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**SUBJECT: HUMAN RESOURCE PLANNING AND DEVELOPMENT
(4549232)**

**MBA SEM 04
Module 01 Chapter 01**

☼ Introduction to HRD ☼

● **Introduction**

Human Resource Development is the part of human resource management that specifically deals with training and development of the employees in the organization.

Human resource development includes training a person after he or she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities.

Development of human resources is essential for any organisation that would like to be dynamic and growth-oriented.

● **Definition**

“Human resource development is a series of organised activities, conducted within a specified time and designed to produce behavioral changes.”

- Leonard Nadler



"Human resource development is the across of increasing knowledge, capabilities and positive work attitudes of all people working at all levels in a business undertaking."

- M. M. Khan

➤ **HRD is concerned with:**

- ✓ Staffing issues
- ✓ Education and training
- ✓ Performance management
- ✓ Working conditions

● **Objectives of HRD**

- ✓ To prepare the employee to meet the present and changing future job requirements.
- ✓ To prevent employee obsolescence.
- ✓ To develop creative abilities and talents.
- ✓ To prepare employees for higher level jobs.
- ✓ To impart new entrants with basic HRD skills and knowledge.
- ✓ To develop the potentialities of people for the next level job.
- ✓ To aid total quality management.
- ✓ To promote individual and collective morale, a sense of responsibility, co-operative attitudes and good relationships.
- ✓ To broaden the minds of senior managers by providing them with opportunities for an interchange of experiences within and outside.
- ✓ To ensure smooth and efficient working of the organisation.
- ✓ To provide comprehensive framework for HRD.
- ✓ To enhance organisational capabilities.



- ✓ To create a climate that enables every employee to discover, develop and use his/her capabilities to a fuller extent in order to further both individual and organizational goals.

- **Relationship between HRM & HRD**

Human Resource Management (HRM) is defined as a branch of management that deals with the management of employees in a manner that they can provide the best results to an enterprise.

Human Resource Development (HRD) is defined as the development of employees working in any organization.

HRD is a branch of HRM that focuses on the growth and development of the workforce in any organization.

- **Difference between HRM & HRD**

Basis	HRM	HRD
Meaning	It refers to how the principles of management can be applied to manage the employees working in an organization effectively.	It refers to continuous development functions that are implemented for improving the performance of those working in an organization.
Function	HRM is a main function	HRD is a sub-function of HRM
Nature	The functions of HRM are reactive	The functions of HRD are proactive



Goal	The objective of HRM is related to improving the overall performance of employees.	HRD goals are usually connected with skill development, knowledge enhancement, and increasing the competency of employees.
Dependency	HRM is an independent entity in itself.	HRD is a subsystem of HRM and draws many functions, attributes, and processes from HRM.
Concerned with	HRM deals with and has concerns for people only. It handles recruitment, rewards, etc.	HRD is concerned with the development of all aspects and people within an organization and manages its skill development processes.
Levels of formality	HRM functions are generally formal and are applied via classroom/laboratory training, etc.	HRD functions may be informal as in mentorship, employees receive coaching from superiors, usually managers.
Process	Most HRM processes are routine and have to be carried out as and when the need arises.	HRD processes are ongoing and not occasional.



- **Functions of HRM**

1. Strategic HR management
2. Equal employment opportunity
3. Staffing
4. Total rewards
5. Risk management and worker protection
6. Employee and labour relations

- **Functions of HRD**

1. Training and development
2. Organizational development
3. Career development
4. The “new learning and performance wheel”

- **HRD Climate**

HRD climate is the perception that the employees have about the policies, procedures, practices, and conditions which exist in the working environment.

“Organisational climate is a set of characteristics of an organisation which are referred in the descriptions employees make of the policies, practices and conditions which exist in the working environment”.

If we need to find a way to develop employees in order to become effective contributors to the goals of an organization, we need to have a clear view of what an effective contribution would look like.



- **Components of HRD climate**

- ✓ Organizational structure
- ✓ Organizational culture
- ✓ HR processes

- **What is needed to develop a Organizational Climate in Organisation**

- ✓ Top to bottom effort
- ✓ Motivator role of manager and supervisor
- ✓ Faith upon employees
- ✓ Free expression of feelings
- ✓ Feedback
- ✓ Helpful nature of employees
- ✓ Supportive personnel management
- ✓ Encouraging and risk taking behaviour
- ✓ Discouraging stereotypes and favouritism
- ✓ Team spirit

- **Measuring HRD climate**

- ✓ Economic condition
- ✓ Leadership style
- ✓ Managerial assumption about human nature
- ✓ Managerial values and ethos
- ✓ Organization size



● Roles & Competencies of HRD professionals

An HRD professional must perform a wide variety of functional roles. Also HRD professionals need to possess many different skills or competencies.

(1) Strategic adviser

Helps the decision makers on issues related with HRD.

(2) Administrator

Provides coordination and support services for the delivery of HRD programs and services.

(3) Evaluator

Identify the impact of an intervention on individual or organizational effectiveness.

(4) HR systems designer and developer

Assists the HR management in designing and developing HR systems in an organization to increase its performance.

(5) Needs Analyst

The role of identifying ideal and current performance and performance conditions and determining causes of discrepancies.

(6) Organization Design Consultant

Advises the management on work systems design and efficient use of available human resources.



(7) Organizational Change agents

Helps management in designing and implementing change strategies to transform the organization. The result is more efficient work teams, intervention strategies, and quality management and change reports.

(8) Instructional Designer or Learning Programme Specialist

Identify the needs of the employees and develop and design the required learning programmes. They also prepare materials and other learning aids for these programmes.

(9) Career Counselor

Assists individual employees to assess personal competencies, values, and goals and to identify, plan, and implement development and realistic career actions.

(10) Coach or a Performance Consultant

Advises line managers about the appropriate intervention designed to improve the performance of the group or an individual.

(11) Researchers

They are responsible for developing or testing new information (theory, research, concepts, technology, models, hardware, and so on) and assess the human resource development practices and programmes with the help of appropriate statistical procedure to find out their effectiveness and then they communicate the results to the top level management.



● Challenges to organization and HRD professionals

- ✓ Increasing workforce diversity
- ✓ Competing in a global economy
- ✓ Eliminating the skill gap
- ✓ The need for lifelong learning
- ✓ Facilitating organizational learning

● The evolution of HRD theory

The human resource development has not developed within a short period. It took decades together for development of HRD concept to the present form. Evolution of it can be traced as way back to beginning of industrialization. It is necessary to trace history of it for understanding the modern concept of HRD.

➤ *Stages of HRD*

(1) Early apprenticeship training programs

The origins of HRD can be traced to apprenticeship training programs in the eighteenth century.

In early stage of industrialization the skilled artisan used to produce household goods.

With the increasing demand of their products, they started giving training to their workers and sometime they used to keep extra manpower. These people were trained some-time with pay or without pay.



They worked for longer period with the shopkeepers because they were unable to start their own shop.

Later on this apprentice model was adopted for training of doctors, educationist and lawyers.

The workers who acquired all skills of an efficient worker were called yeomen.

Some of them left their masters and started their own shop but many of them could not start because they could not afford to buy tools and equipment for their craft shops.

With growing number of skilled craftsman they formed their network to establish standards of product quality, wages of workers, working hours and apprentice testing procedure.

(2) Early vocational education programs

With the objective to provide vocation training to unskilled young and unemployed people Mr. D. Clinton established a vocational school in New York City in USA in early beginning of nineteenth century.

This school was accepted as a model for vocational education and government passed The Smith-Hughes Act.

Under this Act the value of vocational education was recognized and funds were allocated for this purpose for state programme in agricultural trades, home economics, industry, and teacher training.



Later this has been accepted in other countries including India.

(3) Early factory schools

With the development of science and technology, new machines and equipment were introduced in manufacturing. This led to industrialization in developed countries first mainly.

The manual workers were replaced by machines. Under scientific management principles advocated by Henry Fayol and F.W. Taylor the importance of machines in production system for better and efficient performance was realized.

The demand for skilled and semi-skilled workers increased. The semi-skilled workers were used for production and skilled workers were used for designing, repairing and assembly of machines.

This way the factory system developed.

(4) Early training programs for semi skilled and unskilled workers

In the beginning training was only given to skilled workers and not to unskilled or semi-skilled workers. In 1913 a model of car for mass public known as model T was produced by Ford Company.

It used an assembly line to produce this car with the help of semi-skilled workers. The assembly line production technique reduced the production cost and it was possible to provide a car at lower price.



This increased opportunities for training.

