**Concept of Management and Evolution of Management Thought**
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Lecture - 24

Hello, we have examined in our past lectures various functions of human resource management, manpower planning, performance appraisal, recruitment and selection. In this lecture, we will explore the dimensions of training and development, training and development as emerged as an important function of management more specifically the human resource management, the role and responsibilities, the scope of the activities of the training and development function is certainly evolving, there is their cannot be one standard for every organization.

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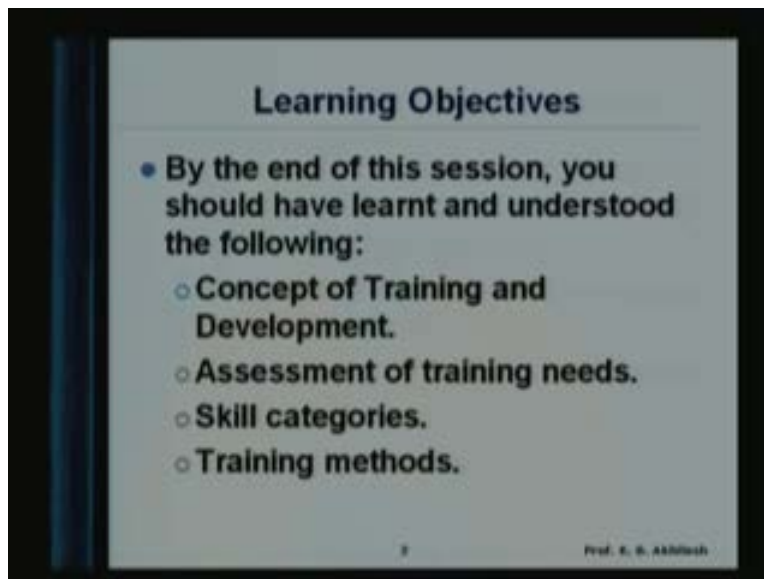
However, let us examine the details at the end of this lecture I want you to be seeing this, there is concept of training and development the assessment of a training needs, the skill categories and the training methods, the various issues involved in the training and development.
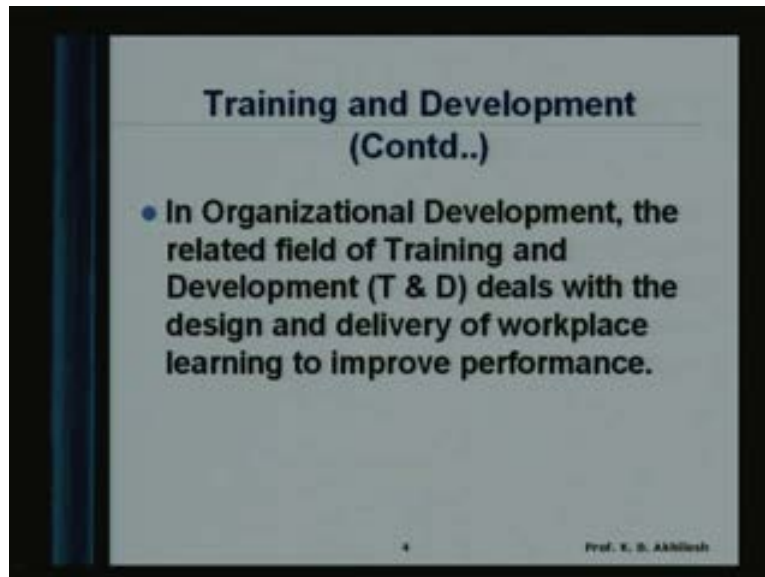
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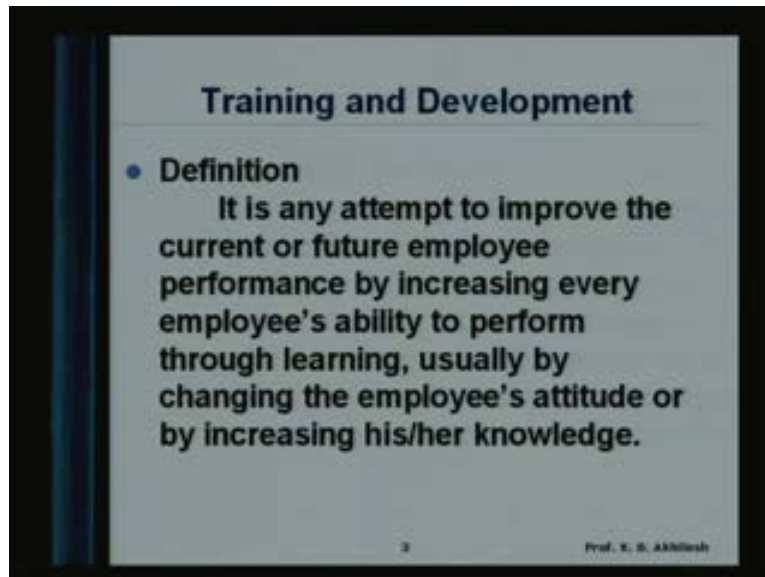
Let us start with the definition of training and development, it is any attempt to improve the current or future employee performance. So the question is how we are working towards the current employee performance and how are you assessing the future employee performance, we have seen both as the time of selection as well as for the performance appraisal but then having assessed, now what you do that is the question. The doing comes in terms of increasing every employees ability to perform and that can happen through capacity building through ability development and providing learning opportunities on the job.

So usually by changing the employee's attitude or by increasing his or her knowledge. So we focus on the skill we focus on the ability we focus in the attitudes and providing learning opportunities, increasing their knowledge, increasing their skills. So when we start working on skills ability knowledge to improve the performance means we are working on this training and development function but people also use this word organization development as a related field of training and development.

So when you see organization development it deals with design and you know delivery of workplace, learning opportunities as a whole the group as a whole organization as a whole, so creating learning platforms, creating the communication opportunities such things can be seen as a part of the organizational development. So training and development to be perceived to be seen as more to do with announcement of the skills, attitudes and knowledge of all the people at may be at any level because sometimes training is seen more for workers, more for skills and development of education is seen more for managers.

It may be true in some context but generally the training and development to be seen as an action at all levels may it be at the workers level, supervisory level or at the managerial level but with that very clear focus on enhancing skills and improving the knowledge as well as the creating better attitudes towards themselves, to the others and to the organization. So when we are thinking about good performance through a training program one need to start with organizational analysis.
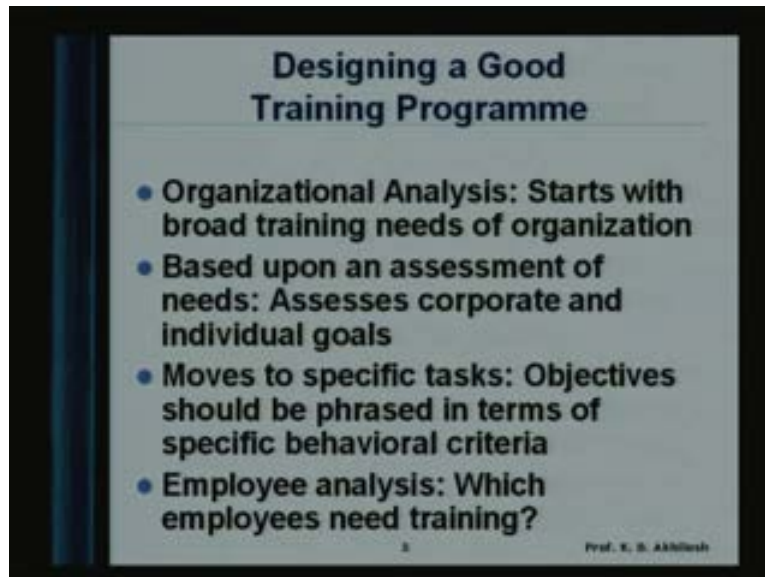
So one need to see what are the business models of the organization, what are the strategic goals of the organization, what are the short term and long term planning of the organization which we have discussed earlier. So it starts with broad understanding of the organization and translating that organization analysis through the training needs in terms of the how many people, how many skill sets and what level of performance things like that. So that means based upon an assessment of the organizational analysis, one would do the more asses, the more assessment of corporate and the individual goals.

So based on the expectations of the organization we try and see what the actions are required at different groups, different divisions different levels within the division and finally boiling down to the individual level. So it moves to the specific task, objective should be phrased in terms of specific behavioral criteria. So we want to be we should be able to define very clearly the specific skill sets, specific attitudes and specific knowledge, what the group on individual supposed to have, I think that helps in designing a good program further employee analysis is also equally important. So that means which employee is already know which employee is already have that required knowledge but no attitudes but some have good attitudes but no on knowledge.
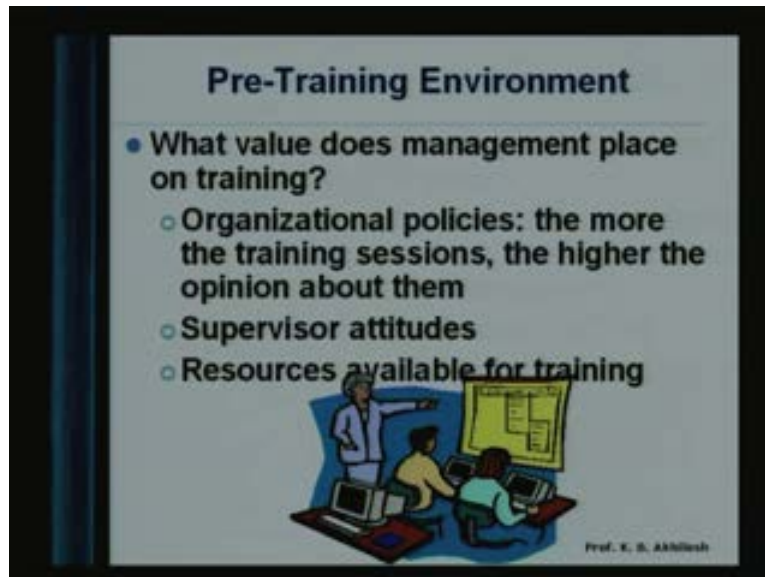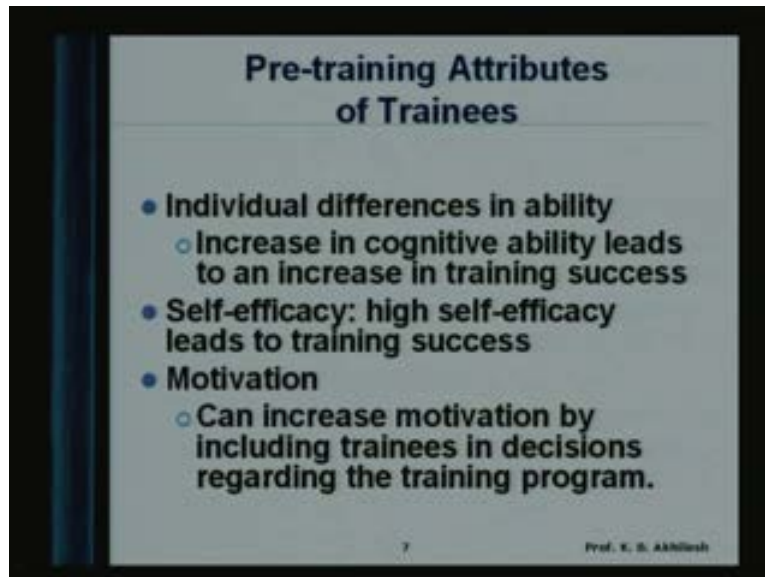
So such analysis also helps in designing better training programs then the other important things is to explore the pre-training environment, pre-training environment is what value does management place on training, is it nice thing to do, it is good that all others are doing should we should also do, what kind of value proposition the organization perceives on training I think that is an important statement to be articulated and to be understood, is the organization policies the how do they see it as the more the training session, the higher the opinion about them. This is the you know sometime the you will see that the organization in very very intensive on training and development activities, another time you just do it and is it focusing on the supervisor's attitude or is it focusing on the worker skills.

