

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT

Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self-development – Knowledge management.

1. Training and Development

Training refers to the teaching and learning activities carried on for the primary purpose of **helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization.**

Training is the act of increasing the knowledge and skill of an employee for doing a particular job.

Definition: Dale S. Beach defines training as ‘**the organized procedure by which people learn knowledge and/or skill for a definite purpose**’.

IMPORTANCE OF TRAINING AND DEVELOPMENT.

- Optimum Utilization of HR
- Development of HR
- Development of skills of employees
- Productivity
- Team spirit
- Organization Culture

Need for Training

1. To meet Environmental changes
2. Organizational complexity: technological upgradation and diversification
3. To maintain good Human relations
4. To match employee specifications with the job requirements and organizational needs
5. Change in the job assignment:

Other types of training programme

- 1) Orientation or induction training
- 2) On boarding training
- 3) Product training
- 4) Technical training
- 5) Soft skills training

Training Process

- Step1: Training need analysis
- Step2: Design or Training methods examined
- Step3: Development or Training methods applied
- Step4: Training implementation
- Step5: Training evaluation and feedback.

Methods of Training



Advantages of Training

Employees Point of View

- It increase the skills
- Boost up confidence
- Helping in handling stress, tension, conflict
- Increase job satisfaction
- Provides information
- Eliminates the fear
- Instruction skills
- Helps career growth
- Improve morale of employees

Advantages of Training

Organization Point of View

- Improve productivity
- Reducing the injuries
- Job knowledge and skills
- Absenteeism and turnover
- Corporate image
- Good relationship among the superior • provide guidelines
- Improved labour management relationship
- Increase the quality of work
- Reduce the wastage

Training	Development
Training is designed for non-managers as well as managers.	It involves only managerial personnel.
It is a short term process.	Long term in nature.
Managerial personnel learn technical knowledge and skills.	Managerial personnel learn conceptual and theoretical knowledge.
The objectives of training are specific job-related purpose.	The objectives have broader overview and consider general knowledge.
Training is concerned with the immediate improvement of the employee, i.e. the ways to make the employee more effective in his current role.	Development is a process to make the employee efficient enough to handle critical situations in the future, i.e. how well he can equip himself for the future demands.
Training means learning new things and refreshing old one.	Development means implementing the learned session and finding new ones.

Exhibit 1: Difference between Training and Development

Training Need Assessment (TNA):

- Needs assessment is the process that is used to determine if and what type of training is necessary
- It involves
 1. Personal analysis
 2. Task analysis
 3. Organization analysis

2. Resistance to change

Resistance: Resistance means the act of fighting against something or refusing to accept.

Reason for Resistance

- Difficulties in learning new
- More work
- Disturbs the routine duties & tasks.
- Unlearn already practiced skills.

FORMS OF RESISTANCE

- Sociological resistance: Changes not for individuals overall groups and customs.
- Psychological resistance – resistance occurs purely mental factors
- Logical resistance to change – People adopted computer because of it needs.

Overcoming Resistance to Change

- Education & communication
- Participation & involvement
- Support
- Negotiation
- Manipulation
- Coercion

Method	How to Use	When to Use	Advantages	Drawbacks
Education	Communicate the desired changes and reasons for them	Employees lack information about the change's implications	Once persuaded, people often help implement the change	Time consuming if lots of people are involved
Participation	Involve potential resisters in designing and implementing the change	Change initiators lack sufficient information to design the change	People feel more committed to making the change happen	Time consuming, and employees may design inappropriate change
Facilitation	Provide skills training and emotional support	People are resisting because they fear they can't make the needed adjustments	No other approach works as well with adjustment problems	Can be time consuming and expensive; can still fail
Negotiation	Offer incentives for making the change	People will lose out in the change and have considerable power to resist	It's a relatively easy way to defuse major resistance	Can be expensive and open managers to the possibility of blackmail
Coercion	Threaten loss of jobs or promotion opportunities; fire or transfer those who can't or won't change	Speed is essential and change initiators possess considerable power	It works quickly and can overcome any kind of resistance	Can spark intense resentment toward change initiators

Figure: choosing strategies for Change

3. SELF-DEVELOPMENT

Self- Development: It means a personal desire to improve through an individual's attempt to get on study and practical explosive.