Next reason for demand of semi-skilled workers was a historical event known as outbreak of World War I. The demand of military weapons increased drastically.

To produce more military weapons many new factories were established. Further the demand for semi-skilled workers increased. To fulfil the demand of semi-skilled workers training programmes were started to train the workers on-the-job.

This was called job instructional training (JIT) and in present time it is known as on-the-job-training method.

(5) The human relations movement

Due to industrialization the production started at large-scale. The demand of products increased due to two World Wars and increased population.

Workers were asked to work for longer hours, with very poor working conditions at a meagre salary and unfavourable attitude of the management. It can be said that they were exploited in the factory system.

The deplorable condition of workers became reason of anti-factory campaign at national level. It was led by Mary Parker Follett and Lillian Gilberth and it was known as human relations movement.



Under this movement it was advocated that the workers are human being and not a part of the machine.

This was also supported by Chester Barnard, in 1938 and said that an organisation is a social structure and integrating principles of management and behavioural science at work.

Abraham Maslow published his Motivation Theory based on human needs, stating that people can be motivated by different levels of needs.

Further, Elton Mayo carried out Hawthorne experiments and advocated the impact of human involvement in the job if they are cared properly.

(6) The establishment of the training profession

The demand of military weapons and equipment increased further due to outbreak of World War II. Industries were asked to support the war efforts by manufacturing military weapons.

It was needed to re-arrange the production facilities at large-scale to meet the need of the war. Demand of skilled workers increased further.

The federal government took lead and established the Training within Industry (TWI) Service to coordinate training programmes in industries where military war related goods were produced.

TWI trained nearly 25,000 instructors by the end of the war.



Due to this the demand of skilled workers was met and production of military related goods increased to meet the requirement of World War II.

Further to improve the standard of training in 1942, the American Society for Training Directors (ASTD) was formed to establish standards of training in emerging profession in the country.

To become members of ASTD qualification and experience criteria were fixed by ASTD.

(7) Emergence of human resource development

The trained instructors realize that their role is not limited to classroom training. They can play an important role outside of classroom also. They started coaching, counselling and problem-solving activities.

The focus on human resource development inspired ASTD to rename itself. It was renamed as American Society for Training and Development (ASTD).

Further, it was advocated that through HRD efforts the performance and efficiency of employees and system can be improved.

In this direction in 1990s, efforts were made to strengthen the strategic role of HRD.



(8) HRD concept and philosophy

With increasing global competition, it has become difficult for organisations to start, survive, grow, stabilize and excel their performance in business.

To tackle this situation the different experts suggested different activities and management has recognized the development of competency of people, coordination between people at different levels, minimizing production costs and improving productivity.

Human resource development is a systematic and planned activities designed by an organisation to provide its members with the opportunities and facilities to learn necessary skills and develop competencies to perform the current jobs and prepare them for further jobs also.

Human resource development process is facilitated by mechanisms or sub-systems like performance appraisal, training, organisational development, potential development, job rotation, welfare and reward.

● ALIGNING HRD WITH CORPORATE STRATEGY

A business strategy is a future-oriented plan for creating and maximizing competitive advantages to accomplish the organization's mission.

To successfully execute that strategy, each function within the business needs to align its departmental strategy with the overall business strategy.



The HR function intersects and affects the other business functions in the following areas:

- ✓ Talent acquisition
- ✓ Performance management
- ✓ Training and development
- ✓ Employee retention and engagement
- ✓ Employment law compliance
- ✓ Compensation and benefits
- ✓ Safety and security

Therefore, properly aligning the HR strategy with the organization's business strategy is critical to achieving the organization's mission.

Alignment is the connection of strategy and execution through communication. Aligning strategies requires HR to:

- ✓ Understand the business strategy
- ✓ Assess current conditions
- ✓ Plan and implement the HR strategy
- ✓ Measure and evaluate results and adjust as needed.

- **SHIFT FROM TRAINING TO LEARNING**

There's a shift away from traditional training and toward learning-on-demand. Training is provided for employees, learning is initiated by employees.



Whereas training takes place when it's available, learning happens whenever it must.

Training usually occurs in classrooms, learning happens anywhere, often with the aid of online systems.

● INTERVENTIONS TO INFORMAL WORKPLACE TRAINING

➤ Introduction

Informal learning comes in many forms, including viewing videos, self-study, reading articles, participating in forums and chat rooms, performance support, coaching sessions, and game.

Informal learning is a style of learning in which the learner sets their own goals and objectives.

➤ Disadvantages of informal training

- ✓ Missed elements
- ✓ Inefficiency
- ✓ No goals or evaluation
- ✓ Employee perception

➤ What an organization can do?

- ✓ Employee engagement workshop for executives
- ✓ Igniting Workplace Enthusiasm
- ✓ Individual Values Vs Organizational Values



- ✓ Replace Workplace Negativity with Enthusiasm
- ✓ Workplace Bullying & Violence
- ✓ Creating an Engaged Work Environment for Peak Performance
- ✓ Defining Harassment & its Implications

- **Psychology to sociological perspective of learning**

The psychology of learning is a theoretical science that covers the various psychological theories that relate with learning.

Throughout history, there has been many various psychological learning theories. Some take on a more behaviorist approach which focuses on inputs and reinforcements.

➤ **Psychology of learning theories**

(1) Neuroscience

Neuroscience is the scientific study of the nervous system.

For optimal learning to occur, the brain needs conditions under which it is able to change in response to stimuli and able to produce new neurons.

The most effective learning involves recruiting multiple regions of the brain for the learning task.

(2) Behaviorism

Behaviorism, also known as behavioral psychology, is a theory of learning based on the idea that all behaviors are acquired through



conditioning, and conditioning occurs through interaction with the environment. Behaviorists believe that our actions are shaped by environmental stimuli.

(3) Social cognitive theory

Social cognitive theory, used in psychology, education, and communication, holds that portions of an individual's knowledge acquisition can be directly related to observing others within the context of social interactions, experiences, and outside media influences.

(4) Information processing theories

Information processing theory is an approach to cognitive development studies that aims to explain how information is encoded into memory. It is based on the idea that humans do not merely respond to stimuli from the environment. Instead, humans process the information they receive.

(5) Constructivism

Constructivism is the theory that says learners construct knowledge rather than just passively take in information. As people experience the world and reflect upon those experiences, they build their own representations and incorporate new information into their pre-existing knowledge.



- **Model of employee behaviour and employee influence**

- **Employee behaviour**

The term employee behavior, refers to the way in which employees respond to specific circumstances or situations in the workplace.

While many elements determine an individual's behavior in the workplace, employees are shaped by their culture and by the organization's culture.

- **Influential Forces**

Employee behavior is impacted by a variety of forces, both internal and external, as they attempt to perform their job duties.

Below are a few of the forces that influence employee behavior:

Leadership

Work culture

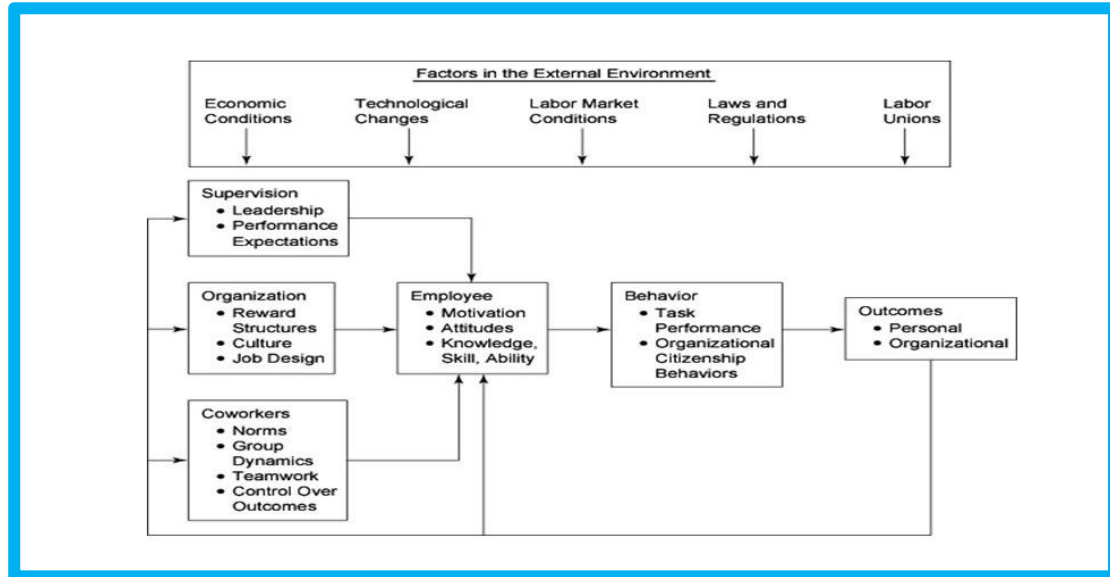
Job responsibilities

Effective communication

Family and personal life

Relationship at work

➤ Model of employee behaviour





MBA SEM 04
Module 01 Chapter 02

☯ Work System of Human Resource Planning &
Development ☯

● **Human resource planning and procurement techniques**

The proper human resource management tools and techniques are essential for HR managers to use in their planning process.

