

# UNIT-III (Training & Development)

## Outcome of this Presentation

This Presentation will cover CO3

Statement of CO3 is as follows:

Enhance the basic knowledge of training and employee development, to know the basic difference between Job satisfaction and Job description.

# NEED AND IMPORTANCE OF TRAINING

- Increasing Productivity
- Improving Quality
- Helping a Company Fulfill its Future Personnel Needs
- Improving Organizational Climate
- Improving Health and Safety
- Obsolescence Prevention
- Personal Growth

# Distinction between Training and Development

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## Training

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Training means learnings skills and knowledge for doing a particular job. It increases job skills.

The term 'training' is generally used to denote imparting specific skills among operative workers and employees.

Training is concerned with maintaining and improving current job performance. Thus, it has a short-term perspective.

Training is job-centred in nature.

The role of trainer or supervisor is very important in training.

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## Development

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Development means the growth of an employee in all respects. It shapes attitudes.

The term 'development' is associated | with the overall growth of the executives.

Executive development seeks to develop competence and skills for future performance. Thus, it has a long-term perspective.

Development is career-centred in nature.

All development is 'self development'. The executive has to be internally motivated for self-development

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# Principles of Training

- Clear objectives
- Training policy
- Motivation
- Reinforcement
- Organized material
- Learning periods
- Preparing the instructor
- Feedback
- Practice

# METHODS OF TRAINING

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## **On-the-Job Training Methods**

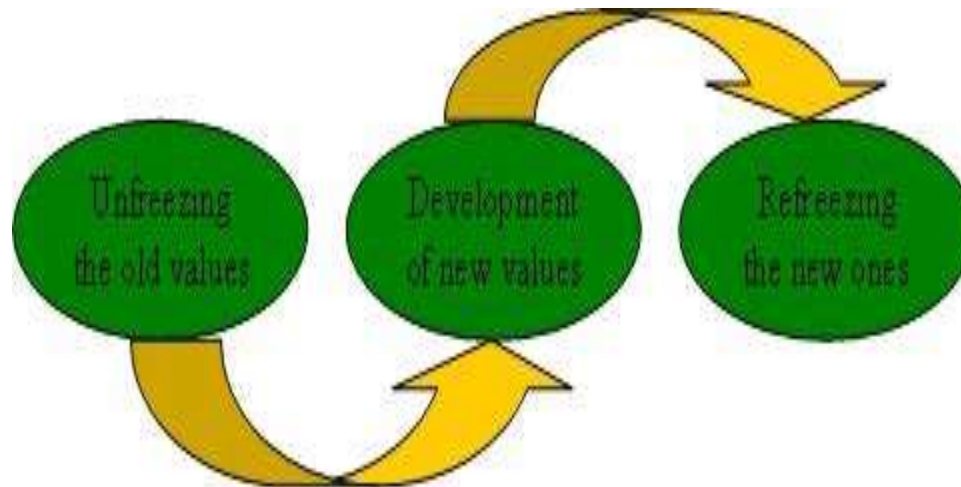
- On Specific Job : Experience, Coaching
- Job Rotation
- Special Projects
- Apprenticeship
- Vestibule Training
- Multiple Management

## **Off-the-job Training Methods**

- Special Courses and Lectures
- Conferences
- Case Studies
- Brainstorming
- Laboratory Training

# Sensitivity Training

1. Unfreezing the old values
2. Development of new values
3. Refreezing the new ones



# DEVELOPMENT

- Development It refers broadly to the nature and direction of change induced in employees, particularly managerial personnel, through the process of training and education.
- Development is considered to be more general than training and it is aimed towards management people. Usually the intent of development is to provide knowledge and understanding that will enable people to carry out non-technical organisational functions more effectively, such as problem-solving, decision-making and relating to people.
- Development is a long-term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purposes.

# Promotion

Promotion, involves movement of employee from a lower level position to a higher-level position accompanied by (usually) changes in duties, responsibilities, status and value. Promotion is made either on the basis of seniority or on the basis of merit or both. Normally, management of any organization prefers merit. But the trade unions and workers favor seniority. Seniority means the length of service put in by an employee in the working organization Merit, on the other hand, means the qualification which an employee possesses.

# Essentials of a Sound Promotion Policy

- 1. Management's policy regarding filling up of better posts through promotion should be specifically stated and truly adopted.**
- 2. Proper Merit rating methods should be followed to evaluate the performance of workers which will help the management to decide on promotion.**
- 3. Various jobs within the organization should be well defined and rated. There should be an orderly arrangement of various jobs according to its ratings so that the order of promotion can be made well known to all.**
- 4. Promotion should be made on the combined basis of merit and seniority. Hence, promotion policy to be sound should give due weightage to merit as well as seniority as the basis of promotion.**
- 5. Proper training methods should be formulated with a view to prepare employees for promotion to better jobs.**
- 6. Every job in an organization should be analyzed to determine the basic requirement of such jobs as to ability, experience, education, skill, etc. Based on the analysis, a chart showing all these requirements should be prepared. This will help the employees to prepare themselves for higher posts.**
- 7. In any case, no employee should be compelled to accept promotion.**

# Performance Appraisal

It is the systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development.

Performance Appraisal is a formal structured system of measuring and evaluating an employee's job related behaviors and outcomes to discover how & why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization and society all benefit.

# Objectives of Performance Appraisal

- ❑ **Compensation Decision:** It can serve as a basis for pay raises. This approach to compensation is at the heart of the idea that raises should be given for merit rather than for seniority.
- ❑ **Promotion Decision:** It can serve as a guide for job change or promotion.
- ❑ **Training and Development Programme:** PA can inform employees about their progress and tell them what skills they need to develop to become eligible for pay raises or promotions or both.
- ❑ **Feedback:** It can tell an employee what he can do to improve his present performance and go up the organizational ladder.
- ❑ **Personal Development:** It can help reveal the causes of good and poor employee performance.

**THANK YOU**