So it is the can what kind of the resources, what kind of infrastructure is available for training activities. One should also see the pre-training attributes of the trainees, so what are the differences in ability, are there any generational gaps, are there any are they excellent people. So what are their you know the you know what are their capabilities, if you see cognitive abilities, if it is better that means it increases in training success.

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Pre-training Attributes of Trainees

- Individual differences in ability
  - Increase in cognitive ability leads to an increase in training success
- Self-efficacy: high self-efficacy leads to training success
- Motivation
  - Can increase motivation by including trainees in decisions regarding the training program.

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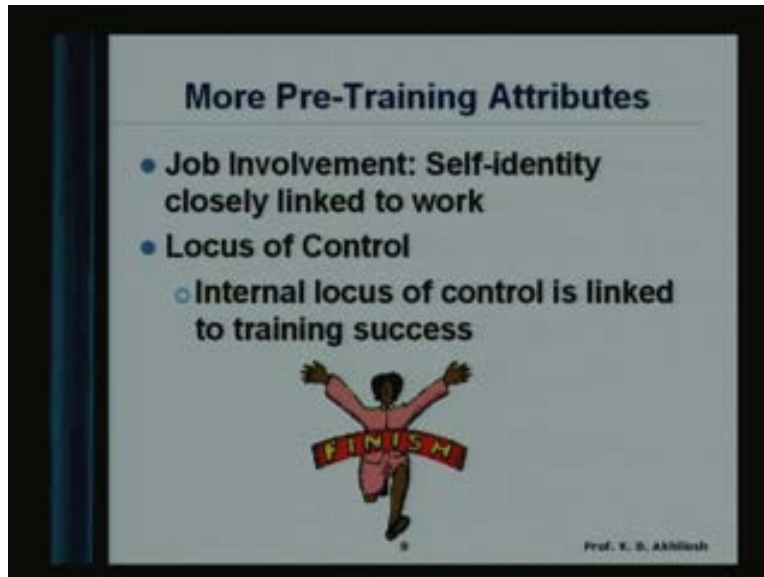
So basically the individuals are able to comprehend self-efficacy where people the explore this high self-efficacy leads to training success where the individual work towards their own self improvements and also the motivation, high motivation, high recognition of need to learn, leads to the training success. So it is important to see the trainees motivation, why do they come for the program, what is that they would like to achieve from this.

So the question is in understanding their needs if you can also address those needs such programs will be more successful. So the decisions regarding the training program must have a view of the trainees, the other important thing is the kind of see contextual view that job involvement you know. So there is there is self-identity is closely linked to the work as well as learning and similarly, the locus of control we have talked about this locus of control when we have explored the dimension of personality.

So some are considered having external locus of control where they believe in luck believe in chances explain their success or failure in terms of external that is what is the external locus of control then there are people who are also called as the internal locus of

control, they believe in their own actions, they explain success or failure in terms of their understanding effort and contribution.

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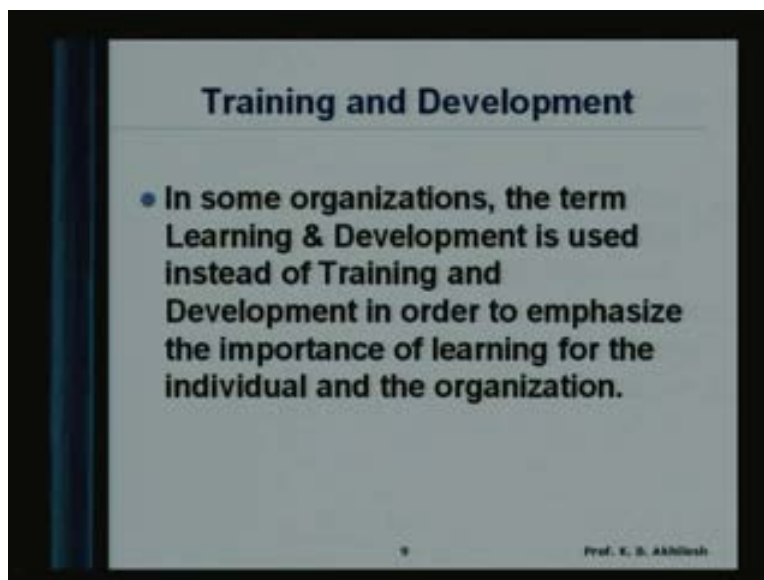
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So the idea is that we must see the whether they are able to come you know work with the internal locus of control that is what is link to the training success and the analysis should lead to the thinking about what are the scope, what are the activities under this training and development. In some organizations the term used is learning and development some instead of this training and development. The importance of learning is key there and that means it is responsibility the more towards the individual. So the development contributes towards the organization and similarly, the if you see there are views about training and development non-managers are much more likely to be trained in the technical skills that means more job related things required for their current jobs but while mangers frequently receive assistance in developing the skills or like this they are enabled for their facilitated things like that when you talk at the managers level and the need to train new or recently promoted employees is always self-evident because the gap between what they have and what is a required.

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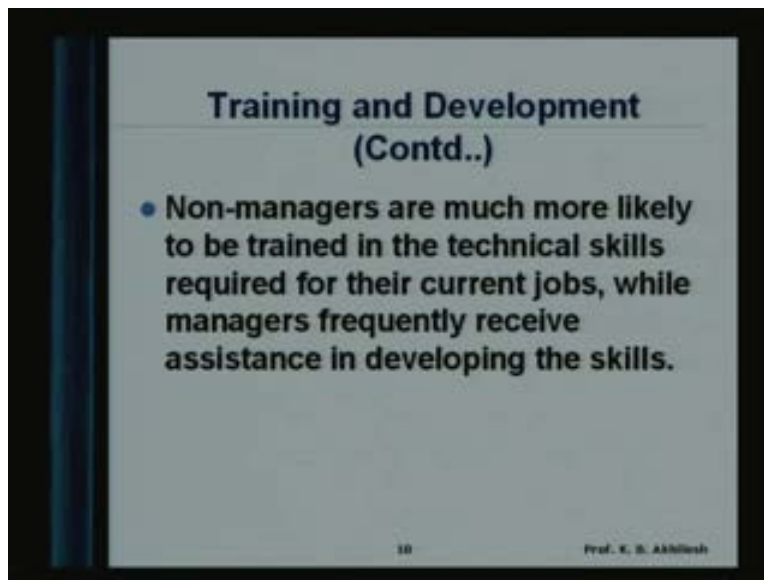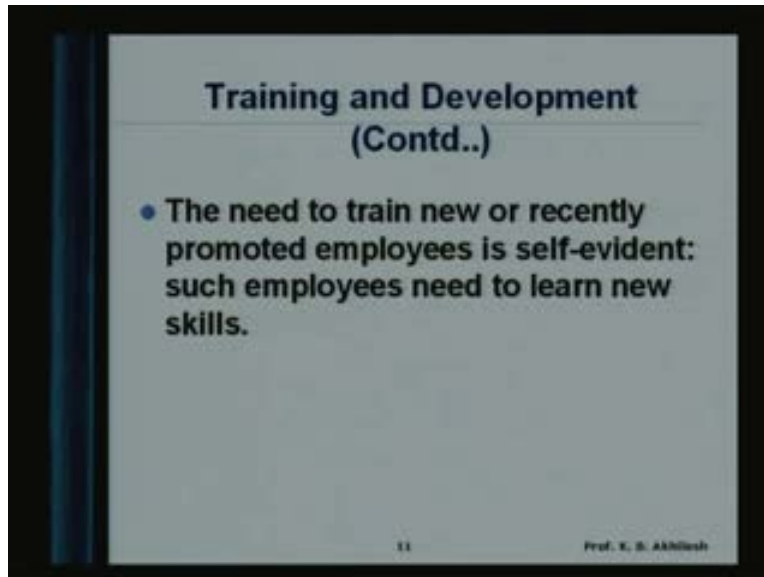
So induction training and also the training before the assignment or again where employees have to learn new skills, new understanding of the context. So the motivations are likely to be high during that situation. So that means you know it is there is a high
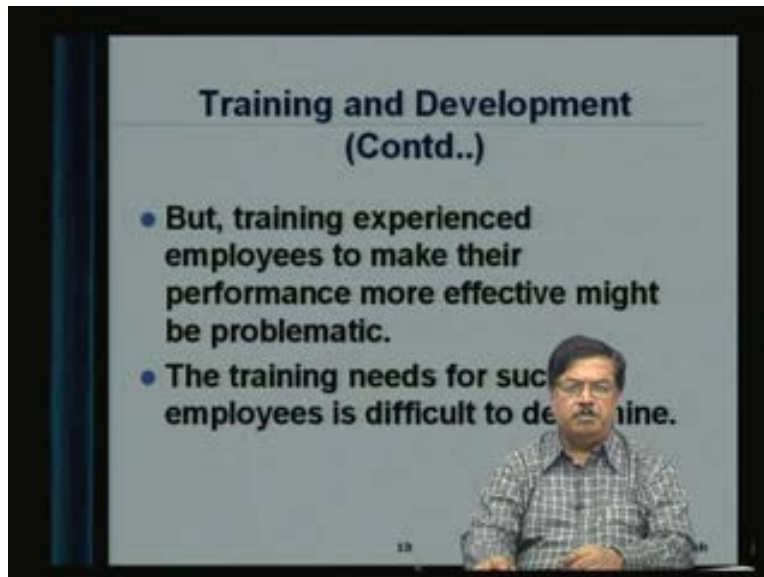
involvement and they can be acquainted very clearly with the best set of skills and the kind of behaviors expected in their new positions.

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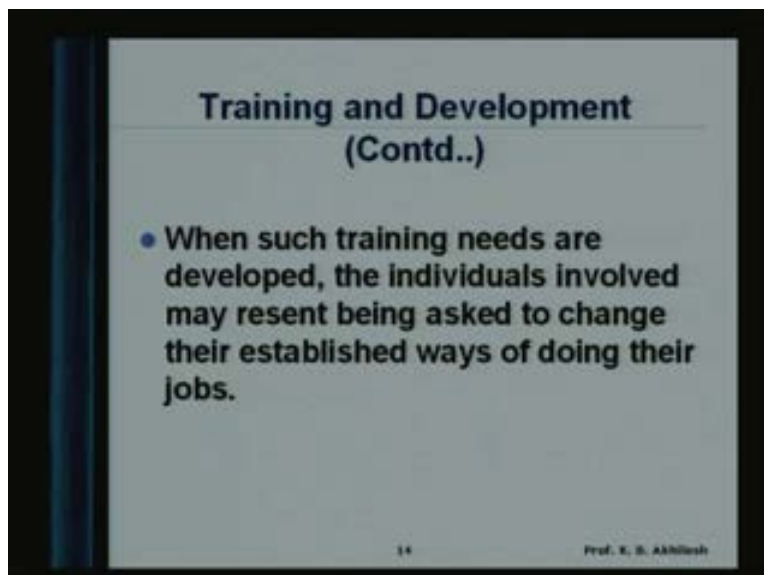
So the training and development would be more relevant more useful and similarly, that the training experienced employees you know if you see to make the performance more effective always is problematic because as we know in our learning curve upto certain degree you can achieve the initial success but lot depends upon the individual.

