be improved, in our section on motivation, perhaps we are going to two more light on various aspects of motivation, but for now you should understand that if you are trying to create such conditions were people will feel satisfied, they will have some enthusiast motivation, but we will discuss about motivation later section.

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So the increased capacity to adopt new technologies and methods, these days when the industries are growing, every day we find new technologies are coming in, and if we are not planning our organizations with proper training designs, we may be lagging behind, because increased capacity to adopt to new technologies and methods, that will come only when you give them training, they will have greater confidence, and so the greater perhaps adoption of the new technologies.

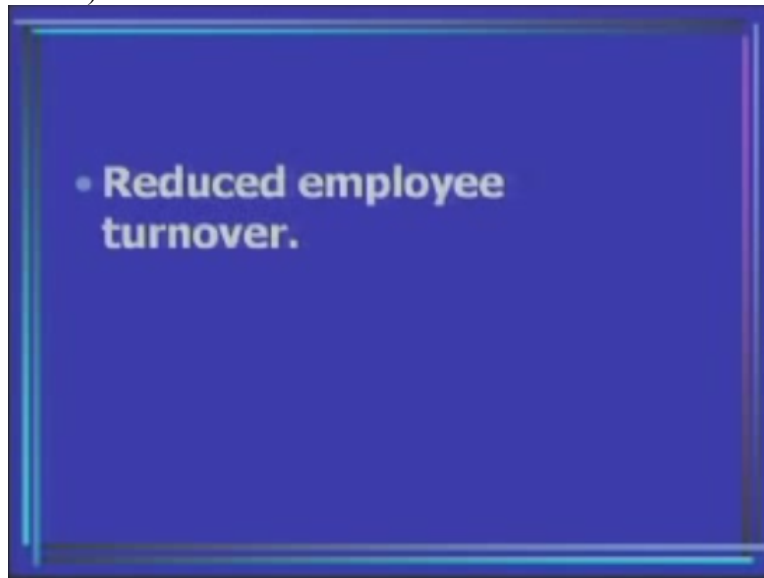
So training becomes so important in that, in that since and we cannot say that because I have to invest in training and people do not know anything and so I cannot hire people, you can hire good people and give them training, and make them in a actually suitable for your job, and you can also give training to your existing employees, to adopt a new technologies.

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Now innovation you know that today with a strategic management we are also charging on the innovation in a big way, in fact everyone has some creativity, some ideas, some innovation, and

through training programs, we can actually give them this opportunity for developing strategies and products, so innovation in fact we can capitalized on this particular talent we can do that.
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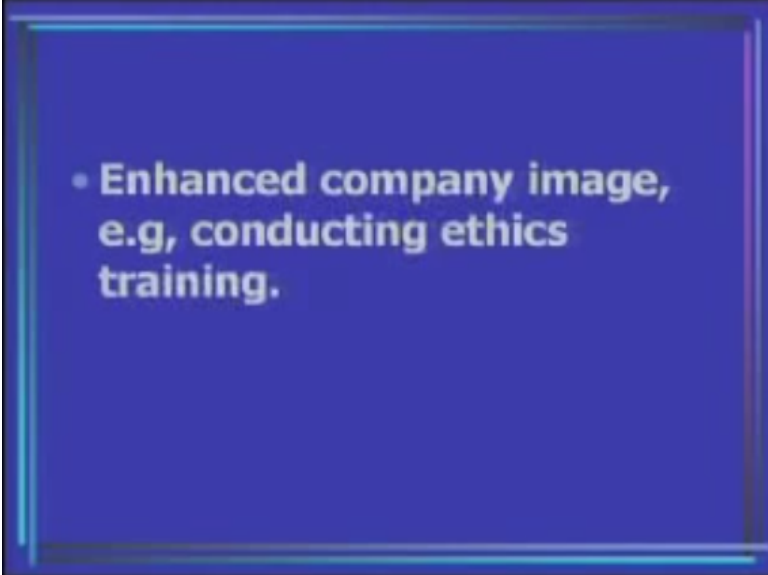


Turnover you must have heard about turnover of money, here the turnover word is not used for the turnover for money or the money coming and going, is about employees turnover. The turnover you must have heard about, turnover of money, here the word turnover is not used for, the turnover of money, or the money coming and going, it is about employees turnover, so you understand the meaning of reduced employee turnover ,that means ,the more number of people you can retain.