<p style="text-align: center;">Self-development skills</p> <p>Get inspired each day: Build on your strengths Build on your strengths Come above your comfort zone Have a to-do-list handy: It's time to act: Working on Negative qualities Source: EDUCBA (Use the same source to develop soft and hard skills)</p>	<p style="text-align: center;">Essential Conditions for Self-Development</p> <ul style="list-style-type: none"> • must be the proactive agent • External stimuli, • Individual must measure the progression towards
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Figure: Personal development Canvas

4. Knowledge Management

Knowledge Management: Knowledge management is the concept of finding, gathering, assessing, organizing, and sharing information or knowledge.

Types of Knowledge:

- **Tacit knowledge:** Difficult to transfer another person.
- **Explicit knowledge:** Knowledge can be transfer to others.

Activities of KM:

- ➤ Creating knowledge.
- ➤ Measuring the value of knowledge.
- ➤ Facilitating the transfer of knowledge. (Intranet)
- ➤ Creating a knowledge sharing environment.
- ➤ Building a corporate culture

Elements of Knowledge management

- 1) Knowledge Creation:
- 2) Knowledge Sharing:
- 3) Knowledge Utilization:

Significance of Knowledge Management:

- Tool for Knowledge Based system
- Tool for Decision Making
- Aids Sharing Culture
- Retains Critical Capabilities
- Globalization

5. EXECUTIVE DEVELOPMENT

Executive development: According to FLIPPO “it is the process by which managers and executives acquire not only skills and competency in their present job but also capabilities for future managerial tasks of increasing difficulty and scope.”

Objectives of executive development:

- Develop managers performance
- Prepare them for higher assignment
- Help them to grow fast
- Replace elderly un executive
- Create growth process climate

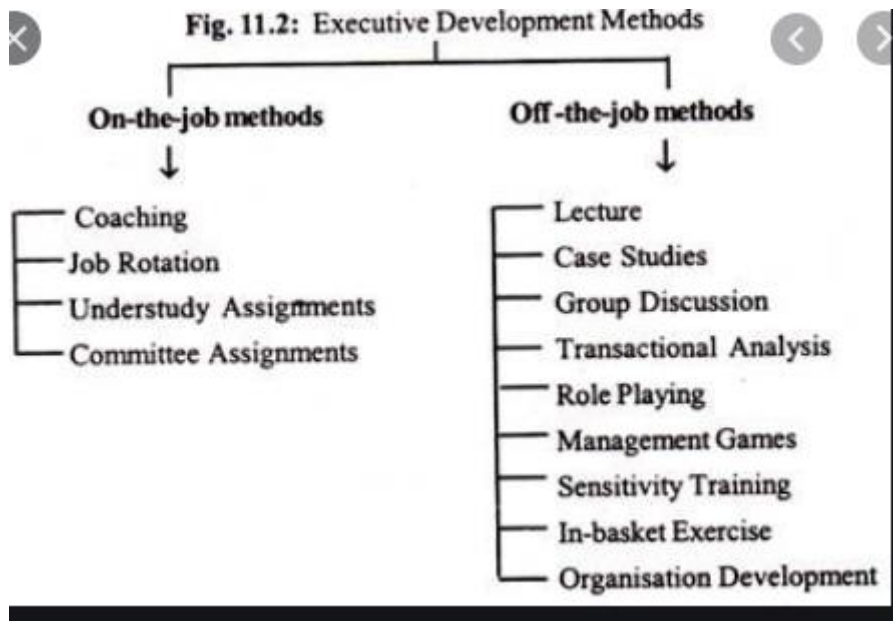


Figure: Techniques of executive development

Executive Development Process

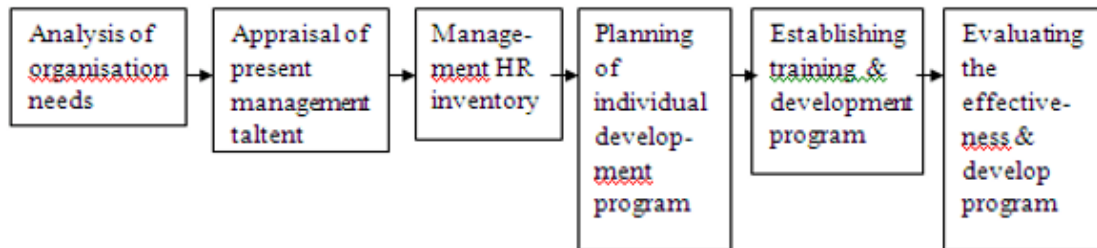


Figure: Executive Development Process

APCE-MBA-HRM NOTES