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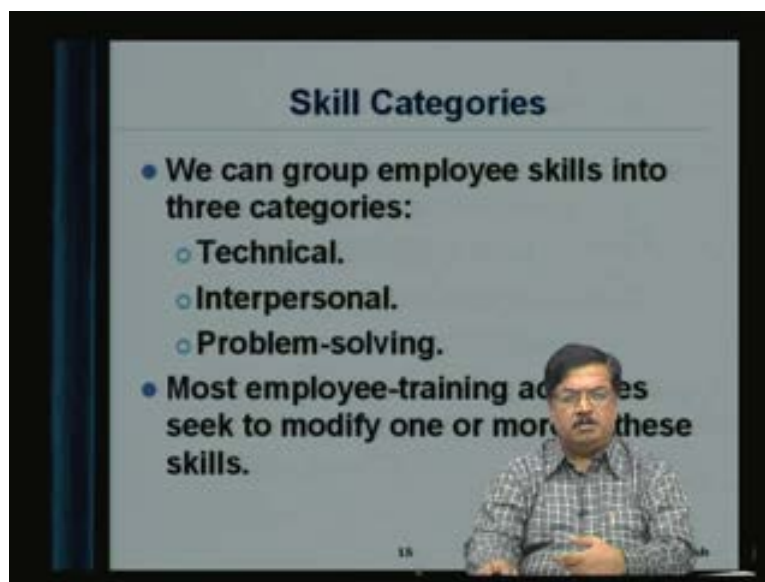
So one need to see how to understand how to deal with both the problem employees and also people with experience and then how to how to cover, how to work with. So when such training needs are developed individuals involved may reason being asked to change there are established ways of doing their jobs because they may say that we have worked for years, we have done like this in the past why suddenly a questioning about our leadership or about our communication or about our writing abilities. So many of these things can come with the experienced people. So the more the experience more the education more try challenge, it becomes much more challenging and problematic for this training and development function.

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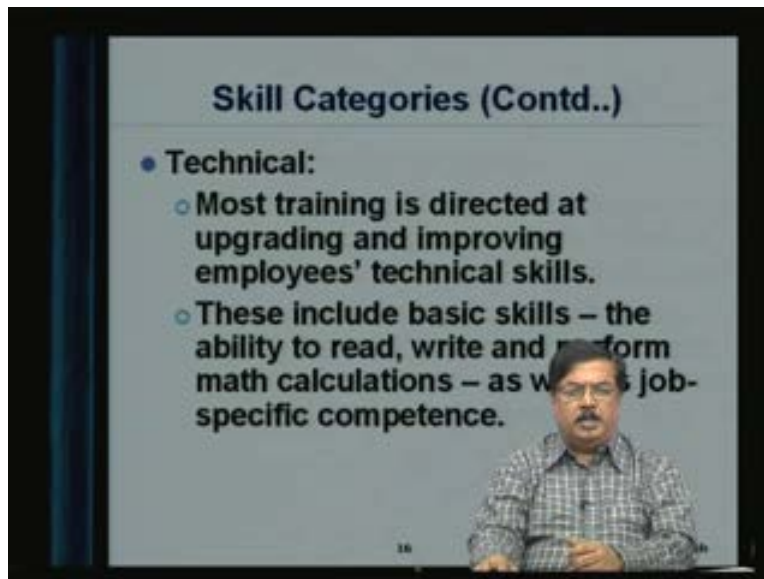
So that means one need to be much more innovative in designing of the programs the skill categories when we see they are using these words the skill, the knowledge the attitudes but it is more when we see the skill categories one can classify that into technical interpersonal problem solving kind of a thing. So when we see the technical skills it depends on the job and very clearly that kind of task individual is supposed to perform and then you can link that very clearly to the technical skills it could be the speed, it could be the efficiency, it could be the use of the particular material and

operating a particular machine and storing and sorting in certain fashion very specific to the job the technical skills are important at the induction level technical skills are also given as and when some of the new technologies are introduced sometimes the technical skills are also enhanced to providing opportunities where people can experiment.
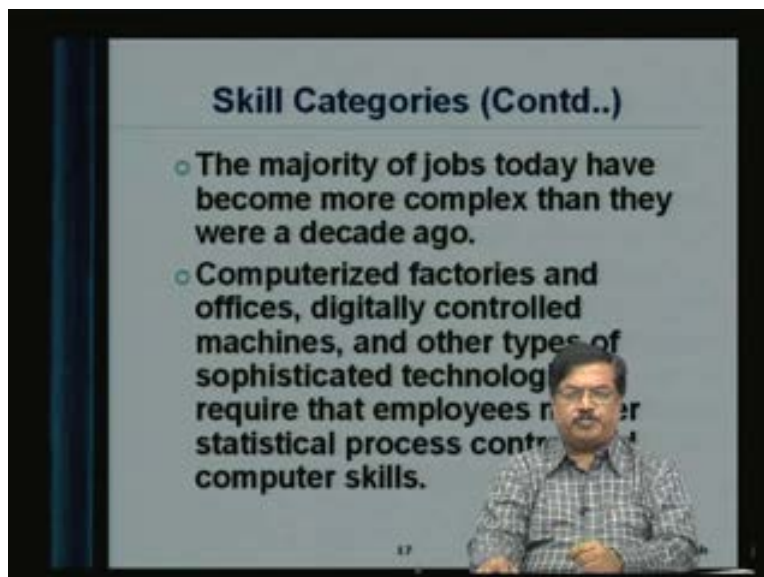
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The next important thing is if you see part from the this the making that kind of you know whether the general background material like this mathematical other abilities that means you are also talking about some more competencies required to impart those technical skills. So that means there is a preparatory skills and there are also some of the applications

So but today when you look at the technical skills, the majority of the jobs have become more complex then what it used to be today because the computerization because of the new digitally controlled machines, maybe it is RFID reader or it may be other sensors which are put at the work place. So that means the several of the jobs do deploy several technologies and also one should know how to work with how to operate some of these things. So the more sophisticated technology is so that means the you know the employees have to master the required the process skills or the analytical skills and also definitely the computer skills. When you see the interpersonal skills it is considered today that everyone is supposed to be good at this people referred to as EQ, people also talk about as a team skill sets.

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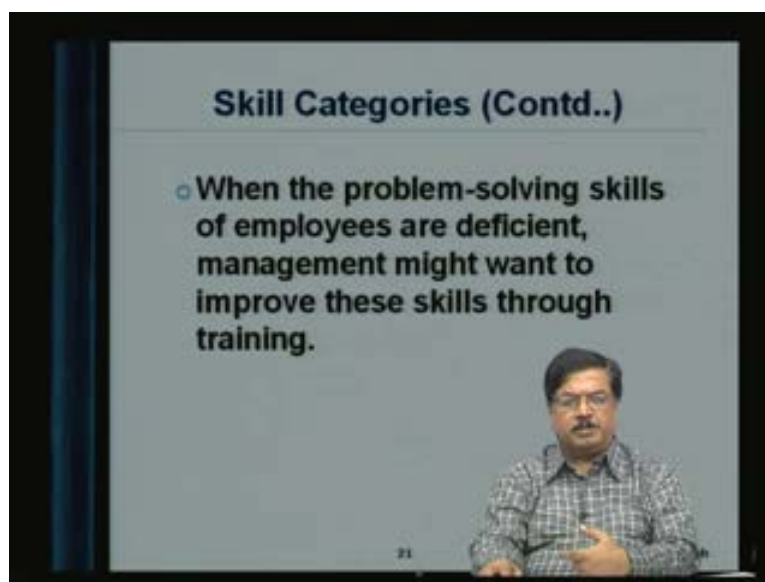

So the but as long as the individual works in an interdependent way and most of the task are becoming interdependent. So the question is that the individual has to work with his boss or her boss, the co-workers and the significant others in the organization and this working requires that they have an excellent understanding of the requirements of the

others and their own ways of reacting to the others in the organization. So that means you know the sometimes you have to work with the individuals in terms of making them better listeners and making them to communicate their ideas to the others and also reduce conflict and tension, arguments such situations which can come because of the interpersonal skills. The third kind of a set is definitely the problem solving where they have to be more innovative, more creative at the work place.
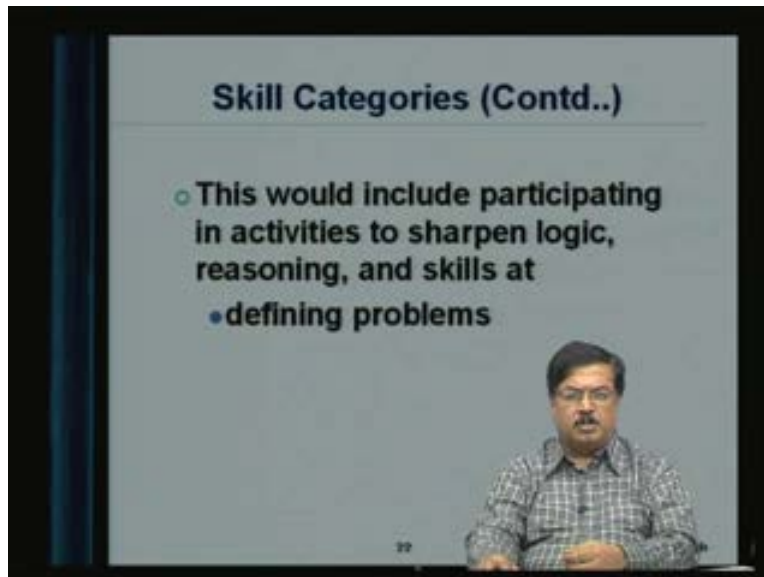
So this is particularly it true in jobs that are of the non-routine and has lot of variety, you know such situations demand the employees to be much more pro-active much more you know application driven. So the problem solving skills of employees if they are deficient then the management would find it very difficult because then the people tend to become more rigid and they are not able to respond to the changing situations. So that is the time where the problem solving training would help them to see newer alternatives and such things are also could be to could be an effort in terms of sharpening their logic, reasoning and also the skills at defining problems and assessing the kind of a causation, deploying some of the tools like creating up you know a tree problem tree or a kind of a fish bone kind of a diagram things like that.

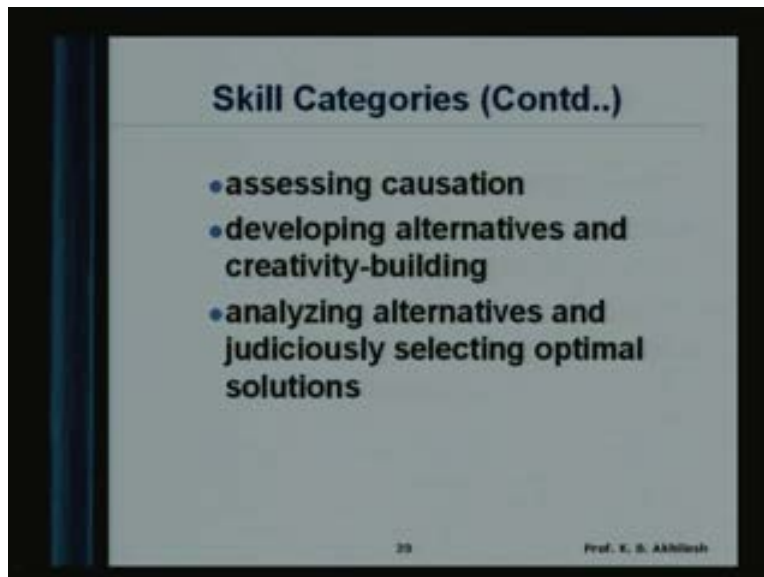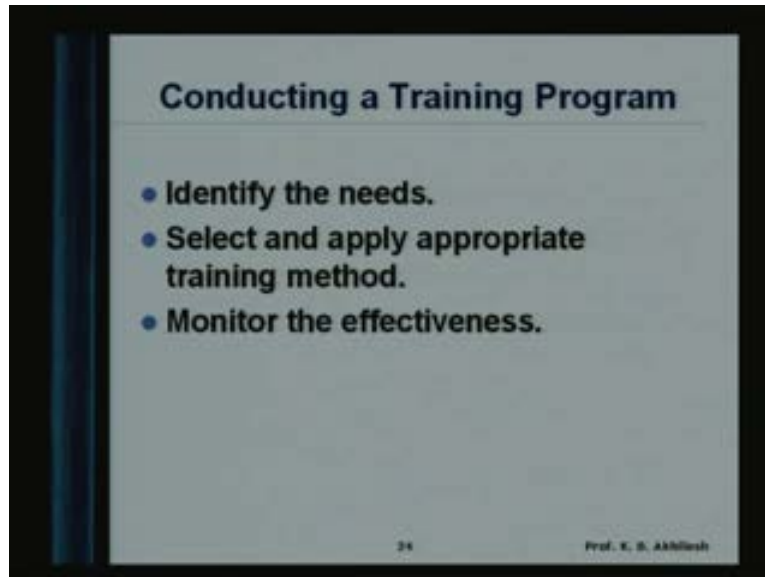(Refer Slide Time: 18:46)