In your organization, so the employees turnover, is how many people came to your organization, and how many perhaps, did not continue, or quit. So the attrition rate, that is one of the challenging issues again, for the modern management system, and we are finding with globalization, the attrition rate, actually is increasing, so people will come, to this organization, and quit and go to another one, and if you really want to retain the people, in your organization, it is possible, that you can train them, and retain them, in your organization for much longer time. So through training programs, it may be possible ,that you can reduce the employees turnover, so is it clear to you, the word employees turnover that we are using here, okay it is different in terms of the money or any other issue, so the employees turnover become an important aspect, of the functioning of an organization, because, if you hire a person, and if the person, quits, it is an big expenditure ,for you as a management person, because you have hired, and then you socialized the person.

Then when he starts working, you have invested some time, and money with that person, and then he quits, he takes advantage of the experience, and learning here, and then he goes, so it is not a good business, the good business is if you can retain the people in your organization, so we can use training programs, and giving them the training and development opportunities, through training, and so they reduce the employee turnover, so is that clear to you.

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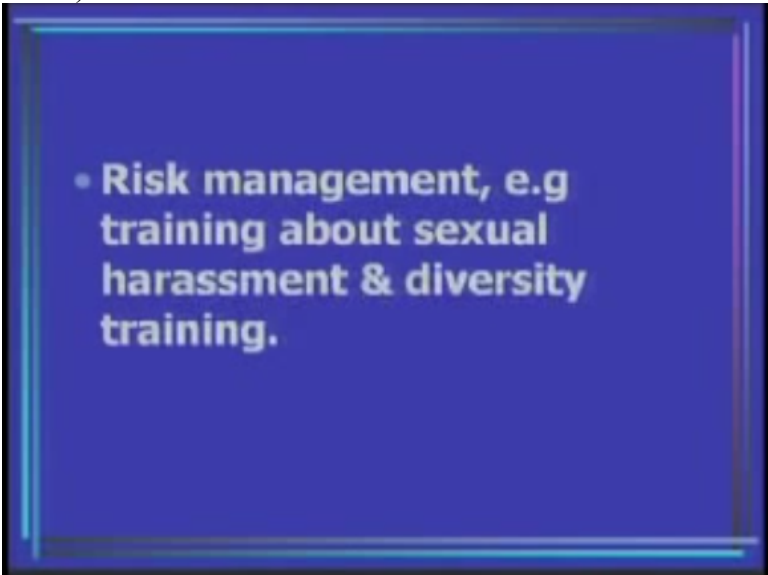
- 
- **Enhanced company image, e.g, conducting ethics training.**

The enhanced company image, that is conducting ethics training, so when I gave you the example of, training programs in ethics, or training programs on health and issues, or training programs on analysis, training programs on interpersonal communication and transactional analysis, another aspect is also there, these days companies, as we have earlier discussed earlier in this course, are not functioning within themselves.

But they have to survive in an environment, and the company image becomes extremely important, and through training programs of this kind, you cannot only develop your own employees, but your company image also, is getting a lot of, I should say what, better deal, in the sense, people do talk about, such and such company, people know this and this and they get training program on some such issues.

So that is a great thing, for the company, people talk about it, okay so that actually, gets reflected into the overall functioning of your organization.

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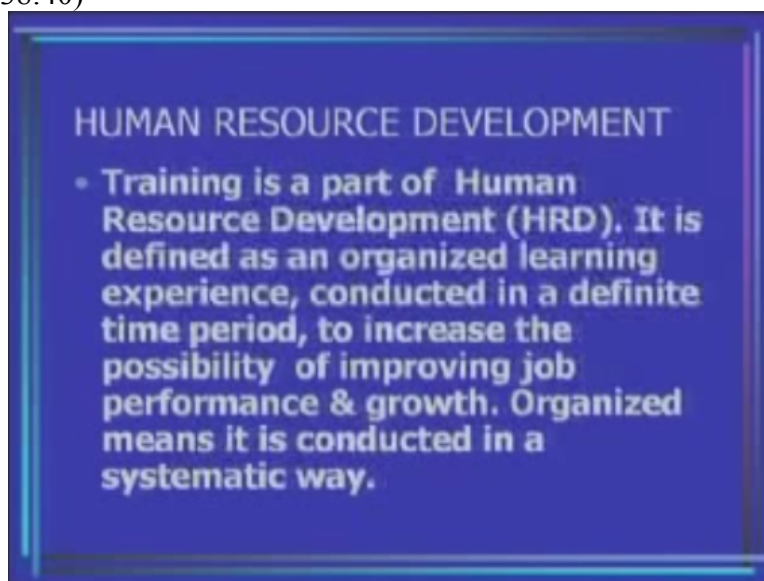
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- **Risk management, e.g training about sexual harassment & diversity training.**