It is important for the HR department to understand the proper tools and techniques they can use to ensure the business is operating in the best way possible.

Some of the most popular Human Resource Planning methods are as follows:

- ✓ Trend analysis
- ✓ Ratio analysis
- ✓ Scatter plot
- ✓ Regression analysis
- ✓ Macroeconomic modeling
- ✓ Computerized forecast
- ✓ Work-study technique
- ✓ Delphi technique
- ✓ Nominal group technique
- ✓ Management judgement



(1) Trend analysis

A common forecasting procedure in forecasting human resources' needs is based on extrapolations of the perceived trends.

The emphasis in the procedure is on the current trend based on experiences of the past.

While making forecasts for the future, it is essential to take into account the current employees' unused and undeveloped talents and capabilities.

(2) Ratio analysis

Ratio analysis makes forecasts of human resources' needs on the basis of the ratio between selected causal factors such as volume of sales and number of employees needed, or between quantity of output and number of employees required for the production of that quantity.

The method is based on the assumption that productivity will continue to remain the same.

(3) Scatter plot

Under this technique, a graphical representation is made to identify the relationship between two variables such as business activities and staffing levels. If the sales increase, there will be a corresponding change in the number of employees required.



(4) Regression analysis

Regression analysis identifies the movement of two or more interrelated series. It is used to measure the changes in one variable as a result of changes in other variables.

The method involves the use of a series of observations.

(5) Macroeconomic Modelling

Computer-based macroeconomic modelling programmes are often used to predict future workforce needs.

This type of programme uses various economic indicators to determine how a workforce must grow or shrink in response to changes in the labour market.

(6) Computerized forecast

Under this technique, the future manpower needs are determined by projecting the firm's sales, quantity of production and the personnel needed to maintain the required volume of output using computers and software.

(7) Work-study technique

It is applicable where it is possible to measure the increase or decrease in operation and the number of workers required.

“work study is a tool or technique of management involving the analytical study of a job or operation.”



(8) Delphi technique

The Delphi method is a process used to arrive at a group opinion or decision by surveying a panel of experts.

The technique involves the selection of a facilitator who solicits and collates written manpower forecasts from experts.

(9) Nominal group technique

It is a decision-making method used among groups of different sizes in the quest for a quick decision.

The decision in the method is through the process of voting.

(10) Management judgement

Under this method, the managers sit together, hold discussions and arrive at the figure which would be the future demand for manpower.

It essentially refers to the process of managerial decision-making, or a manager's ability to use judgment to solve problems.

- **Global sourcing**

Global sourcing is a procurement strategy in which a business buys goods and services from international markets across geopolitical boundaries to save money by using cheap raw materials or skilled labor from low-cost countries.

Global sourcing can help businesses tap into advanced skills, resources and technology not available in their home country.

This is a method of sourcing of employees on a global basis.

This method requires comprehensively ensuring the activities of planning, developing, implementing and evaluating staffing initiatives on a worldwide basis to ensure staffing objectives are fulfilled.

➤ **Advantages of global sourcing**

- ✓ Cheaper cost
- ✓ Skilled workforce
- ✓ Offer better benefits

➤ **Disadvantages of global sourcing**

- ✓ Feeling a lack of control
- ✓ Cultural changes
- ✓ Cost

● **Work planning & role analysis**

➤ **Work planning**

Work planning is an innovative approach for accomplishing the work in an organization, and to managing the staff who perform that work.

It assumes that all staff members approach their work with a common and consistent desire to do their best.

Work analysis has been defined as “The process of determining work by observing and studying the tasks, which comprise the job; the

methods and equipments, used, and the skills and attitudes required for successful performance of the job.”

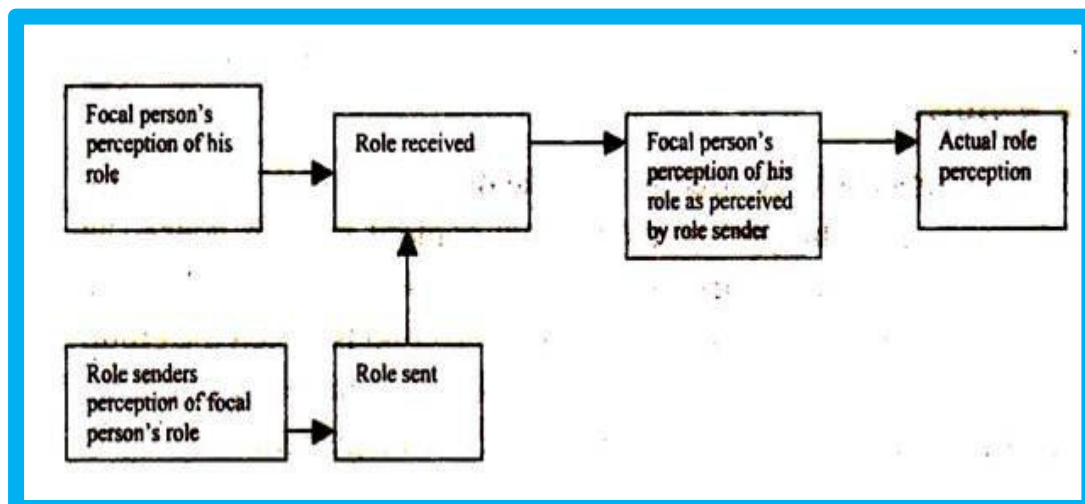
➤ Role analysis

Role analysis (also known as job evaluation) is a systematic approach used to determine the relative value of roles within an organisation by measuring the demands and responsibilities of the role.

Role analysis is a newer concept of defining what is required from an individual in an organization in achieving the objectives.

Role analysis is the process of defining a role in the context of its work system, detailing specific tasks under each function, and elaborating the process, standards and critical attributes namely knowledge, attitude, skill, habits (KASH) required for effective role.

➤ Process of role analysis





- **Work review and feedback**

- **Work review**

Employees are the lifeblood of a company. They come to work every day to accomplish tasks that propel the organization forward. When a company succeeds, it's because of the cumulative achievements of each person on the staff.

But no two employees perform exactly the same. Each person has areas where they excel and areas they need to improve.

It's crucial for managers to monitor employee performance and provide feedback that helps every team member reach their full potential.

The key is to create a formal employee performance review process lead by human resources and executed by department leaders.

The first step is to decide how often your company will conduct reviews. It should be frequent enough for each employee to always be aware of their performance but not occur so often that it interferes with the company's primary efforts.

The exact review criteria will differ by company and role but should typically cover the points below:

- Job performance
- Work quality
- Initiative
- Collaboration
- Time management



Job performance

Reviews should primarily focus on the employee's ability to accomplish role-specific objectives. Every employee needs to have clear responsibilities that contribute to the team and company plans.

Work quality

Employees should deliver high-quality work that meets the company's standards. Try to quantify each team member's success by establishing role-specific metrics.

Initiative

The best employees strive to learn new skills and do more impactful work. Managers should track the professional growth made by the employee since their last review and gradually assign them more challenging projects.

Collaboration

A company's success depends on people with different skills coming together to work toward common goals. Ensure each employee is a team player and respectful of their colleagues.

Time management

Every person should be fully engaged during their time at work. Assess an employee's willingness to help colleagues or take ownership of a new project when they have free time.

➤ **Feedback**

Feedback is designed to note where things are going right and where they are going wrong. There should be regular follow up to determine success.

Feedback is useless unless business leaders have standards for performance, which means they should have expectations of reasonable achievement.

➤ **The Importance of Giving Effective Feedback**

Providing effective feedback can have a major impact on the facilitation of desired outcomes in the workplace. It can contribute to:

- ✓ Persistent effort
- ✓ Learning and personal growth
- ✓ Creativity and skill development
- ✓ Improved job performance
- ✓ Improved morale
- ✓ Increased job satisfaction
- ✓ Building and maintaining healthy professional relationships
- ✓ Generating meaningful discussions
- ✓ Establishing a shared understanding about goals and the standards of performance and achievement
- ✓ Reducing uncertainty about what should be achieved and how it should be achieved
- ✓ Communicating wider organizational requirements
- ✓ Directing and motivating behavior



● Potential individual as well as team appraisal

● Introduction

The potential appraisal refers to the appraisal involving identification of the hidden talents and skills of a person. The person might or might not be aware of them.