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So developing alternatives and creativity building, analyzing alternatives and judiciously selecting optimal solutions, applying the required technology and techniques. All these things become relevant when we are talking about the kind of skill sets, we are trying to

explore could be that the interpersonal skills, the problem solving skills or the technical skills.
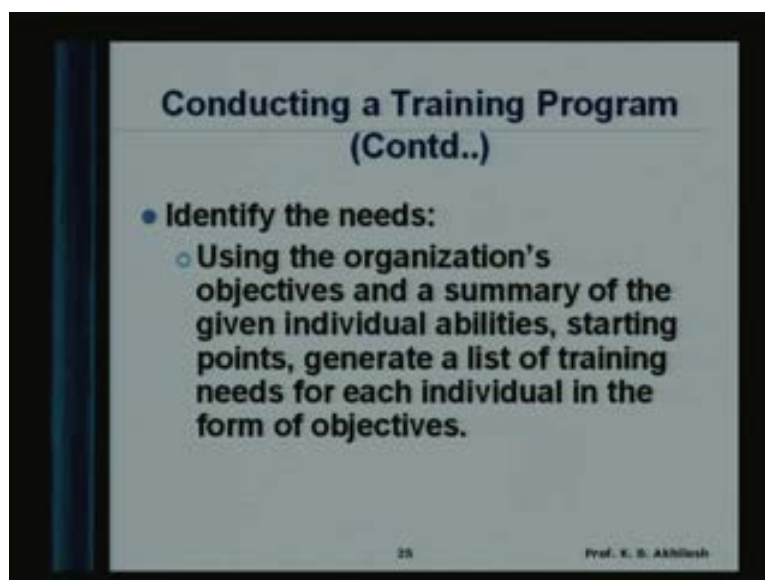
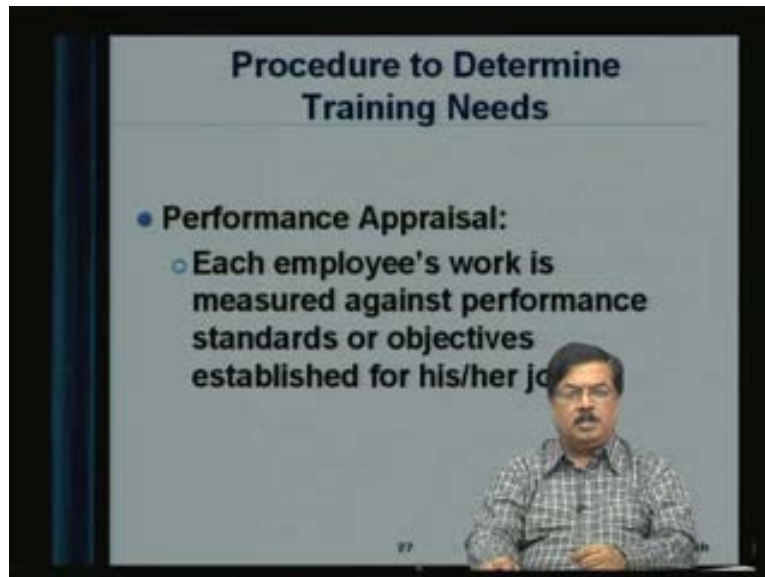(Refer Slide Time: 19:55)

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So conducting a training program has to start with the identification of the training needs the unless we understand systematically the requirements of the trainee then the training program may not give the required results and not only the training needs to be understood but an appropriatemethodology also has to be develop to meet those identified needs and also monitor systematically the effectiveness and taking those corrective actions. When you see the identifying the needs one need to see what are the objectives of the organization and then we also have to look at the summary of the individual abilities and then one need to see how is thus individual is in a position to meet those objectives of the organization   and that means the systematic analysis to be done.

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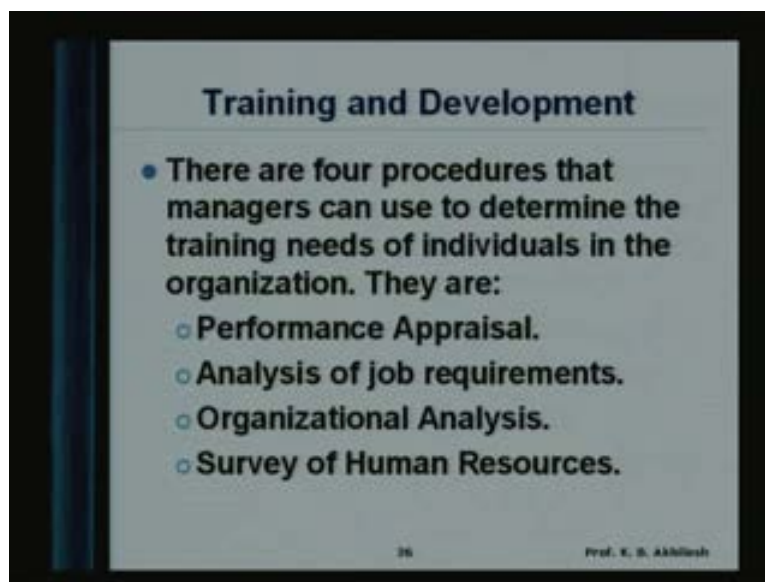
It could be done through the the performance appraisal, analysis of the job requirements, organizational analysis of how overall the performance is improving could be about the quality or about the delivery and are you achieving 100 percent all the time. So such things will show us are there any gaps in performance, gaps in attitudes, gaps in understanding and application or the technology, gaps in a poor interpersonal relationships and the survey of human resources all these things would give some thought about the training and training gaps.
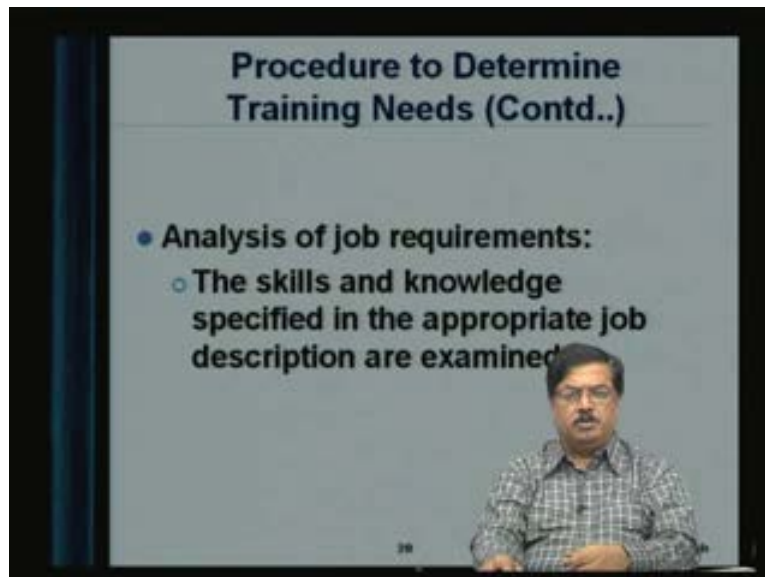
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So look at this performance appraisal we have talked about earlier. So that means each employee's work is measured against performance standards or objectives, established for his or her job and when you look at that then you will see what is the what are the gaps, why the person is not able to meet those expectations in consistent basis another is

which can come from the job analysis. The job analysis is a systematic method of collecting the data as the details about various activities one has to perform as a part of the task completion.

So when you do that then you will see what kind of skills and what kind of knowledge and the required to perform it very effective way and what are those minimum things are required in order to start the task. So that gives the job description becomes an example of what the individual is supposed to have it and then when you look at the individual who is going to do the task and what is required that kind of that will give a gap about what the training should be and what the training should be delivery and the employees without necessary skills and knowledge definitely they become candidates for the training program.
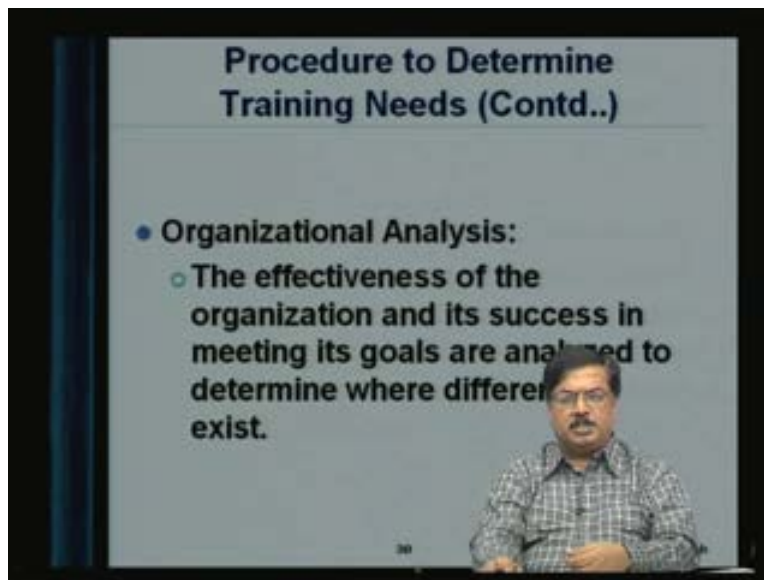
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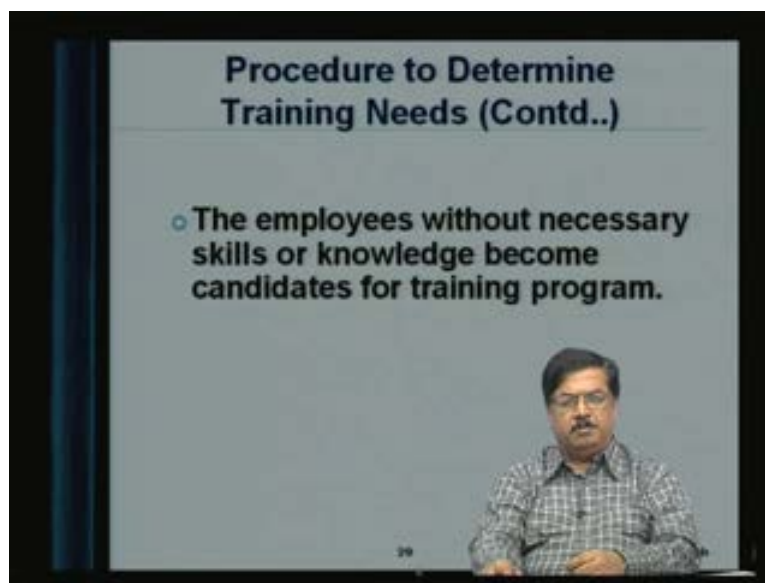
So the identified gaps defines the training agenda the other what I have mentioned earlier is the organizational analysis, the organizational analysis gives a kind of a fear thing what the effectiveness of the or the success of the training activities in meeting the goals and wherever there are some gaps, wherever there are short fall in the organizational