The risk management, may have made many things, risk management may be at any situation, and we can have risk management training, also we can have the training about sexual harassment and I have already talked about and diversity training, and the risk management examples, of course, I should have better examples here, training about, harassment is not really the right example that I am showing you.

The risk management training, we are talking about risk at any, wherever, you know, you are working, you are functioning, if any kind of accident takes place, or if there is any natural disaster, then the risk management comes into picture, so actually the risk management, training means so many things, here the caption you know, perhaps, has to explain, you know more aspects of risk management.

Let me explain that ,so in every situation there may be a risk, there may be a man made risk or, there may be a natural disaster risk, or sometimes you know, we have to also face with risks, which we have never been exposed to, okay it may be any kind of accidental risk of that kind, so we have to make people aware about, risk management, and also any kind of disaster that might take place, so we have to look into that, human resource development.

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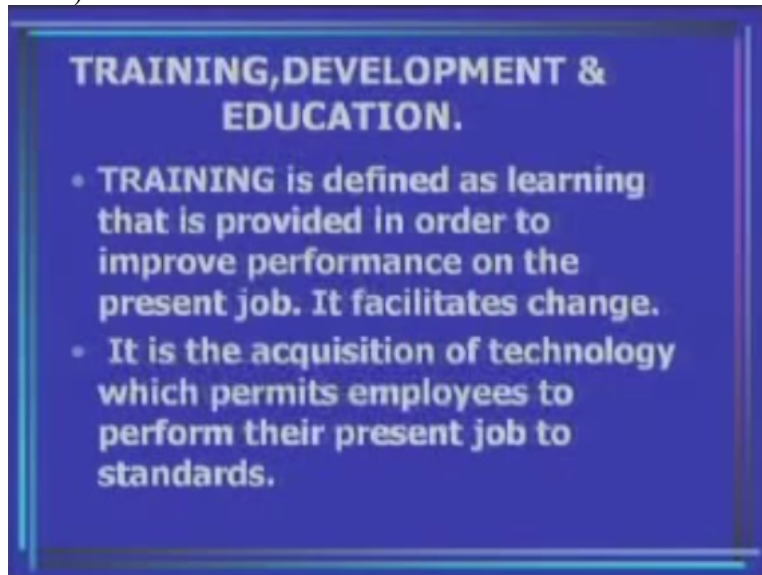
The human resource development, which basically , when we are giving training, we are basically trying to do human resource development, which in short we call it as HRD,so training is part of human resource development, it is defined as ,an organized learning experience, conducted in as definite time period, to increase the possibility of improving, job performance and growth.

So organized here, means it is conducted, in a systematic way, see with experience, all of us can have, some exposure, and there is some kind of a training, some human resource development is going on, but when we say training and, hard sessions that we are doing, here we are trying to say it is an organized, and very consciously designed, and conducted in a systematic way, that is what we are trying to say.