Potential appraisal is a future-oriented appraisal whose main objective is to identify and evaluate the potential of the employees to assume higher positions and responsibilities in the organizational hierarchy.

Potential appraisal is concerned with unfolding these hidden attributes.

These attributes may be in the form of analytical power, creative imagination, sense of reality, ability to see future, ability to work in varied environment, risk propensity, initiative, being proactive, passion for high achievement, problem-solving and decision-making skills, and so on.

Potential appraisal is defined as a process of determining an employee's strengths and weaknesses with a view to use this as a predictor of his future performance.

➤ Objectives of potential appraisal

- ✓ Identification of Employees Having Capabilities to Perform Higher Level Jobs
- ✓ Assessment of General Potential



- ✓ Identification of Training Needs of Employees
 - ✓ Implementing Succession Planning Activities
 - ✓ Assisting Employees in Personal Development Process
 - ✓ Helping Organization to Decide its Strategy
 - ✓ Helping Organization to Survive, Grow and Develop
- **Advantages of potential Individual appraisal to organization**
- ✓ It enables the organisation to identify the future leaders at various levels.
 - ✓ Organisation gets a pool of recognised persons for future vacancies.
 - ✓ Corrective actions can be initiated well in time to steer and guide the individuals.
 - ✓ Motivates others to perform equally well as the identified potential leaders who set standards.
 - ✓ Company can get rid of employees with below average.
- **Advantages of potential Individual appraisal to employees**
- ✓ Motivates individuals to perform better.
 - ✓ Helps in dealing with weaknesses to achieve desired results.
 - ✓ Forces individuals to ensure maintaining their performance level to a high degree of proficiency.
 - ✓ Helps career planning.
 - ✓ Those with low potential in a particular job can plan for a career where there are better chances.

- **Trends in performance management and feedback**

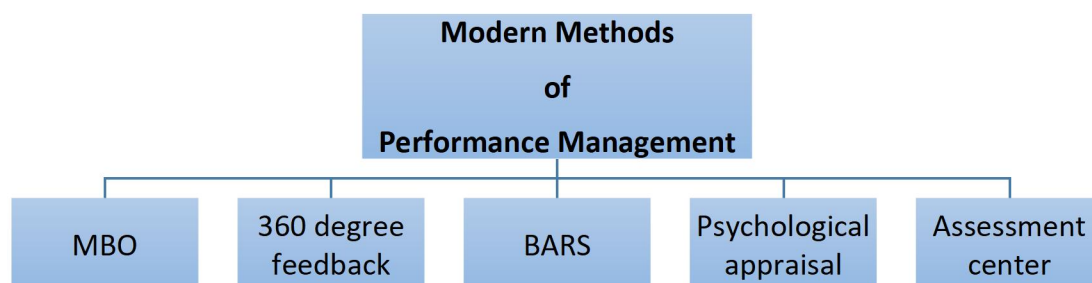
- **Performance management in modern times**

- ✓ Employee Well being Will Become Part of Performance Discussions.
- ✓ Feedback will Need to Be Supported By Regular Coaching Conversations.
- ✓ Performance Management will become “Meaningful” and “Human”.
- ✓ Performance Management Will Focus on How to Make Employees and Managers more Effective.
- ✓ Artificial Intelligence (AI) will Arrive in Performance Management.

- **Modern methods of performance management**

Traditional methods tend to measure an employee’s past performance and focus on assessing employee personality traits — such as initiative, dependability, and leadership potential.

While modern methods weigh job achievements more heavily, regardless of the employee’s personality traits, which is thought to be a less biased approach.





(1) MBO

The management by objectives method is an approach that focuses on improving an organization's performance across the board by articulating clear objectives for the business.

The entire team, both management and employees, sets those objectives.

(2) 360 degree feedback

The 360 degree feedback method is designed to get feedback from all the key players an employee impacts in their day-to-day activities — managers and supervisors, peers, subordinates, and even clients and customers. The employee also completes a self-evaluation.

This method is highly regarded because multiple people are involved in evaluating the employee's performance.

(3) BARS

BARS refers to Behaviorally Anchored Rating Scale.

BARS is “a measuring system which rates employees or trainees according to their performance and specific behavioral patterns.”

In this approach, the employer compares each employee's performance with specific behavioral examples that are anchored to numerical ratings.



(4) Psychological Appraisal

This approach to performance appraisal attempts to evaluate how an employee might perform in the future rather than assessing how they have performed in the past.

The psychologist analyzes components such as interpersonal skills, cognitive abilities, intellectual traits, leadership skills, personality traits, emotional quotient, and other factors.

(5) Assessment center

In the assessment center method, an organization tests its employees on both job capabilities and social interaction skills.

Written tests help evaluate ability, while situational exercises and role-playing scenarios assist with determining an employee's likelihood of success in carrying out responsibilities that are part of their day-to-day role.

MBA SEM 04 Module 01 Chapter 03

The Role & Theories of Learning and HRD

- **learning and instruction**

- **Learning**

Learning refers to the acquisition of new skills, knowledge, and capabilities, that always occurs within the context of human performance improvement.

Learning is “a process that leads to change, which occurs as a result of experience and increases the potential for improved performance and future learning”.

- **Characteristics of learning**

Learning should address impact

Adult learners are motivated to learn when they perceive that the learning will help them perform tasks or deal with problems they confront in their daily lives.

Learning occurs through individual insight

When people see a new purpose or perspective, they are more likely to explore options to current forms of thinking and behaving.



Learning is a process, not an event

We believe that a series of activities, systematically structured to build upon each other, is the only way to develop new skills and to assure they are applied in the workplace.

Learning is present-oriented and problem-centric

Adults will be more receptive to new knowledge, skills, values, and attitudes when these are presented in the context of real-life situations.

Learners take personal responsibility

While adults will respond to some external motivation, the motivation to learn is driven mostly from internal desires.

Learning promotes self-efficacy

learning creates processes that ensure safe zones to practice new skills, lead to self-discovery of hidden talents and abilities, and give people confidence that they can learn and apply these new capabilities.

Work learning is life learning

Especially for interpersonal communication skills, we have found the most powerful learning occurs when people see a connection with their whole lives, not just their work lives.



➤ Some key consideration in incorporating the instructional design in HRD

Creating and resolving tension

Many of our activities are designed to use tension as a way to get the learner's engagement. First, we create the tension, and then we show them how the mind-set and skill-sets can help in resolving the tension.

Dealing with learner emotions

There are two aspects to dealing with the emotions of adult learners. First, research has shown that learners' confidence in their ability to learn is critical to their successful use of skills on the job. Second, many adults are risk averse and need a safe environment in which to practice new skills.

Challenging people to think

Development requires you to engage learners cognitively, to dig deeper into the topic and extract new meaning.

Role of fun

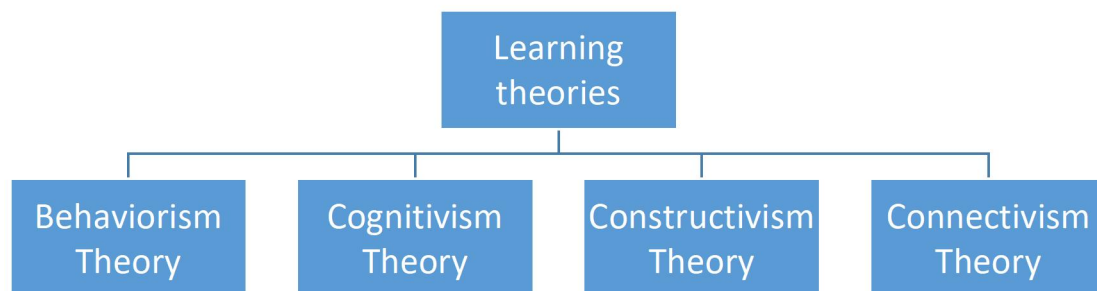
Humor and games can make learning fun and lead to greater engagement. Humor that is closely tied to the objective, helps create and resolve tension and keeps interest and attention high.

Collaborative learning

Especially when it comes to interpersonal skills, learning from each other is a critical component.

- **Different theories of learning**

Theories of learning and human resource development can help guide employees in their career development.