performance helps to know whether it is because of the attitudes or because of the lack of abilities and competencies.
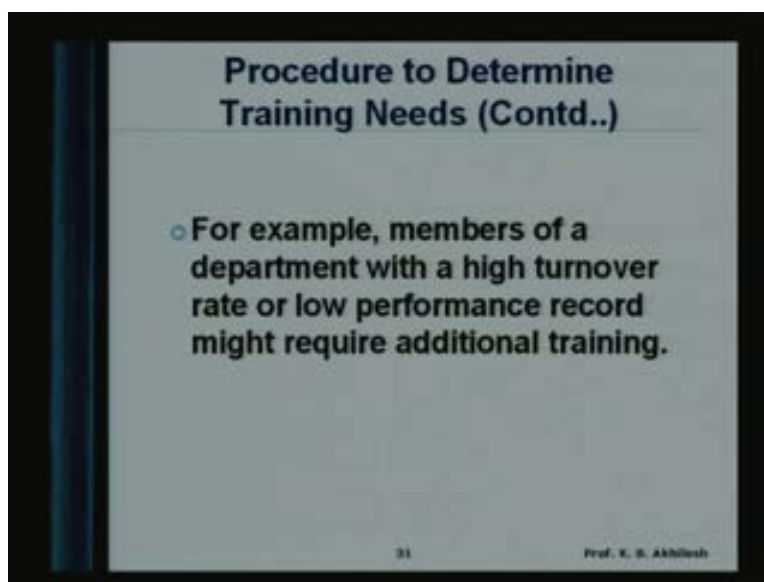
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So the members of a department with a high turnover rate or then many people are leaving or low performance record would always throw up yes, I think there may be lack of leadership, lack of communication, lack of coordination. So many of such things will become more obvious and apparent as one can try look into or analyze these things can see whether this is a pattern across the organization or whether it is only specific to certain groups then the focus could be there to address these gaps that helps to see are the gaps in in performance leading to the identification of the training needs.
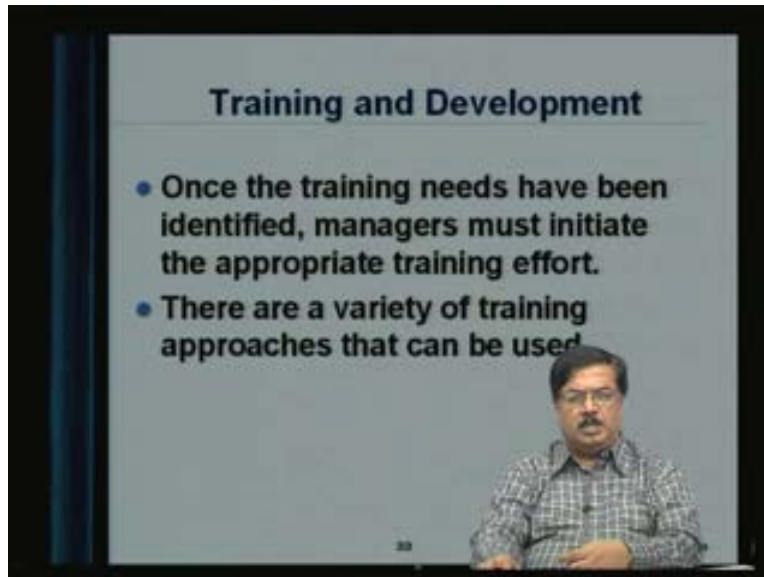
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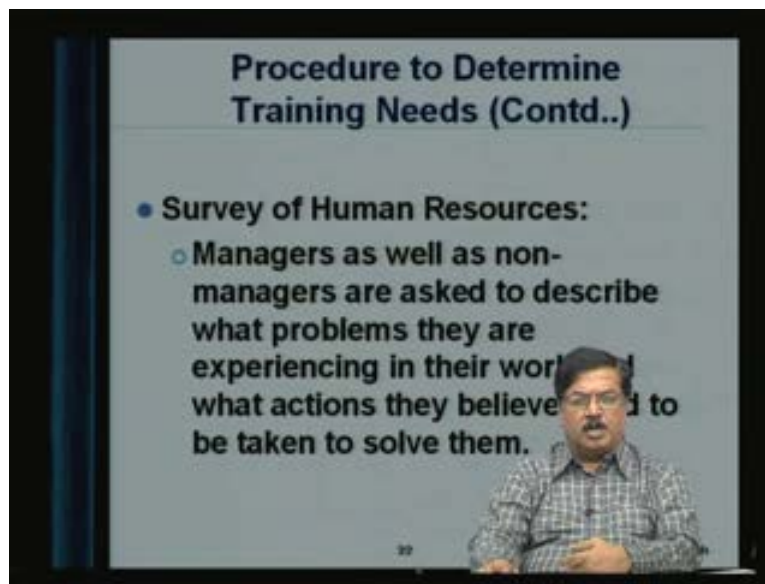
The next important method is to the survey of human resources particularly, the managers as well as employees at different levels are asked to describe what are the problems they are experiencing, what problems they have and also what actions are required, what are the current systems and what are the desired systems, may it be about the participation, may it be about the involvement, may it be about the infrastructure, may it be about the kind of contextual influences coming out of the colleagues and the leaders, all that would throw up the idea of what needs to be done and what is that manager should do sometimes it may show managerial capacities as leadership problems, sometimes it is the

absence of the correct coordination mechanisms or absence of the of the requirement you know that some technologies.
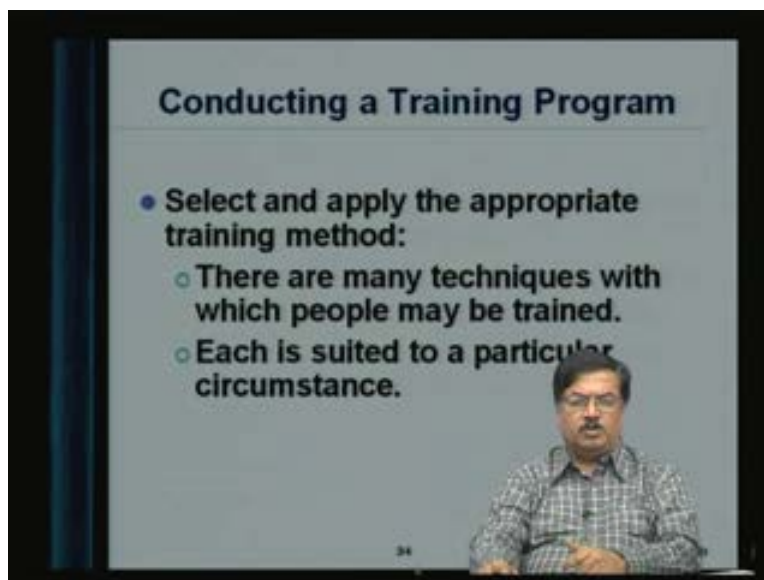
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So the idea is that various training approaches one can think of deploying to address those identified problems. So that is where the conducting and designing of the program becomes very critical so unless you identify the needs identify the expected deliverables it is very difficult to think of the relevance or the appropriateness of the training method. So there are many techniques with you know one can always be thinking about you know the so each, each issues should be looked into in terms of the particular circumstance and the monitoring the effectiveness is important.
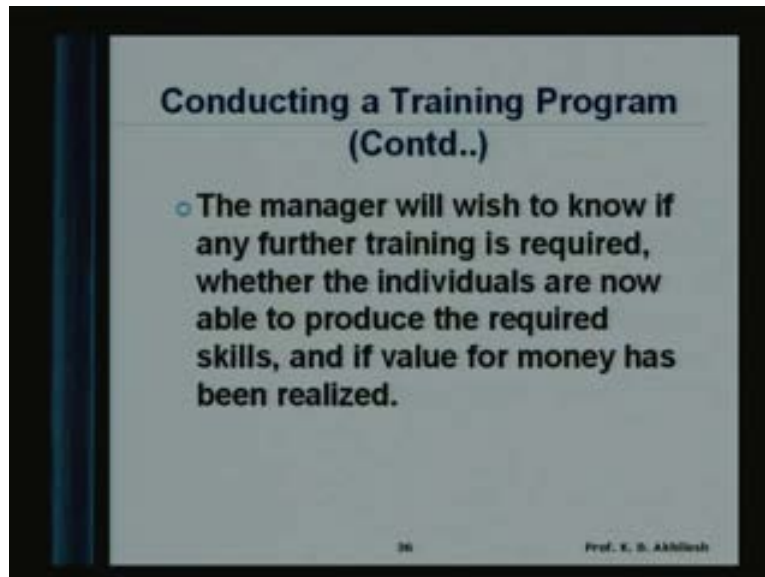
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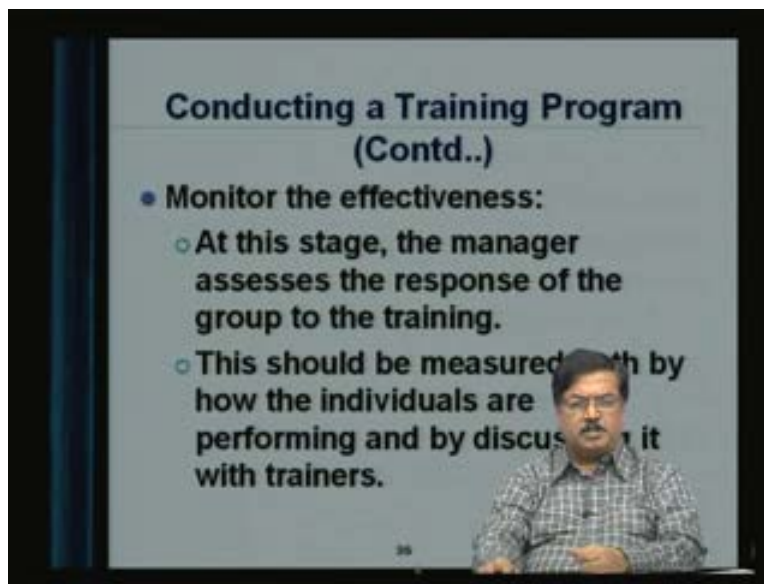
So the managers should asses the response of the group to the of the you know training how they would like to perceive it as and then whether the training which should be measured in terms of how the individuals are performing and sometimes you also by discussing with the with the trainer and the manager would, will always wish to know if any further training is required and whether the individuals are now able to produce the with the required skills and what more things to be done.
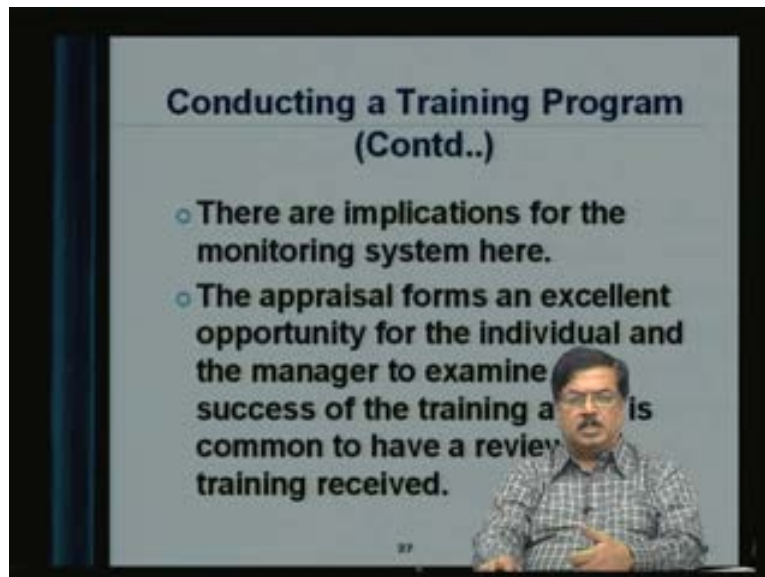
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So these are when you looking at to the conducting of the training programs a continues monitoring always would be most useful and when you look at to the monitoring system, the appraisal forms becomes an excellent opportunity for the individual to express that the training program, what one has received or one would like to receive and similarly,