So HRD, is that long term kind of human resource development, where we can give number of sessions of training on various issues, the HRD programs are conducted into 3 main categories,

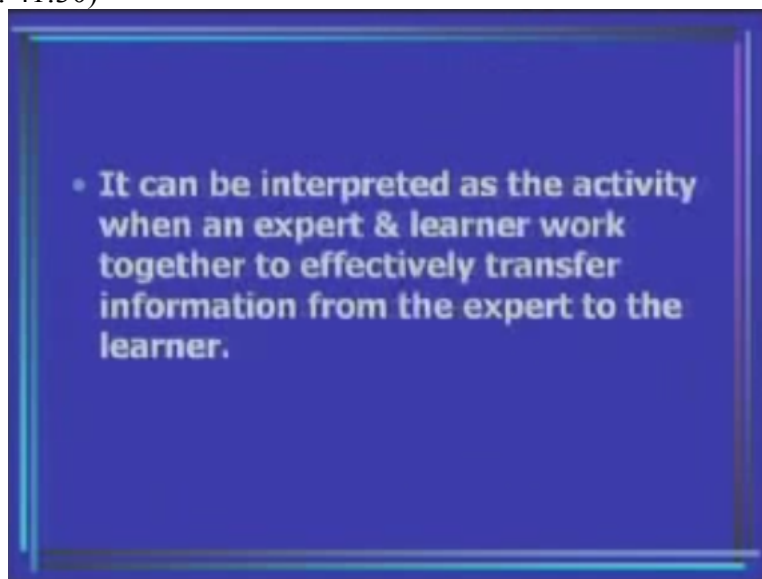
so the training is the 1st part of it, which we were discussing, then we have the issue of development and the issue of education.

So in fact all these 3 are working simultaneously ,so it is really difficult to break that , here training, and here development ,and education begins ,because the human mind is the same within this all this is going on. But for the purpose of making you understand, we are trying to talk about, these concepts, is it clear, so let us move on that training, development and education. (Refer slide time: 41:05)



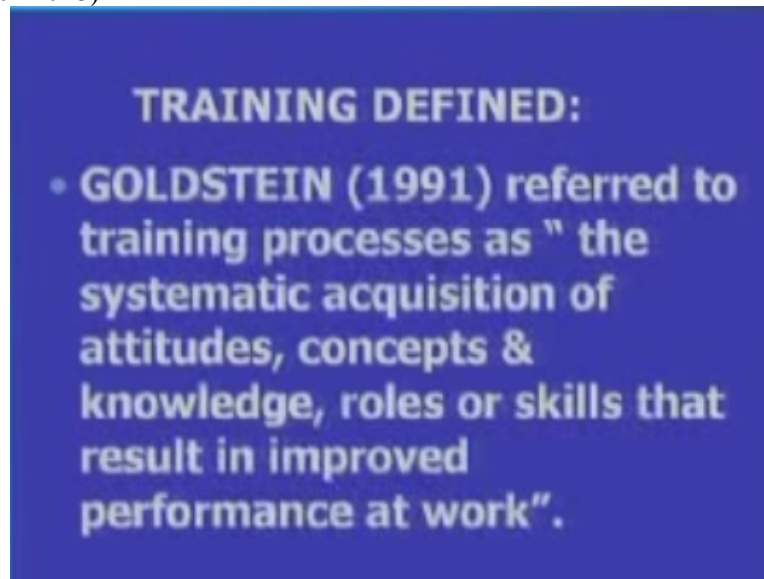
Here I am trying to present you, training is defined as learning that is provided in order to improve performance on the present work, it facilitates change, and it is the acquisition of technology, which permits employees to perform their present job, to certain standards.

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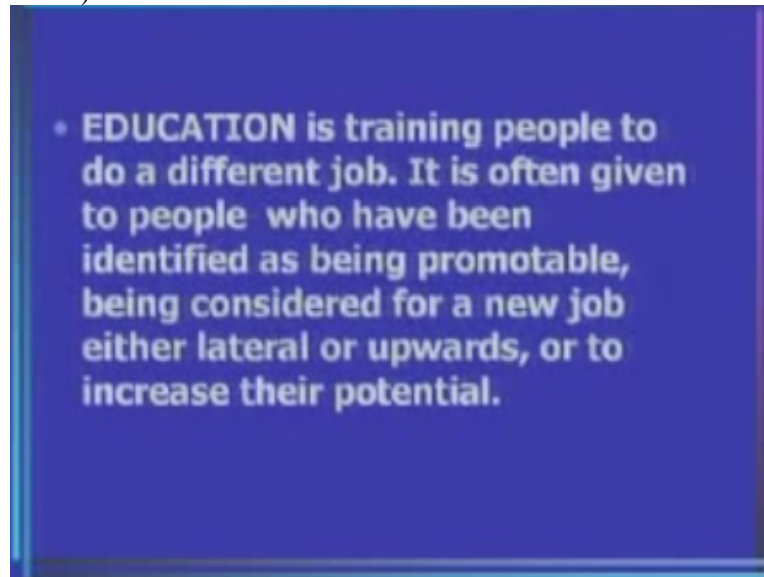