(1) Behaviorism Theory

Behaviorism focuses on the idea that all behaviors are learned through interaction with the environment. This learning theory states that behaviors are learned from the environment, and says that innate or inherited factors have very little influence on behavior.

An instructor using behaviorism as the basis for strategy assumes that positive and negative reinforcement impact learning.

They praise employees when employees behave the way they want and punish them when they do not.

(2) Cognitivism Theory

Cognitivism is a learning theory that focuses on how information is received, organized, stored and retrieved by the mind. It uses the mind as



an information processor, like a computer. Therefore, cognitivism looks beyond observable behaviour, viewing learning as internal mental processes.

Using the cognitivism learning theory, educators focus on improving mental processes rather than physical actions. These instructors believe that their role is to help people expand their knowledge.

By conducting contests, games and activities that challenge employees' memory, attention span, speed, flexibility and ingenuity, you can promote well being and workplace productivity.

(3) Constructivism Theory

Constructivism is the theory that says learners construct knowledge rather than just passively take in information. As people experience the world and reflect upon those experiences, they build their own representations and incorporate new information into their preexisting knowledge.

The Constructivism learning theory states that employees actively participate in their own learning and development.

When people take responsibility for their own career development, their morale typically improves and their job satisfaction increases.

(4) Connectivism Theory

Connectivism is a relatively new learning theory that suggests students should combine thoughts, theories, and general information in a useful manner. It accepts that technology is a major part of the learning process and that our constant connectedness gives us opportunities to make choices about our learning.

This learning theory recognizes that learning is a process of connecting diverse opinions, information and resources.

● Potential Barriers in Learning

- ✓ Presentation problem.
- ✓ Another barrier to learning is changing the expectation of a new culture.
- ✓ Learners do not get appropriate support.
- ✓ Employment-related issues.
- ✓ Sometimes employees cannot concentrate properly.
- ✓ The financial problem can be a barrier to learning.

● Maximizing learning

There are certain phases of maximizing your learning

➤ PHASE A: Clarify the CONTEXT

Having the big picture of how something works or knowing how the parts relate to each other is the foundation for learning.

As a learner, you gain context by asking for or receiving information about the 5Ws (who, what, when, where and why).



Sometimes you need to see a visual representation (i.e., picture/diagram, flowchart, or model) to quickly gain an overall perspective.

➤ **PHASE B: Make the CONNECTION**

Once you focused on the positive difference the learning would make in your life you were primed to learn.

You also connected the learning to what you already knew and looked forward to learning more.

➤ **PHASE C: Define the CONCEPTS**

Every profession on earth has a unique vocabulary or set of terms.

People in various professions learn the meaning of specific words and then use them to communicate with each other.

Knowing how something is defined (i.e., learning the dictionary definition) is a critical learning moment.

➤ **PHASE D: CONSTRUCT the Content**

You can learn new knowledge and skills faster and easier if you make the learning content pro-cognitive or ‘brain-friendly’.

You do this by purposefully constructing the content so that the underlying patterns, structure and organization are maximized for learning.



- **Learning strategies and styles**

- **Learning strategies**

Cognitive strategies:

which enable the learner to manipulate the language material in direct ways, e.g. through reasoning, analysis, note-taking, and synthesizing.

Meta-cognitive strategies:

which are used to manage the learning process overall, e.g. identifying preferences and the need for planning, monitoring mistakes, and evaluating task success.

Memory-related strategies:

which help learners link one item or concept with another but do not necessarily involve deep understanding, e.g. using acronyms, sound similarities, images, key words.

Compensatory strategies:

which help make up for missing knowledge, e.g. using gestures, miming or guessing the meaning from the context.

Affective strategies:

which help learners manage their emotions, such as identifying one's mood and anxiety level, talking about feelings, rewarding oneself, and using deep breathing or positive self-talk.



Social strategies:

which enable the learner to learn via interaction with others and understand the target culture, e.g. asking questions, asking for clarification, asking for conversation help, talking with a native-speaking partner, and exploring cultural and social norms.

➤ **Learning styles**

Visual or spatial learners:

They need to see things to fully understand them. They learn best from visual objects such as diagrams, charts, etc. They prefer to write things down.

Auditory or musical learners:

They learn mainly through listening so they learn best through discussions and talking. They benefit most from reading texts aloud and using a tape recorder.

Physical or kinesthetic or tactile learners:

They learn through using their body, hands and sense of touch. They tend to use their muscles so they can be used well in playing, tidying, cleaning the board, collecting activity books, etc. They learn best through using their hands making things, fitting things together or taking them apart so hands-on activities are ideal to help those students learn best.

Social or interpersonal learners:

They prefer to learn in groups or with other people. They have the ability to understand others' feelings and intentions.



Solitary or intrapersonal learners:

They prefer to work alone and use self-study. They have the ability to understand well their feelings, strengths and weaknesses. They tend to write personal diary, achieve independent projects, discuss feelings about certain topics, express likes and dislikes, etc.

Verbal or linguistic learners:

They prefer using words, both in speech and writing.

Logical or mathematical:

They prefer using logic, reasoning and systems.

Sr. NO.	Questions	Answers
1	What is an essential factor should be taken into account while making forecasts for the future?	Unused and undeveloped talents and capabilities

	Evaluation of Unused and undeveloped talents and capabilities can consider as an essential factor to _____.	Make forecasts for the future
2	The emphasis of the trend analysis is based on _____.	Experiences of the past
	Experiences of the past can be considered as the emphasis of which technique or method?	Trend analysis



3	What can be considered as the base of the forecasting procedure in forecasting human resources' needs?	Trend analysis
	Trend analysis can be considered as base of the _____ in forecasting human resources' needs	Forecasting procedure
4	Which analysis makes forecasts of human resources' needs based on the ratio between selected casual factors and the number of employees needed?	Ratio analysis
	What is the basis of ratio analysis in HR planning and Development?	Ratio between selected factors and the number of employees needed
5	Ratio analysis is based on which assumption?	The productivity will be constant
	Constant productivity is assumed in which type of method?	Ratio analysis
6	Which technique involves the graphical representation between two variables?	Scatter Plot
	Scatter plot technique involves _____ representation.	Graphical
7	Identify the method used to identify the movement of two or more interrelated series.	Regression analysis
	Regression analysis method can be used to identify movement of _____.	Two or more interrelated series
8	Which method involves the use of a series of observations?	Regression analysis



	True or false: Regression analysis involves the use of single observation.	False
9	Macroeconomic modelling programmes are used to predict _____.	Future workforce needs
	Prediction of future workforce needs is possible using which method?	Macroeconomic modeling
10	Which technique is useful for the determination of personnel needs based on clearly set goals?	Computerized forecast
	Computerized forecast technique is useful for the determination of what?	Personnel needs
11	Delphi technique I named after the _____.	Ancient Greek oracle
	Which technique is named after the ancient Greek oracle?	Delphi technique
12	Name the technique involving the selection of a facilitator who solicits and collates written manpower forecast from experts.	Delphi technique
	Delphi technique involves the selection of facilitator who solicits and collates _____ from experts.	Written manpower forecast
13	Work-study technique is based on _____ and _____.	The volume of operation and work efficiency of personnel



	The volume of operation and work efficiency of personnel can be considered as a basis of which technique?	Work-study technique
14	Which method can be considered as the decision making method of HR planning and development?	Nominal group technique
	Nominal group technique can be considered as _____ method of HR planning and development.	Decision-making
15	Name two approaches involved in Management judgment method.	Bottom-to-top and top-to-bottom

	Bottom-to-top and top-to-bottom are two approaches of which method?	Management judgement method
16	Global sourcing method has an external sourcing option, which is known as _____.	Outsourcing
	Outsourcing can be considered as an external sourcing option of which method?	Global sourcing
17	PEO stands for _____.	Professional Employer Organization
18	ASO stands for _____.	Administrative Services Organization



19	What is the full form of KASH?	Knowledge, attitude, skill and habits
20	What can be considered as the lifeblood of a company?	Employees
	Employees can be considered as _____ of company	Lifeblood
21	Work review can be in form of what frequencies?	Annually, Semi annually and 90- days
	How many types of frequencies can be used for work review?	3 types
22	Which is the most common type of performance review?	Annual
	Annual type of performance review can be considered as _____ of review.	Most common
23	Which is the communication process of HR Planning and Development?	Feedback
	Feedback process involves which type of process in HR planning and development?	Communication process
24	Which method is designed to note where things are going right or wrong?	Feedback
	Feedback method is designed to note where things are _____.	Going right of wrong