the manager also can examine the success of the training program and can open up the dialogue what is this have you what is that you have received is it useful to you or to the organization.
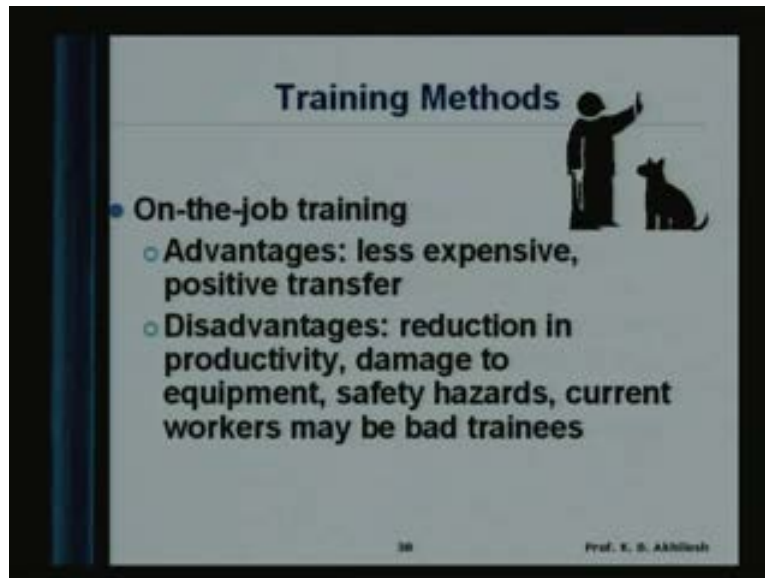
So the conduct of the training program should always to link to that kind of a process but training methods are it could be calcified as on the job or from away from the job. The OJTs are very widely practiced according to many 90, 90, 92 percent of the development of happens on the job. So on the job training there are lot of advantages very less you know definitely less expensive and there is a positive transfer between the boss and the subordinate or the trainer and the trainee but then disadvantages are you know the certainly, the you know you have to devote sometime for dialogue for discussion for demonstration. So there is the reduction in productivity sometimes because an untrained person can do the damage to the equipment also can create safety hazards because both the individual is placed on the job without understanding the complete picture of the machine or the materials or the kind of things it can happen.
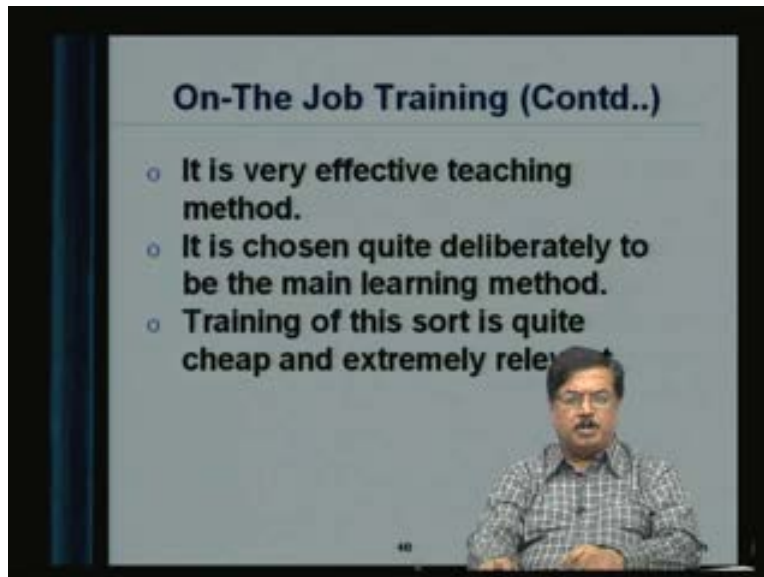
So suddenly he may switch off and put some hand somewhere and leading to the accidents or creating accident prone conditions to the others and sometimes the current workers may be very bad trainees, they are not motivated they, they are not well rewarded in the past. So they may be questioning the relevance and the focus or the purpose of the training itself. So the OJTs need to be understood and supported unless it is planned well, unless it is understood well can also lead to the kinds of the disadvantages then the training you can see that it occurs all through the working day. So that means a close coordination between the supervisor and the subordinate or the trainer and the trainee.

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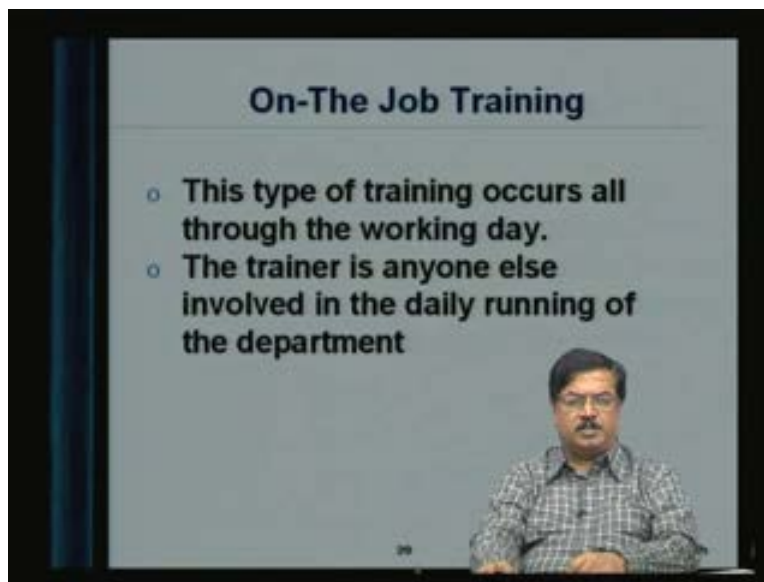
So it could be you know to the best is that if somebody is not in charge of the not you know the daily running of the department could be better. Now when you see the best of the on the job training many of recorded this it is the most effective teaching method because the person is put on the task, guided and making sure that everything he understands. So it is chosen quite deliberately to be the main learning method and definitely as we mentioned it is quite cheap and extremely relevant but when you see the off the job training.
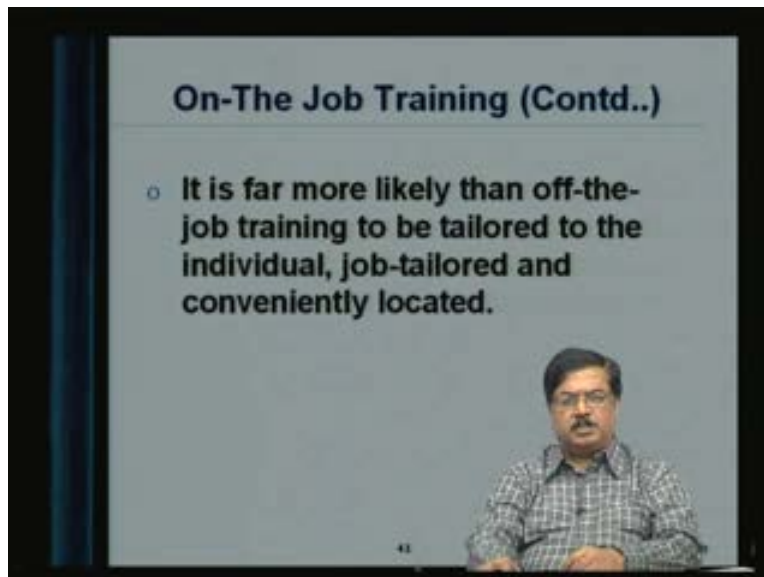
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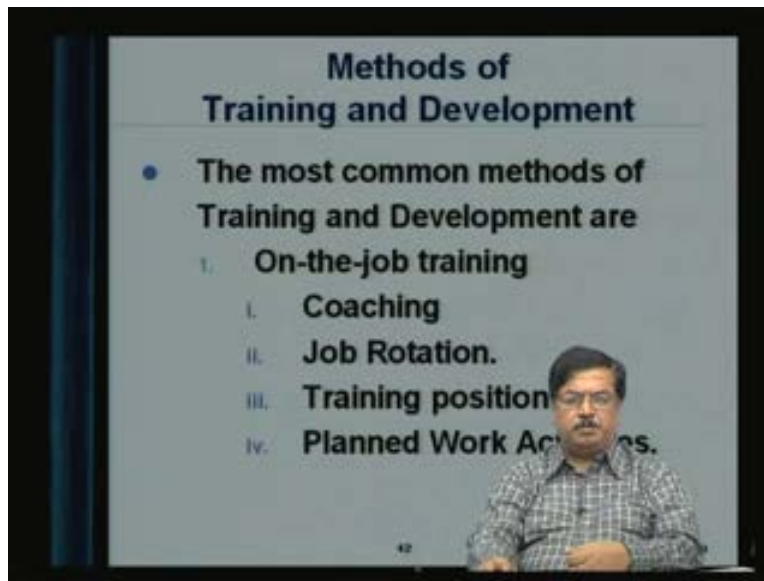
So that means you know you have to relate it to the individual and very clearly linked to the job and the location also becomes very important at least close to the work place where people can take off and then learn specific things. The methods of training and development if you see as we have talked about on the job training and off the job

training and within the on the job training, one can also see these things coaching job rotation and also the training positions and also that means identified areas to work for and the making sure it is a kind of a planned work activities, coaching if you see is often used for sporting and or operating skills.
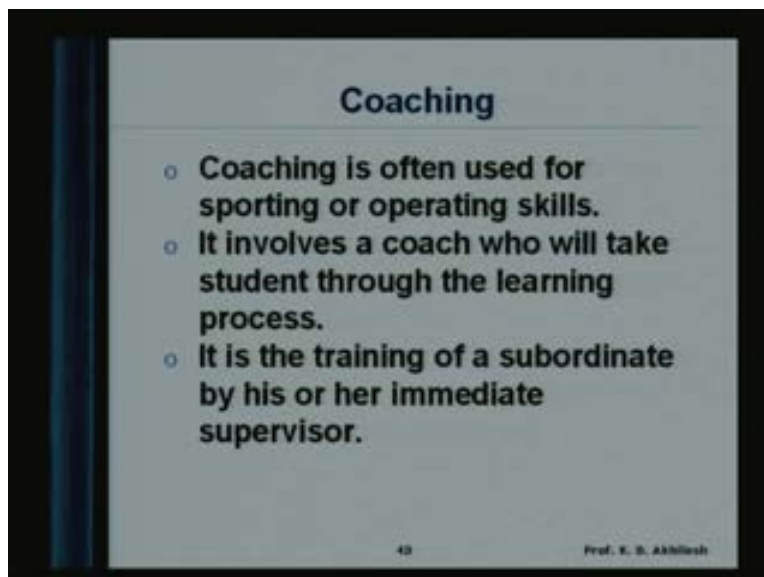
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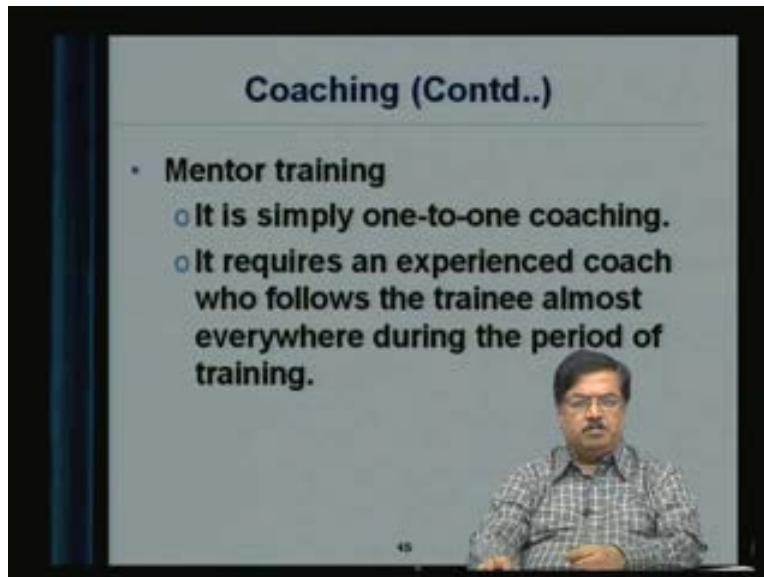

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So that means you know it involves an expert person who is who can identify with the student can take them through a kind of a guided experience and making sure that there is a learning process. So it is the training of the subordinates by his or her immediate supervisors often involves the coach those how to do a work is to be done and then there are the the teaching an individual to go against now whatever the views that person has.

