

UNIT 3: DEVELOPING HUMAN RESOURCES

**TRAINING: Concept, Importance
and Types**

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Topics to be covered

- ❖ Training and development
- ❖ Purposes of training Importance of training
- ❖ Types of training
- ❖ Steps involved in designing a training programme

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CONCEPT OF TRAINING

- ❖ Training involves changing skills, knowledge, attitudes or behaviour.
- ❖ It aims at bringing a relatively permanent change in employees so that they are able to perform their jobs well.
- ❖ So, training is a planned effort aimed at improving the job-related competencies of an employee.

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TRAINING VERSES DEVELOPMENT

TRAINING

- Non-managerial personnel
- Technical/mechanical and conceptual ideas
- Specific job-related skills
- Short-term
- Focus on individual
- Result of management initiatives coming from within
- Current needs of job and/or individual well as individual

DEVELOPMENT

- Managerial personnel
- Theoretical knowledge
- General knowledge
- Long-term
- The whole work group
- Result of inspiration
- Future needs of the job as

PURPOSE OF TRAINING

- ❖ To prepare existing employees for higher-level jobs.
- ❖ Existing manpower requires refresher training to update their knowledge and skills in the face of rapid technological changes.
- ❖ Newly recruited employees require training so as to perform their tasks effectively.
- ❖ Training is necessary to make employees mobile and versatile so that they can be placed on various jobs depending on organisational needs.
- ❖ Training is needed to bridge the gap between what the employees has and what the job demands. It helps make employees more productive and useful in the long-run.
- ❖ Training is needed for employees to gain acceptance from peers.

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IMPORTANCE OF TRAINING

BENEFITS TO THE BUSINESS

- ❖ Trained workers are more efficient
- ❖ In case of industry, training improves safety, as it imparts knowledge on the proper use of machines and equipments with due regard to safety and possible hazards.
- ❖ Training makes employees more loyal and they will be less inclined to leave the unit where there are growth opportunities.
- ❖ Trained workers show superior performance.

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IMPORTANCE OF TRAINING

BENEFITS TO THE EMPLOYEES

- ❖ Training makes an employee more skilled.
- ❖ Internal growth opportunities improve, as the employee acquires new skills. Training also helps an employee to move to another organization and pursue career goals.
- ❖ Training enables employees to cope with organizational, social and technological changes. Effective training is an invaluable investment in the human resources of an organization.
- ❖ Trained employees can avoid mistakes, or accidents on the job. They are confident, more satisfied and high on morale.

TYPES OF TRAINING

- ✓ Skills training
- ✓ Refresher training
- ✓ Team training
- ✓ Cross-functional training
- ✓ Creativity training
- ✓ Diversity training
- ✓ Literacy training
- ✓ Orientation training



SKILL TRAINING

This type of training is most common in organizations. The need for training in basic skills (such as reading, writing, communicating, speaking, listening, problem-solving, managing oneself, knowing how to learn, leading others) is identified through assessment. Specific training objectives are set and training content is developed to meet those objectives.

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REFRESHER TRAINING

Rapid changes in technology may force companies to go in this kind of training. By organizing short-term courses which incorporate the latest developments in a particular field, the company may keep its employees up-to-date and ready to take on emerging challenges. It is conducted at regular intervals.

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CROSS-FUNCTIONAL TRAINING

This involves training employees to perform operations in areas other than their assigned jobs. Job rotation can be used to provide a manager in one functional area with a broader perspective than he would otherwise have. Departments can exchange personnel for a certain period so that each employee can understand how other departments are working. High performing workers can act as peer trainers and help employees develop skills in another area of operation.

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TEAM TRAINING

Companies are now investing heavy amounts in training new employees to listen to each other and cooperate. They are using outdoor experiential training techniques to develop teamwork and team-spirit among their employees. It throws light on:

- How members should communicate
- How they have to cooperate
- How they should deal with conflict situations
- How they should find their way, using collective wisdom and experience to good advantage.

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CREATIVITY TRAINING

In creativity training, trainers focus on three things:

- Breaking away from traditional, conventional ways of doing things
- Generating new ideas through consultation, interaction, switching over to new perspectives.
- Brainstorming

It helps in releasing ideas, overcoming inhibitions, cross-fertilizing ideas and getting away from patterned thinking.

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DIVERSITY TRAINING

Diversity training aims to create better cross-cultural sensitivity with the aim of fostering more harmonious and fruitful working relationships among a firm's employees (irrespective of differences in age, race, gender, disabilities lifestyles culture education and backgrounds).

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ORIENTATION TRAINING

- In orientation training, new hires get a first-hand view of what the company stands for, how the work is carried out, and how to get along with colleagues.
- Orientation programs not only improve the rate at which employees are able to perform their jobs but also help employees satisfy their personal desires to feel they are part of the organization's social fabric. The HR department generally orients newcomers to broad organizational issues and fringe benefits. Supervisors complete the orientation process by introducing new employees to coworkers and others involved in the job. A buddy or mentor may be assigned to continue the process.

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Steps involved in designing an appropriate training programme

STEP 1: Assessment of training needs

Organizational analysis

Task analysis

Person analysis

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Steps involved in designing an appropriate training programme

STEP 2: Identification of training objectives

Innovative

Problem Solving

Regular

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Steps involved in designing an appropriate training programme

STEP 3: Organizing the training programme

Responsibility for training

Short-listing trainers and trainees

Training content and period

Implementation

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Steps involved in designing an appropriate training programme

STEP 4: Evaluation of training programme

Questionnaires

Interviews

Tests

Studies

Cost-benefit analysis

Feedback

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SCHOOL OF FINANCE AND COMMERCE

Course code: BBAF2022

Course name: Human Resource Management



THANK YOU

References:

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Cliff notes.com

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