25	What is the goal of performance feedback?	Improve skills and generate more revenues
	Feedback method is designed to note where things are _____.	Going right of wrong
26	Potential appraisal refers to which phenomenon?	Identification of hidden talents and skills
	Identification of hidden talents and skills is possible using which method?	Potential appraisal
27	Which process is concerned with the determination of employee's strengths and weaknesses to use this as a predictor of his future performance?	Potential appraisal
	Potential appraisal can be used for which prediction?	Future performance
28	In which method managers and employees identify, plan, organize, and communicate goal together?	Management by objectives (MBO)
	MBO stands for _____.	Management by objectives
29	Which appraisal method is slightly expensive and time-intensive?	Management by objectives (MBO)
	True or false: Management by objectives (MBO) is found to be expensive and time intensive.	True
30	Which appraisal method is a continuous process?	360-Degree feedback
	360 – Degree feedback appraisal method is _____ process?	Continuous



31	Mention the most widely used appraisal method.	360-Degree feedback
32	What is the full form of BARS?	Behaviorally Anchored Rating Scale
33	Assessment Centre method was introduced in 1930 by whom?	German army
	Which method was introduced by German army in 1930?	Assessment Centre method
34	Which method provides an insight into the employee's personality?	Assessment Centre Method

	Assessment Centre method provides an insight into what?	Employee's personality
35	Which method bring out qualitative and quantitative benefits in a performance appraisal process?	Behaviorally anchored rating scale (BARS)
	Behaviorally anchored rating scale (BARS) method brings out which type of benefits in performance appraisal process?	Qualitative and quantitative
1	In the present business environment, HR plays a _____ role in realizing the business goals.	Strategic
2	Human Resource can be turned as _____.	Infinite renewable resource
3	An organization can develop only when it's _____ are developed.	Human resources
4	Human resource development system consists of various sub-systems, which are also called _____.	All of the above



5	What is the full form of QWL?	Quality of Work Life
6	Who are included in HRD Professionals?	Both a & b
7	According to whom the monetary and non monetary incentives should to be given according to the potency labour in order to motivate them.	Abraham Maslow
8	Which of the following is not the approaches of HRD?	Price centred approach
9	An organization's structure is actually a _____ of a work process, frozen in time so that it can be viewed.	snapshot
10	HRD climate survey questionnaire given by whom?	Rao & Abraham
11	What is a full form of KSAs?	Knowledge skills abilities
12	What is the another name of Human Resource Planning?	All of the above
13	Which technique focuses on qualitative aspect?	Delphi technique
14	What is the another aspect of human resource assessment?	Supply Forecasting
15	Work Planning is a which kind of process between manager and staff members?	On-going Process
16	Which method is used for the purpose of collecting data?	role analysis
17	Who provide a unique opportunity for employees and supervisors to connect and define important elements?	Performance review

18	Providing feedback is one of the _____ roles of a leader or manager.	Vital
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19	Who must give timely feedback about the performance of their team members?	Leaders
20	What are the types of performance feedback?	All of the above
21	Potential appraisal is one of the which functions of HRM?	essential
22	Performance appraisal is a tool which is used to evaluate whom performance at the workplace?	Employees
23	Who can evaluate the performance of an individuals?	All of the above
24	The system of review and evaluation of an individual's performance called_____.	Performance Appraisal
25	What is the another name of linear or simple rating scale?	Graphic Rating Scales
26	What is the another name of Paired Comparison Method?	man to man appraisal
27	What is the another name of MBO?	Appraisal by results
28	Social Learning theory which is also known as _____.	Observation learning
29	Cognitive learning theory has a _____ scope.	Wide
30	What are the primary areas to maximize learning?	All of the above
31	Who are the lifeblood of a company?	Employees
32	The most significant _____ occurs when people see their roles differently.	Learning
33	How many aspects to dealing with the emotions of adult learners?	Two
34	Behaviorism also known as _____	Behavioral psychology



35	_____ is a theory of learning which states all behaviors are learned through interaction with the environment through a process called conditioning.	Behaviorism
36	_____ is only concerned with observable stimulus-response behaviors, as they can be studied in a systematic and observable manner.	Behaviorism
37	The behaviorist movement began in which year?	in 1913
38	_____ analysis identifies the movement of two or more interrelated series.	Regression analysis

39	Teacher is applying conditioning principles to teach language skills to retarded children. As a psychologist her point of view appears to be:	Behaviourist
40	_____ requires you to engage learners cognitively, to dig deeper into the topic and extract new meaning	Development
41	_____ defined as the study in psychology that focuses on mental processes, including how people think perceive and learn, to solve problems and direct their attention to one stimulus rather than another.	Cognitivism
42	Which theory states that employees actively participate in their own learning and development?	constructivism learning
43	Which learning theory recognizes that learning is a process of connecting diverse	Connectivism theory



	opinions, information and resources?	
44	From the following option which option is true for potential barriers in learning?	Learners do not get appropriate support
45	In which style the learner learn best from visual objects such as diagrams, charts, etc. They prefer to write things down.	Visual or spatial learners
46	In which style the learner learn mainly through listening so they learn best through discussions and talking?	Auditory or musical learners
47	In which style the learner learn through using their body, hands and sense of touch?	Physical or kinesthetic or tactile learners:
48	In which style the learner prefer to learn in groups or with other people?	Social or interpersonal learners:
49	In which style the learner prefer to work alone and use self-stud?	Solitary or intrapersonal learners:
50	Which learner have the ability to understand well their feelings, strengths and weaknesses?	Solitary or intrapersonal learners:
51	In which style the learner prefer using words, both in speech and writing?	Verbal or linguistic learners



52	which strategy the learner to manipulate the language material in direct ways, e.g. through reasoning, analysis, note-taking, and synthesizing?	Cognitive strategies
53	which strategy used to manage the learning process overall?	Meta-cognitive strategies
54	which strategy learners link one item or concept with another but do not necessarily involve deep understanding?	Memory-related strategies
55	360-Degree feedback enhance the quality of _____ - -decisions	HR, Management, HRD Ans: all of above
56	_____ is viewed as a set of independent subfunctions.	Human Resource Management (HRM)
57	HRD is concerned with _____	Staffing issue, performance management
58	Which concept is narrower?	HRM
59	Management by objective is _____	Sets of rules
60	In management by objectives, the manager and subordinate jointly	Identify common goals
61	Objectives are the _____ of Management action.	End points
62	Management objectives when it is being considered must have	Multiple objectives
63	Objectives should provide direction to _____	Managerial activities
64	The following is not true for MBO	The superior evaluate the individual concerned



65	The following is the disadvantage of MBO	Inflexibility
66	which strategy help learners manage their emotions, such as identifying one's mood and anxiety level, talking about feelings, rewarding oneself, and using deep breathing or positive self talk.	Affective strategies

67	_____ is seen as a system of a larger system in an organization.	Human Resource Development (HRD)
68	Which concept is wider?	HRD
69	Human resource can be turned as	Infinite renewable resource
70	From the following function which option is correct for function of HRM?	Talent management & development
71	Performance-related incentives emerged as a _____	motivational device
72	Information from _____ analysis is useful in working out the ratio.	Trend analysis
73	Which strategy help make up for missing knowledge?	Compensatory strategies
74	An organization can develop only when it's _____ are developed.	Human resource
75	_____ have made clear that HRD is innate for the very existence of the organization.	Increase in the very existence of the organization
76	Which method is based on the assumption that productivity will continue to remain the same?	Ratio Analysis



77	Which strategy enable the learner to learn via interaction with others and understand the target culture?	Social strategies
78	In which technique graphical representation is made?	Scatter plot
79	Which technique is used to measure the changes in one variable as a result of changes in other variables?	Regression Analysis
80	_____ refers to sourcing employees across the world.	Global sourcing
81	_____ refers to the way in which employees respond to specific circumstances or situations in the workplace	employee behavior
82	HRO stands for _____	Human Resource Outsourcing

83	A _____ approach that creates streamlined processes with better documentation.	“transform-transfer”
84	How many types of HR outsourcing companies?	3
85	Work analysis is related to _____	Job analysis
86	_____ is the process of collecting job related information.	Job analysis
87	Companies rely on _____ to produce and deliver high-quality products and services.	Employees
88	Job analysis is a process of gathering information about the:	Job



89	The final process of a job analysis is the preparation of two statements, namely:	Job description & job specification
90	Which of the following term is not associated with job analysis?	Competitor

MBA SEM 04 Module 02 Chapter 01

☼ HRD Needs ☼

● **Introduction**

People need competencies (knowledge, attitudes, values and skills) to perform tasks.

