

# Training & Development



GALGOTIAS  
UNIVERSITY

# Topics

- ◆ Why do we Need Training?
- ◆ What is Training & Training Principles?
- ◆ Objective and scope of training

GALGOTIAS  
UNIVERSITY

## Your Objectives

Following this presentation you should be able to complete the following objectives:

- 1. Describe why training is important and distinguish amongst training, education and development**
- 2. Define the KSA concept, and comment upon the relative difficulty in developing people's knowledge, skills and attitudes.**
- 3. Training need identification/ TNA analysis.**
- 4. List the nine steps in the training process and be able to explain each step with reference to hospitality examples**
- 5. Develop an appropriate training lesson plan.**

## *What is Training*

- ◆ The systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job.”

-Michael Armstrong.

- ◆ “The act of increasing knowledge and skill of an employee for doing a particular job.”

-Edwin B Flippo.

- ◆ Training is the intentional act of providing means for learning to take place.

- Planty

# Do Organizations Need Training

- ◆ The answer is “**YES**”
- ◆ However, we must know the **purpose** and **functions** of training before we can use it.



GALGO  
UNIVERSITY

# The Gap Concept



In training terms this means we need to develop programs to fill the Gap

## Training Needs

**The reasons for not making the 1,000 cars:**

- ◆ Not enough resources
- ◆ Poor machines
- ◆ Poor staff skills

**As training experts we must analyze the situation to determine if:**

- ◆ Expected result too high
- ◆ Target achievable
- ◆ Is training the only way to make it happen
- ◆ Are there other factors.

GALGOTIAS  
UNIVERSITY

# 3 Reasons to Consider Conducting an Internal Needs Analysis

1. Employee obsolescence/out-dated –
  - Technical advancements, cultural changes, new systems, computerization
2. Career plateaus
  - Need for education and training programs
3. Employee Turnover
  - Development plan for new employees



## Importance of Training

- ◆ Maintains qualified products / services
- ◆ Achieves high service standards
- ◆ Provides information for new comers
- ◆ Refreshes memory of old employees
- ◆ Achieves learning about new things; technology, products / service delivery
- ◆ Reduces mistakes - minimizing costs
- ◆ Opportunity for staff to feedback / suggest improvements
- ◆ Improves communication & relationships - better teamwork

## *Purpose of Training*

- ◆ Increase Productivity
- ◆ Improve Quality
- ◆ Update employees' skills
- ◆ Help a Company fulfill its Future Personnel Needs
- ◆ Improve Organizational Climate
- ◆ Improve Health and safety
- ◆ Provide Competitive Advantage
- ◆ Increase Intellectual Capital



# Benefits of Training

- ◆ Most training is targeted to ensure trainees “learn” something they apply to their job.



GALGO  
UNIVERSITY

# What is Training?

- ◆ Training is a systematic process through which an organization's human resources gain knowledge and develop skills by instruction and practical activities that result in improved corporate performance.

# Differences between Training, Education & Development

- ◆ **Training** is short term, task oriented and targeted on achieving a change of attitude, skills and knowledge in a specific area. It is usually job related.
- ◆ **Education** is a lifetime investment. It tends to be initiated by a person in the area of his/her interest
- ◆ **Development** is a long term investment in human resources. Usually for managerial positions.

# *TRAINING & DEVELOPMENT*

## **TRAINING**

- ◆ It is a short term process.
- ◆ Narrow focus of skills acquisition.
- ◆ Training is led by an instructor.
- ◆ Training is acquiring the knowledge, skills and attitude.
- ◆ .
- ◆ It is primarily related with the job technical skill learning.

## **DEVELOPMENT**

- ◆ It is a long term process
- ◆ Long term and broader perspective of integrated development of individuals.
- ◆ Development interventions may include counselling, mentoring, feedback, spiritual activities, community services or learning through actual performance of the work etc.
- ◆ Development takes the route of discovery or exploration of the potential through awareness, practice and modification.
- ◆ It is mainly useful for long term management development process.

GALGOTIAS  
UNIVERSITY

## ◆ Reference Books

- ◆ Training and Development, B. Janakiram, Indian Text Edition, Biztantra, 2011
- ◆ Training & Development, G.Pandu Naik, 1st edition, Excel Books India, 2014.
- ◆ Enriching Human Capital Through Training and Development, P L Rao, Excel Books India, 2013.
- ◆ Training and Development (Text, Research and Cases) P.Nick Blanchard, James W. Thacker, V. Anand Ram, 4Edition, Pearson Education India, 2010
- ◆ Employee Training & Development , Raymond A. Noe, & Amitabh Deo Kodwani, 5th edition, Tata McGraw-Hill Education, 2012

◆

GALGOTIAS  
UNIVERSITY