It can be interpreted that as an activity, when an expert, and a learner, they work together, to effectively transfer, information from the expert to the learner, and of course with the learner there is a transfer learning going on. So I will talk later on or let me just give me you an idea that

when we are trying to give you some learning and two similar materials they are doing may be positive task for learning and sometimes they may be negative task for of the learning that is within in a individual but here which is the basic procedure of learning but here we are talking about expert and learner ok that there is a transfer of a learning going on ,say the teacher is teaching ok and some transfer is going on that's the idea here,
(Refer Slide Time: 42:48)



So Goldstein has defined training processes as the systematic accusation of attitudes, concepts and knowledge roles s or skills that result in improved performance at work .education no I am just trying to make little distinction.
(Refer Slide time: 43:12)



EDUCATION is training people to do different job .it is often given to people who have been identified as being promotable or being considered for a new job either lateral or upwards ,or to increase their potential.
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- Unlike training, education can only be evaluated when the learners move on to their future jobs or tasks.

So education train unlike training, education can be only evaluated when the learners move on to their future jobs or tasks. Development is training that people acquire in mummies technologies and view point.
(Refer Slide Time: 44:14)

- It enables workers to create better products, faster services & more competitive organizations.
- It is learning for growth of the individual, but not related to a specific present or future job

It enables leaders to guide their organizations on to new expectations by being proactive rather than reactive you understand the word pro active and reactive we do talk about that you know in many sense in many situations pro active before the event has actually occurred okay pro active okay and re active is when the event has occurred then the re active okay and I am sure you know about it okay so these, these words.

We use you know many at times to experience certain, certain feminine in management thinking pro active and re active so when we have talking about training program so here we are using these terms it also enables workers to create better products faster services and more competitive organizations which is objective of the whole management studies perhaps a program it is

learning for growth of the individual but not related but not related to specific present on future job alright.

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- **Development is a broad, ongoing, multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance.**

So development involves changing in so sorry changes in the organism those are systematic organized and success and are thought to serve and adaptive function and therefore with this development is always progressive development is a broad ongoing multifaceted set of activities training activities are among them to bring someone or an organization have to another threshold of performance.

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- **It includes a variety of methods: e.g orienting about a role, training in a wide variety of areas, on going training on the job, coaching, mentoring & forms of self development. It is a life long goal & experience.**

It includes variety of methods that is enriching about role training in a wide variety of areas on, ongoing training on the job, coaching, mentoring and forms of self development it is also lifelong goal.

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- **CHANGE** refers to alterations that occur over time in the learner's internal cognitive or affective characteristics.

And experience so this gives about change, change refers to alterations that occur over time in the learners internal cognitive or affective characteristics.
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- **Change** may quantitative or qualitative and it implies no directionality, encompassing both regression & progression.

And change May quantitative or qualitative and encompassing both regression and progression.
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STRATEGIC VALUE OF TRAINING & DEVELOPMENT.

- **SPEED STRATEGY:** is designed to offer the customer a competitive value in terms of reduced time for products or services.

So this strategic value of training and development refers to speed strategy it is designed to offer customer occur a competitive value in terms of reduced time for product of services.
(Refer Slide Time: 47:58)

- **A training practice that serves this function emphasizes teamwork among employees & methods of streamlined production, designed to reduce the time it takes to meet a customer's needs.**

A training practice that serves this function emphasizes team work among employees and method of streamlined production , design to reduce the time it takes to meet a customer's need.
(Refer Slide Time: 48:18)

STRATEGIC VALUE OF TRAINING & DEVELOPMENT.

- **INNOVATION STRATEGY:** is used to develop products or services that differ from the competition. Its primary business objective is to offer something new & different.

So the strategic a value of training, training and development what are quality enhancement strategy which is designed to provide value by offering a product or service of higher quality than offered by the competitors Strategic value of training and development also refers to innovation strategy it is used to develop products or services that differ from the competition it is primary business objective has to offer something new and different.