Higher degree and quality of performance of tasks requires higher level of degree of skills. Without continuous development of competencies in people, an organisation is not likely to achieve its goals.

Any organisation that is interested in improving its services and its effectiveness needs to develop its employee competencies to perform the tasks required to bring about such improvements.

The HRD is required for:

- Growth of organisation
- Diversification in an organisation
- Renewing itself to become more effective
- Improving the systems and services of an organisation
- Change and becoming more dynamic
- Playing leadership roles

- **The Purpose of Needs Assessment**
- **Introduction**

In the context of organizational performance, the needs assessment process provides direction and focus in the problem-solving process through identifying, documenting, and selecting appropriate problems.

A comprehensive needs assessment provides a systematic way to plan strategically for improved performance.

➤ **In simple terms, a human performance problem exists:**

- (1) when something is happening that should not be happening, or
- (2) when something is not happening that should be happening.

The purpose of the needs assessment is to analyze these performance gaps so that they can be filled.

One of the main purposes of human resource planning is to ensure that the organization has enough people with the necessary knowledge, skills and motivation to accomplish the organization's strategic business plans.

As a result, needs assessment is central to the HR planning process.



➤ **Training needs assessments can determine:**

- 1) Levels of optimal performance and standards for excellence
- 2) Evidence of individuals' actual performance levels
- 3) Attitudes affecting performance
- 4) Root causes of performance problems

By systematically analyzing training needs, we can identify solutions to performance problems that will provide the best return on training and development investments.

- **Different Level of Need Assessment**

- (1) Personal Analysis**

The analysis on this part focuses on the person itself.

Emphasis on individual needs assessment makes it possible to have development programs that are tailored to individual needs and aim at results that are visible and understandable to each individual concerned and for which he can feel responsible.

- (2) Task analysis**

This training is focus on the task needed by some position.

Each position will have different task and also responsibility. And task analysis will analyze to know about the skill needed on each position.

After knowing about the skill needed, then the HR will decide the best training that the employee should have.

(3) Organizational Analysis

Organizational analysis or industrial analysis is the process of reviewing the development, work environment, personnel, and operation of a business.

The organisational analysis is aimed at short listing the focus areas for training within the organisation and the factors that may affect the same.

Organisational mission, vision, goals, people inventories, processes, performance data are all studied.

(4) Strategic analysis

Strategic analysis refers to the process of researching an organization and its working environment to formulate a strategy.

With the help of strategic planning, you can align and achieve your objectives with your business' overall vision.

- **Prioritizing HRD needs**
- **Introduction**

As business becomes increasingly global and interconnected, competition can come from virtually anywhere in the world.



And as business becomes more complex, there seems to be an ever-growing list of necessary skills and capabilities required to succeed.

These, among other factors, have companies desperate to upskill their staff.

One of the many challenges for companies facing a multitude of crucial training needs is where to start.

Here, we discuss some strategies for prioritizing training needs.

(1) Identify Key Needs

The first step is putting together a list of needed skills, knowledge, and other training objectives.

This should be a collaborative effort among company leadership, with input based on industry benchmarking (What skills do the top companies in my industry possess?), input from managers, and input from employees themselves on what skills are needed to make the company as successful as possible.

The list should include all desirable skills, not simply those that are currently lacking.

(2) Analyze Current Skill Sets

Once the universe of desired skills is documented, evaluate the company on where it stands on those needs.

Again, input can come from comparisons to other organizations, as well as from managers and employees. Encourage an honest assessment.

(3) Road map

The next step is to put together a training road map. It's not possible to focus on everything right away—hence the need to prioritize. Prioritization doesn't necessarily mean focusing on the most important skill—the company might already be fairly proficient here.

It doesn't necessarily mean focusing on the skill that's most lacking—it might not be extremely important to others. And prioritization doesn't necessarily mean picking the top need, focusing 100%, and moving to the next on the list.

Instead, prioritization requires evaluating the needs for skill sets that provide the greatest advantage against available training resources and current deficiencies.

- **A Systematic approach to Training needs assessment**
- **Introduction**

A comprehensive training programme involves the systematic development of various competencies and facilitating the development of the knowledge, skills and attitude required by the employees at work.

It includes specific interrelated and interdependent steps which progress systematically for getting the desired outcomes from the training & development efforts.

(1) Understanding Organization's Aims and Objectives

The systematic framework starts with the stage of understanding the organization's aims and objectives and the determination of the crucial strategies which will lead to the achievement of the predefined goals/objectives.

(2) Assessing/Analyzing Training Needs

Training Needs Assessment essentially involves assessment of the gap between the desired level of competencies and existing competencies required for handling a job.

Training Needs Analysis aims at assessing the discrepancy between what an employee should be doing at work and what he or she is capable of doing.

(3) Determining the Aims and Objectives of the Learning & Development Programme

Determination of the training objectives while formulating a training plan is as important as analyzing the budgetary permutations for conducting a comprehensive training programme.

It details what the trainees will be able to learn at the end of the training programme and how they will be able to apply the learning at work.

If training objectives are specified well in advance during the planning stage itself, it will improve the effectiveness of the training programmes and maximize the ROI.

(4) Training Strategy Design

The Training Strategy Design stage is again a very crucial stage of the Systematic Framework of Training & Development process.

During this stage, the various possible alternatives are assessed and compared for reaping the optimum benefits from a training & development exercise.

It includes analysis of the multiple parameters such as designing course modules/content framework, deciding upon the training methodologies, Preparation of the Preview Learning Materials/Handouts for the trainees and identifying the critical learning pointers for the trainees at the end of the training programme.

(5) Implementation of the Training Strategy

During the training implementation stage, the trainer gives maximum importance to the selection of the right training methodology for maximizing the learning experience and imparting value with the help of the training programme.

The methods may vary from outdoor training to in-house sessions, experience sharing, counseling & feedback sessions, experiential or practical training, on the job training, job rotation, case studies, deliberations and a lot more.



It is mainly about putting the training into actual practice.

(6) Evaluating the quality and effectiveness of the Training

One of the most crucial stages of the Systematic Approach to Training is the evaluation of the effectiveness of the training programme and implementing corrective actions for overcoming the lacuna and ensuring the achievement of the Training & Development Goals.

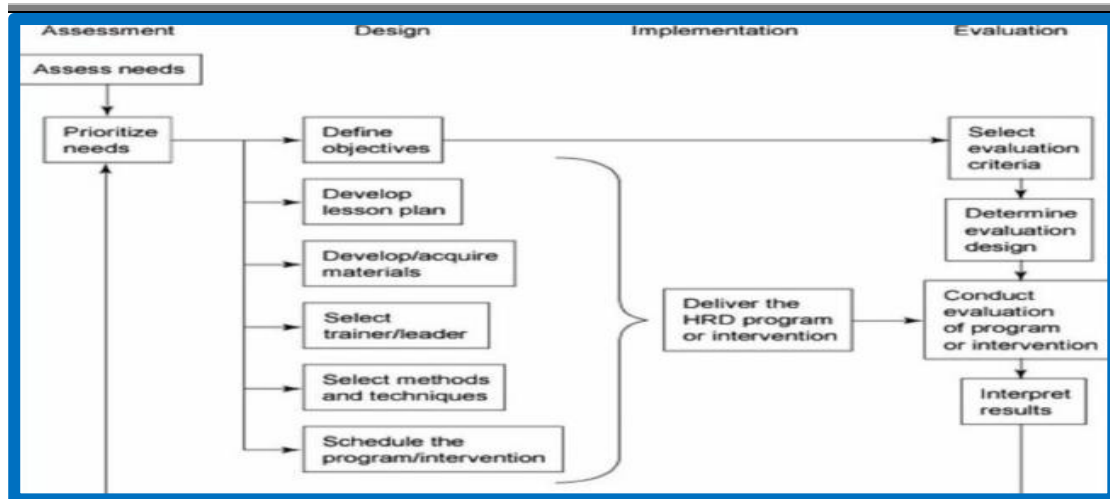
- **Training & HRD process model**

The HRD Framework includes the processes and activities to develop and maintain the skills and competencies of the employee.

The core objective is to ensure the availability of a highly trained and talented set of employees. It will help to meet future needs.

The Human Resource Development or HRD provides a framework for the employees of the company to help in the development of their professional and personal skills.

Along with this, it focuses on the career development of the employee and the organizational development overall.



● Four Stages of HRD Framework

Meanwhile, HRD is one of the most critical factors a firm practices to enhance the efficiency of the workforce to become more competitive and profitable. A highly motivated staff tends to retain for longer as well.