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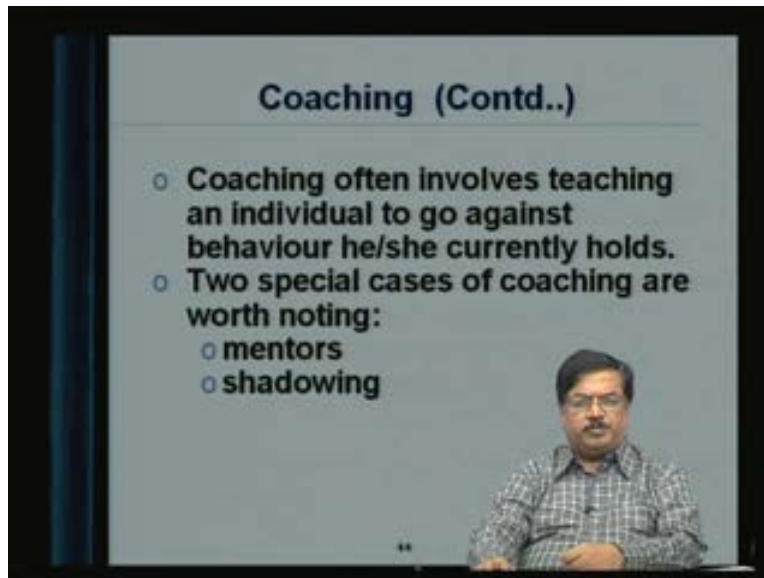
So that is where the one can also see beyond the technical skills sometimes you have to work towards their attitudes, sometimes one has to become a role model, sometimes we have to suggest. So a guide, a coach, an advisor, a mentor, so many of these things are a role model can all be a kind of a different shades of the same issue, one should also see that is the mentor or the coach also has to be they have to be trained so it is simply one to one coaching when you are talking about this. So that means an experienced coach who follows the training almost everywhere during the period of training.
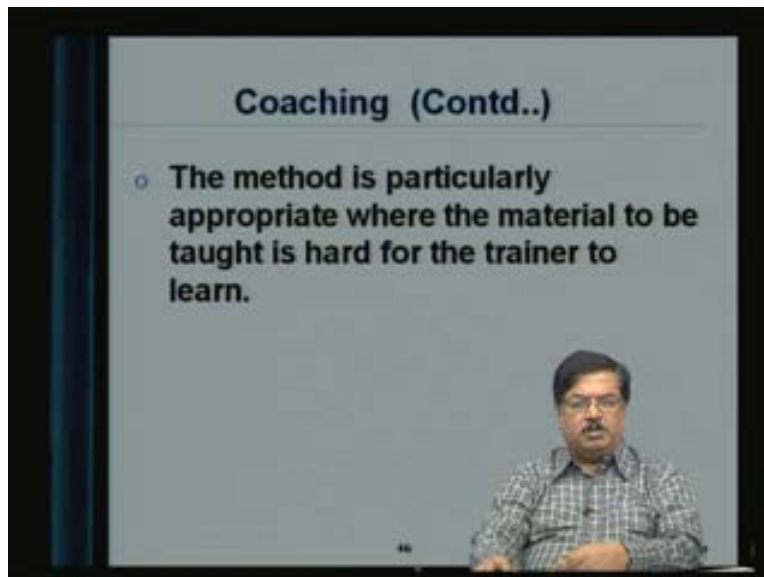
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So the mentor training is particularly useful and the coaching is very good where the tau you know the material to be taught is hard for the trainer to learn and commit. So that means one has to be working together to learn from each other and particularly, the word used shadowing is still one person learning from another but does not use the close

teaching relationship, they are working, they are part of the work groups and then keep on learning the small things. The learning the job content of another by just following through a typical period of work like an apprenticeship or working with the senior person.
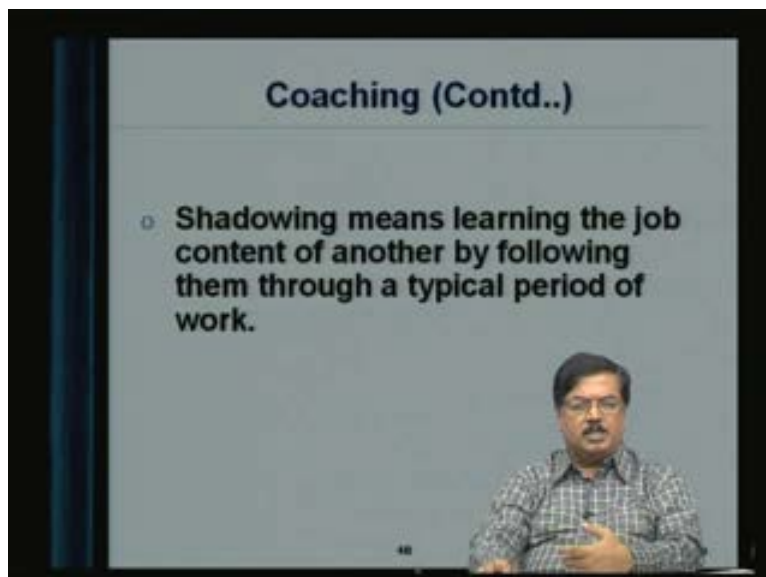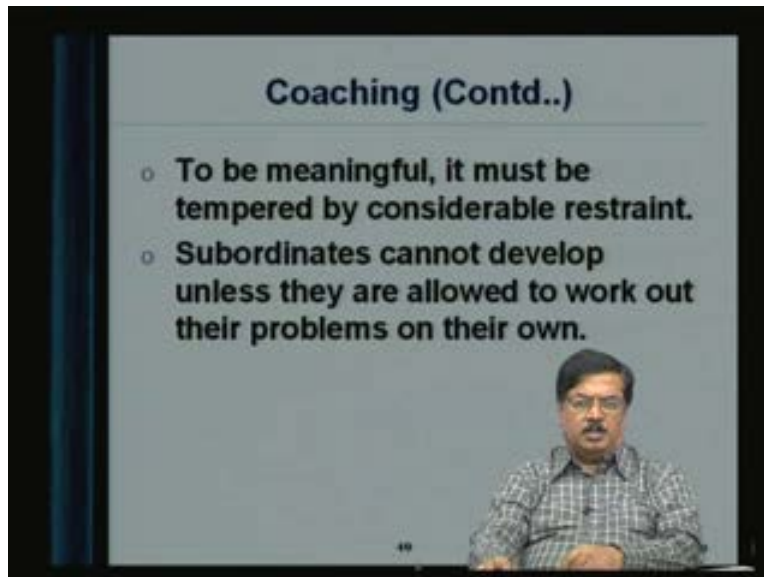
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So the coaching and mentoring and the these kinds of things to be more meaningful lot of you know patience one need to have. So the patients in the sense that the adjusting to the requirements of the trainees and they allowed to work out allow them to make some kind of errors and then helping through their errors, creating that kind of an opportunity to

experiment all these and definitely it is a, it is a an area of risk for many of the seniors and managers. So but sometimes they just go and tell do this way and when they do not, so then they you know the may also criticize seriously. So unless they go through a that method of tolerance and patience and have that kind of an attitude, it could seriously affect the effectiveness of the coaching, sometimes the managers feel threatened the idea of coaching their subordinates just for creating sub kind of arrivals.

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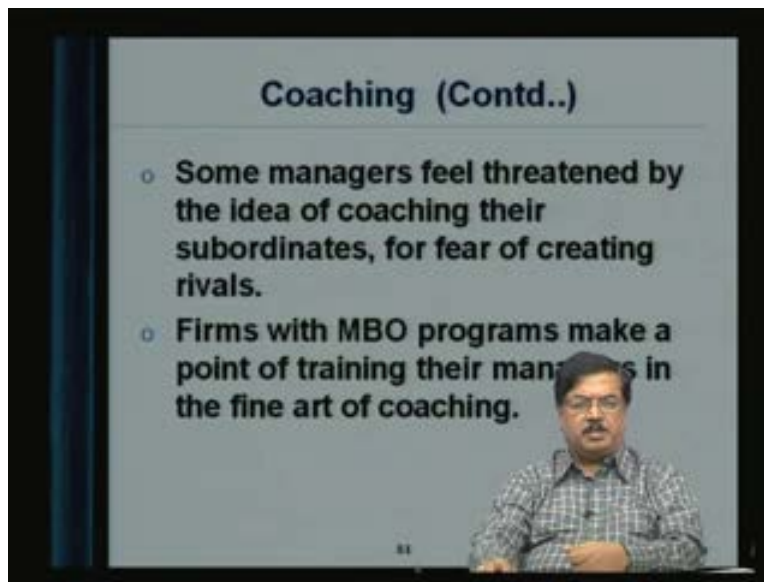
So they may also feel what would happen, what would happen to their own positions very rare but it is possible and also firms with MBO programs make a point of training their managers particularly, in the fine art of coaching because if you do not do that then it cou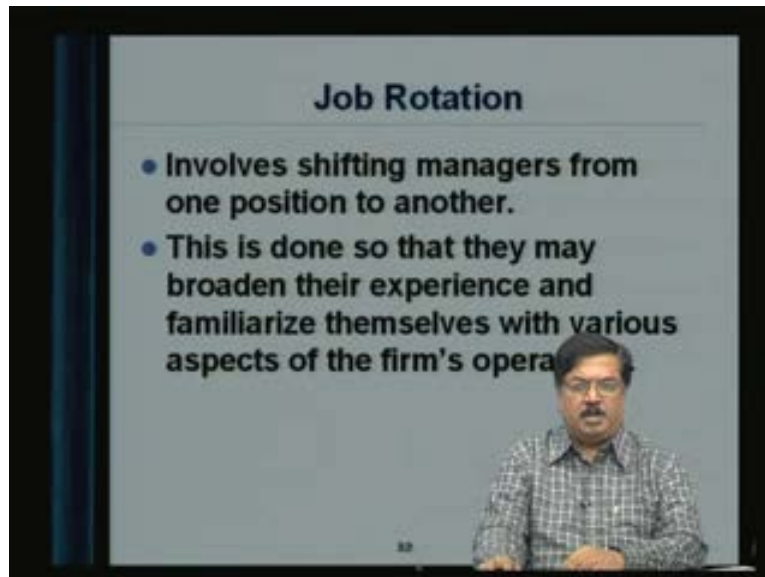ld be a very demanding and stress prone experience and the MBO itself may fail also mentioned you about the job rotation, it involves shifting mangers, shifting employees, shifting people at different levels from one position to another I think that is the thought in job rotation. So this is done so that they may broaden their experience familiarize themselves with various tasks of the organization, various jobs performed in different departments, so that they get a much broader picture.