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- **The focus of training in this context is on developing new products, services or technologies.**

The focus of training in this context is on developing new products, services and technologies.

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STRATEGIC VALUE OF TRAINING & DEVELOPMENT.

- **QUALITY-ENHANCEMENT STRATEGY:** is designed to provide value by offering a product or service of higher quality than that offered by the competitors.

So this strategic value of training, training and development both are quality enhancement strategy which is designed to provide value by offering a product service of higher quality than offered by the competitors.

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- **The employees are trained to provide consistently high levels of service quality with no defects.**

So the employees are trained to provide consistently high levels of service quality with no defects.

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STRATEGIC VALUE OF TRAINING & DEVELOPMENT.

- **COST-REDUCTION STRATEGY:**
is to gain a competitive
advantage by being a low cost-
provider of services.

Cost reduction is another strategy to gain a competitive advantage by being a low cost provider of service.

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- **Organizations practicing this
training strategy invest
resources in enhancing the
skills of their employees.**

And organizations practicing this training strategy invest resources in enhancing the skills of their employees.

(Refer Slide Time: 49:55)

- **In reality most organizations adopt a mix of competitive business strategies.**

The so in reality most organizations adopt mix of competitive business strategies.
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- **Training & development activities are directed to meeting multiple objectives, e.g. the fast food industry.**

Training and development activities are directed to meet multiple objectives for example let us see the fast food industry in fast food industry you have so many multiple objective that the industry is meeting for example providing say health , safety, good product okay utilizing the agriculture produce and of course the industry manufactory so many objectives are there so there is a social objective there is a business objective so there are there is a development objective so there are number of objectives.

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- Greatest advances & emphases in training technologies occurs in those organizations that most highly value their human resources to sustain a competitive advantage.

Greatest advances and emphasis in training technologies occur in those organizations that most highly value their human resources to sustain a competitive advantage so from here we come to the end of the about training program strategies and this has given as an idea that training program could be designed in many ways and in the training program the most important person who is who has to be considered.

In this process is the trainer who is the trainer and what are the characteristics of a trainer so if we have the model of training program what we have discussed earlier in the earlier lecture is that the, the trainer has to be the one who is really good in giving training programs the training has to be the one who is really motivated to learn and know about the things and the method of training could be anything like you can do it to the lectures.

You can do it through using video form you can do it in you know the best course you can do it through a correspondence course you can do with role playing so you can use a, use a or can take them to for a sightseeing or any other rejects to other places or you can invite speakers so there are many methods of training programs.

That we could actually work on so training program is many things at the same time and this is our responsibility of the organization to achieve the competitive advantage at this point let me talk to you about the training program that we might give for changing the work culture for example we have talking about empowering leadership style is so difficult to give the training in just one session but for such a training.

And development it can create the, the total organizational climate which might and then small sessions of training programs to develop a and empowering work culture situation which is of course coming in a big way and some of these studies that we have found that most of the organizations in fact successful organizations are trying to achieve this for their better performance so, so we are talking about training.

Programs for the individual performance as we have talked about okay making people aware about the training programs but also we have talking about the organizational performance because the ultimate result that we have to achieve is to see that our organization survives, sustains, grows, develops and achieves competitive advantage and for that training program has

to be on going activity in an organization send then if you see most of the large corporations they have a very well developed HRD department and , and told that good about see it was perhaps sometimes are ranging between present of their budget is being kept you know for the HRD programs.

And when we are looking at some of the this is our data that have received from some of the HRD managers working in some public sector organizations so this may range you know depending on dig gerent organizations so I was just discussing with some HRD managers they have given me this data also in the training program they have the outside experts sometime they have the internal experts and they have you know sometimes you know some other the project management so they have small projects.

They can give training through projects so giving training actually becomes and I important exercise one has to design training programs for different organizations one of the service that we conducted also with various banks we found that the some of the multinational banks they are giving lot of training to their employees.

They are investing I should say investing lot of money for training of their employees at the time of reduction and also later time so training becomes a training is becoming an important aspect of total business management strategy now because we have realize that unless in a human resources are well trained we cannot really achieve the competitive advantage.

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