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So a generalist versus a specialist if you see the job rotation takes care of both over a period of time you can, you can develop an employee through a systematic boom and within the organization and making sure that he knows different task, different jobs and

able to perform at different levels sometimes it is also trainees are given a kind of a staff posts, so that under manager.
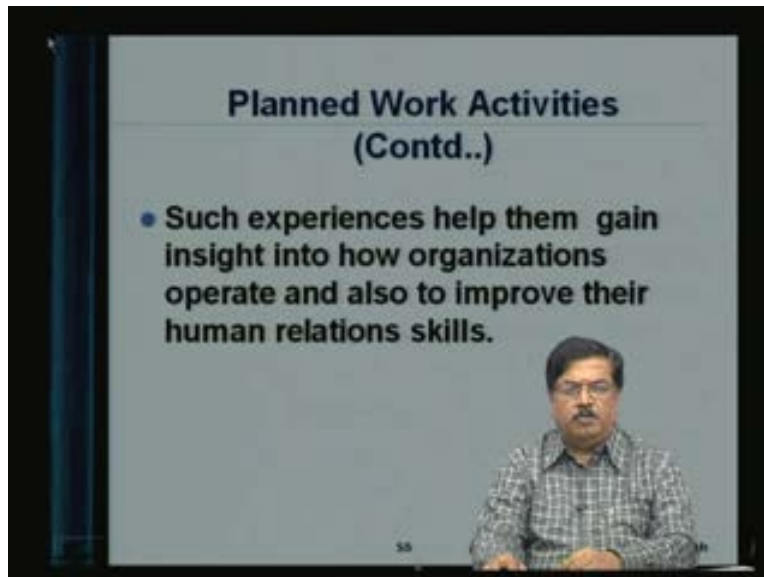
So that means you work as an assistant too and the end you know be there with the person and the catch up what all the things done. So such assignments give the trainees a chance to work with and model themselves around the some of the outstanding managers or outstanding technicians. So the training positions are always useful it is also possible to do the plan work activities like project work or helping them to collect some data and analyze some problems and come out with actionable solutions.

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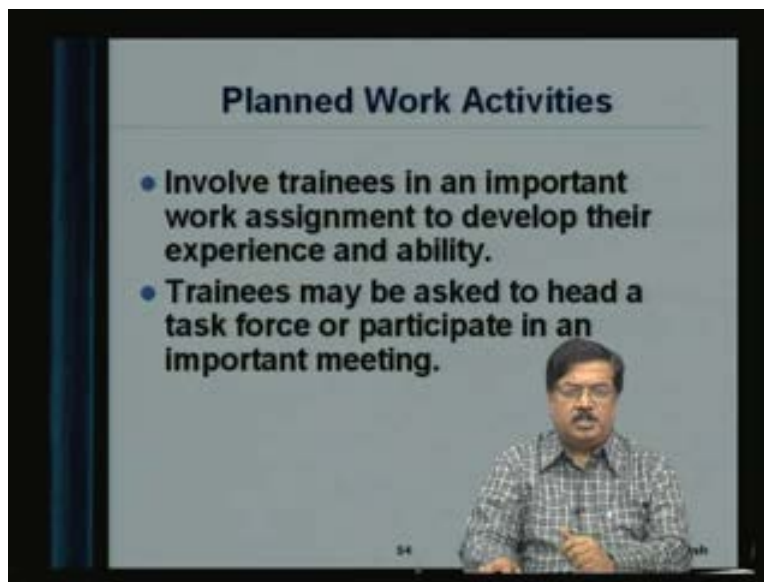
So here at it involves trainees to work on some work assignments, so that they develop some experience, they develop familiarity they also improve their ability to analyze data to prepare and argument and convince others. So trainees may be also be asked to head a task force or participate in an important meeting. So these are all planned work activities.

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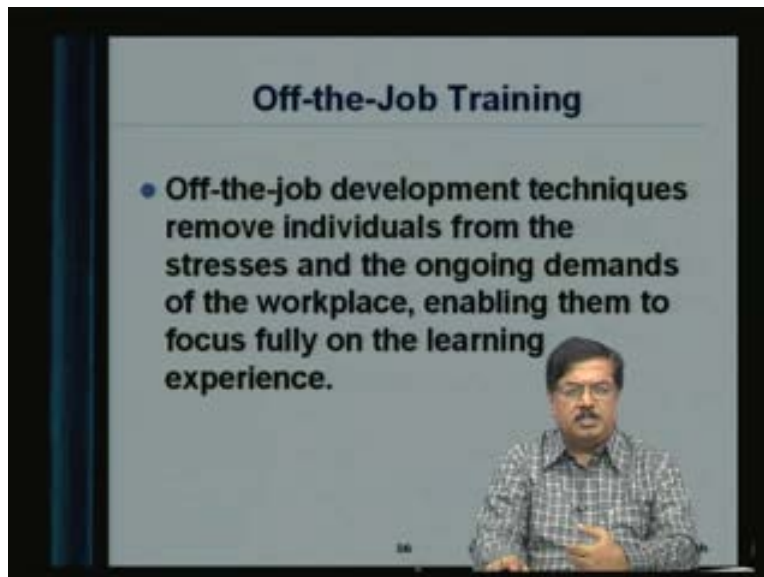
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So but such experiences help them gain insight into how complex certain task, how to organize and also to improve their human relation skills, the may the that means experience first handle but when you see the off the job development techniques, they know basically you are looking into the removing the individuals from the, from the
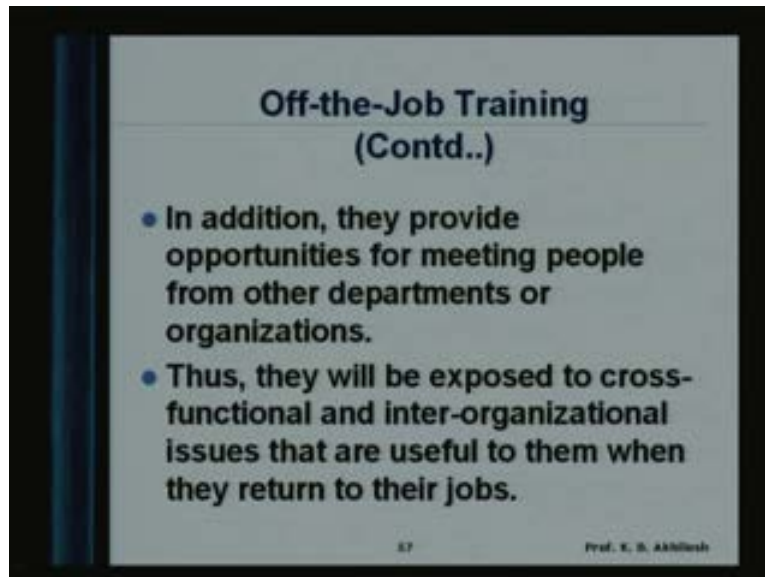
stresses from the responsibilities and the on going demands of the workplace and the we are going to give them when we experience. So focus fully on that kind of a learning experience away from the job situations.

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So they provide an opportunities for meeting people particularly from other departments in the organization or sometimes from the other organization and the it helps particularly, where they have to understand cross functional inter organizational issues and when they come back they come with much more boarder view of the problems and able to see and the as we have to put these kinds of a view very clearly, we have seen that the training and development the we can be seen in different ways and then different formats but the OJTs and that is on the job training and away from the job training.

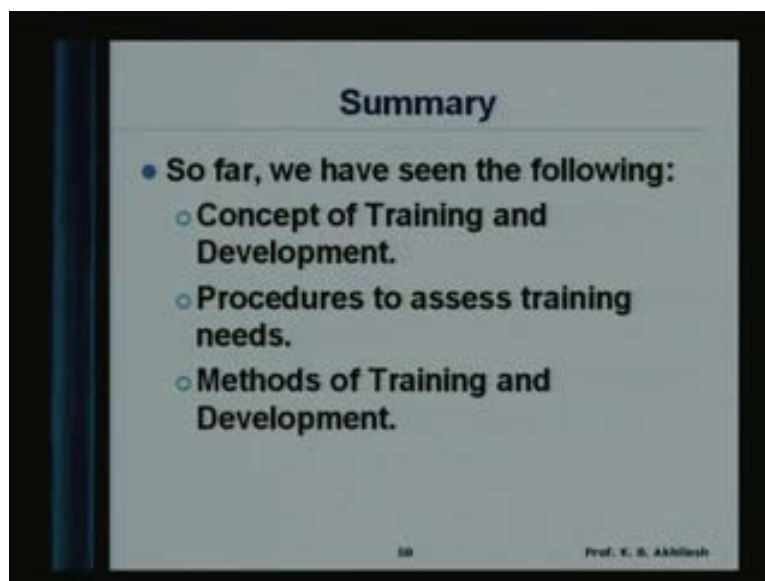But, what is important is to link these methods to the training needs and assessing the training needs and once we are able to assess the training needs then come to the to the methods and the all the three need to be integrated all the three need to be integrated with respect to the appraisals, the appraisal, the method of the survey of whatever organizational analysis and the training and the content has to address the common theme of meeting the individual needs as well as the organizational requirements.

So when we, when we see these things many view this training means it is specific it is specific in relation to the skill enhancement and the development they see it as much more broader broader and it is futuristic and enhancement of one's potential to contribute to the overall organizations and when procedures are seen the procedures go beyond the just administering the training programs.

So it means the training need assessment is much more important than the seeing the training effectiveness but the training effectiveness one has to see in terms of the training policy, the training budgets and then various activities to enhance the overall scope of the activities and the methods of training also equally important. The methods of both integration of on the job and the away from the job but in the next session what we will do, we will try and explore further to this training methods and also look in to the importance of the training program, lack of training program, lack of training initiatives in the organization can lead to a kind of a complacency, a monotony and monotony leading to the poor performance at different levels and poor performance becoming a model for others.

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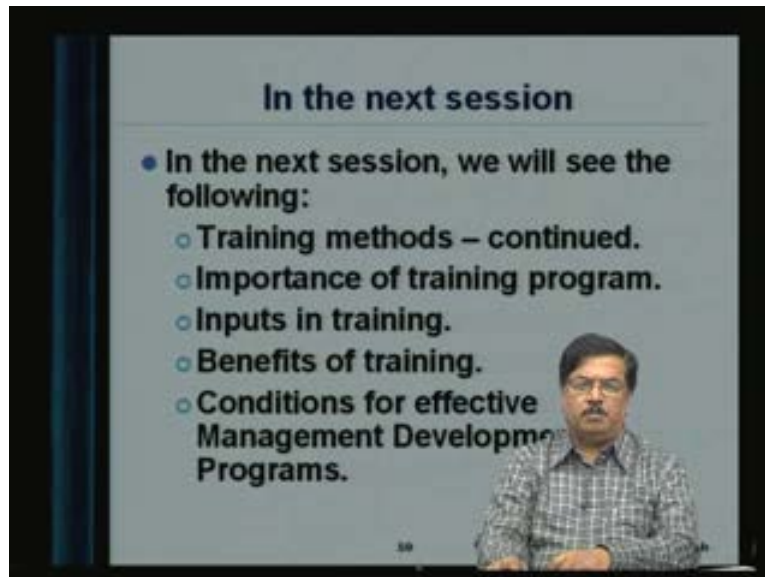
So we have seen several organizations getting into serious problem situations because the individual employees are not trained over a period of time and when their attitudes are rigid, when they see no challenges in their task and when they are not good in technical interpersonal and other process skills, they are not in a position to compete at the global level or they are not in a you know position to face the competition and the other important area which we need to see the kind of training inputs in terms of the methodology. Today, there is a varieties of methods and there is a mind blowing methodologies are available because of the the internet and the web based technology.

We do have knowledge repositories, we do have different methods of important the training using some of these resources and apart from this the virtual methods of training but there are classroom based training, sometimes it can also be training is seen as today as a kind of a guided experience and also is seen as a kind of a rehearsing the known things.

So that means the inputs today could vary depending upon the maturity, the level of application required and some are seen as more of a capacity building, some are seen

more as the imparting of the skill set as and when it is required and when we look at the benefits of training today, we are trying to see more of employability of the individual because fast changing technologies, fast changing the demands of the work place makes everybody to be more functional.

So the functional people means that they are also flexible, so you are able to work for the current requirements they are also able to work for the future requirements. So that is how the training today is seen as much more dynamic much more capacity building and focusing on the job performance and away from the job performance in terms of the overall growth of the organization and capable of accepting different responsibilities over a period of time and also continuously changing one's orientation depending upon the task and the task performance. We need to see these things and also work on what are the conditions for effective management development.

I think management development we are talking about the leadership, we are talking about the people who can see and view the organization in it is totality and integrate people at different levels for overall performance, these things we will examine in our next lecture.