Therefore, the company follows Four Stages of HRD Framework, namely:

Assessment

Design

Implementation

Evaluation

(1) Assessment

The Assessment in the HRD Framework involves prioritizing the need, understanding and examining the performance of the employees, job tasks and organizational environment.

Above all, the need to acknowledge the gap between current competencies and skills needed for the production of a particular task is



to ascertain. This is the first most stage out of four stages of HRD framework.

➤ **Need Assessment:**

The organization goals and process of reaching those goals determine through the Need Assessment.

It articulates the gap between current skills in the company and the skill required for better performance.

➤ **Gap Analysis:**

The Gap Analysis involves comparing the actual performance with the desired performance.

It has two parts, namely; current situation and desired situation.

The difference between these two is the actual gap analysis that will identify the needs, purpose, and objectives.

(2) Design

After successfully understanding the needs, there comes the designing of the training program. It involves the training content and the delivery method.

The designing of effective HRD program consists of the integration of business plans and goals of the firm with the HRD process.

It involves designing the HRD program and intervention that includes training and development methods.



To Sum up following are the process of integrating HRD in training the employees:

- Define objective
- Develop Lesson-plan
- Develop/Acquire Material
- Select Trainer/Leader
- Selecting Methods and Techniques
- Schedule the Program

(3) Implementation

The implementation of HRD program is done by delivering most appropriate training sessions as per the requirements of the firm and thus creating a productive learning environment for on-going improvement in the employees.

➤ Methods of delivering the training

Once the training needs and goals decided, the implementation of the training program will begin.

Following are the methods of the training program:

- On-the-job Training
- Off-the-job Training
- Apprenticeship Training
- Distance/Internet-Based Training
- Simulated Training
- Computer-Based Training

(4) Evaluation

Evaluation of the program is the final step of the HRD process and training sessions. The effectiveness of the HRD intervention measured during this phase.

The attentive evaluation of the employee's Reaction towards the training program leads to gather information about the effectiveness of the program.

MBA SEM 04 Module 02 Chapter 02

☼ Designing Effective HRD programs ☼

(1) Designing the objectives of the HRD interventions

An HRD professional, after completing the needs assessment, is required to define the objectives for the HRD program.

Objectives are used as a basis for deciding which method should be used for achieving a specified outcome.

In addition objectives also help the organization in evaluating a program's success.

Identifying the deficiencies in a training program can be achieved through needs assessment data.



The objectives of any training program will be dictated by the specific deficiencies concerns and other aspects identified in the needs assessment.

(2) Make versus Buy Decision

Management cannot be expert in everything. An organization can neither afford the time or money to build their own training nor they can afford a full time staff for once-a-year training program.

In that case an organization will have to decide on “Make or Buy”:
i.e. whether to create or purchase a HRD or training program.

- **Services available through outside vendors:**
 - ✓ Assisting in conducting need assessment
 - ✓ Guiding internal staff to design or implement a program
 - ✓ Designing a program specifically for the organization
 - ✓ Provide supplemental training materials like Exercises, workbooks, computer software, videos etc.
 - ✓ Conducting “Train the trainer” program

- **Internal factors to be consider before purchasing a HRD program:**
 - ✓ Level of expertise available
 - ✓ Time available
 - ✓ Cost
 - ✓ Number of trainees
 - ✓ Size of HRD



➤ **Factors to be consider before selecting a vendor**

- ✓ Vendor credentials, background and experience
- ✓ Philosophical match between vendor and organization
- ✓ Delivery method and content
- ✓ Expected outcome

(3) Selecting the trainer

Once an organization has made a decision to design its own training program regardless of whether the trainers are within or outside the organization, it is important to select a trainer who can effectively deliver to meet the objectives of the organization.

For an organization with a good HRD function, this decision is easy because they will be equipped with professionals, especially trained for this function.

If selecting an External trainer, care should be taken to ensure that he/she has the required skills to deliver effective instruction. Organizations look at both the qualifications and experience of the trainer in selection.

➤ **Train the trainer program**

Train the Trainer is a model that's often used in the workplace. The trainer trains other employees and at the same time teaches them to train others.

Train-the-trainer programs are designed to introduce new and experienced trainers to fresh methods for creating and managing effective training programs that truly engage their learners.

The purpose of train the trainer program is to provide subject matter experts with the necessary instructional knowledge and skills to design and implement a training program.

➤ **These programs focus on many issues which are as follows:**

- ✓ Developing trainee objectives and lesson plan
- ✓ Selecting and preparing training materials
- ✓ Selecting and using training aids (slides, videos, overheads)
- ✓ Selecting and using different training methods and technique.

(4) Preparing a lesson plan

A lesson plan structures training sessions to facilitate the instructional objectives that were developed.

To translate program objective into an executable training session, the development of lesson plan is recommended.

A lesson plan is the instructor's road map of what students need to learn and how it will be done effectively during the class time.

➤ **Content in the lesson plan include:**

Title of the lesson



Objectives

Content to be covered

Activity sequencing

Timing

Number of Participants

Aids and Equipment

Methods used

(5) Selecting training methods

The next step in the training method is to select the appropriate training method.

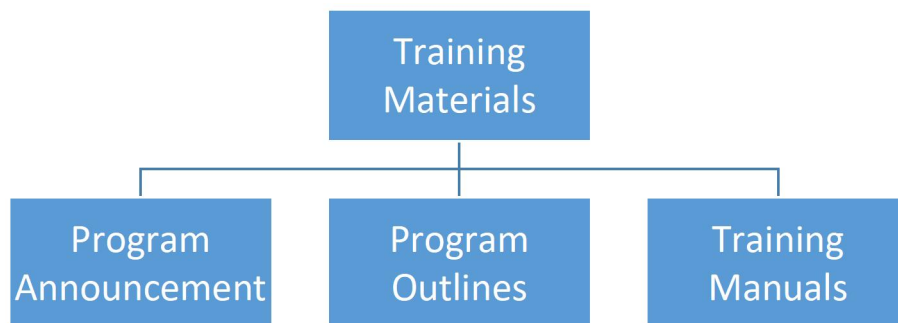
- When choosing a training method, the approach that I've found most effective is to start with the goal of the training.
- ✓ Is the goal to use training to implement a cultural, organizational, or process change?
- ✓ Is the goal to ensure that a large group of people can take training when they need to and all walk away with a similar experience?
- ✓ Is the goal to refresh a person's understanding of previously obtained knowledge?

The methods such as outdoor training, role playing exercises, games, and simulations which are highly experiential and demand the greatest amount of activity.

(6) Preparing training materials

After training methods have been selected the next step is to purchase the training materials which would depend whether the program is purchased or designed by the origination.

Conducting an HRD program involves the preparation of several materials such as the following:



➤ Program announcement

The target audience is informed about the training program through program announcements. The announcement made should indicate the purpose of the program, when and where it will be held, and how the employee can qualify to participate in the program.

➤ Program Outlines

The program outlines are the documents that communicate the content, goals, and expectations for a program. Typically provided are the beginning of the program, these include such things as course objectives, topical areas are to be covered, materials, a requirement of each trainee, and a tentative schedule of events.



➤ Training Manuals

The trainers mostly rely on a training manual or textbook for the basic instructional material, reading, exercises, and self-test.

Some of the documents are organized into modules as it makes easy to organize the training program into sessions.

Training manuals can be readily produced by an organization, particularly given the availability of desktop publishing software. The production cost will include staff time of curriculum design and writing, cost of equipment, and printing.

(7) Scheduling HRD programs

The organization needs to plan the types of HRD initiatives (education, training, self-development) for the year, so that they do not conflict with organizational goals.

Organizations usually do not prefer to stop all their work because there are too many programs happening at once.

Furthermore, the decision of whether to conduct the program during work hours or after work hours is important.

On the one hand, the organization may not be able to afford to release employees during working hours. The employee may not be able to come in for a training program after work hours due to additional family or other responsibilities.



The timing of a program should be decided on the basis of balancing these two conflict needs.

➤ **Scheduling during work hours**

Scheduling the training program during the normal working hours avoids the conflicts such as commuting, family and other personal obligations which send the message to the employees that learning is an important part of the job.

The HRD professional while scheduling the program during the normal work hours should consider factors such as the day of the week, time of the day, peak work hours, staff meetings and travel requirements.

➤ **Scheduling after work hours**

At times the organizations schedule the training program after the work hours or in the weekend to avoid the constraints discussed earlier though this approach can also create problems. Even though the employees are aware of the schedule of the training program on a particular day in advance some familial problems arise causing a few to miss the training sessions.

Employees are not physically and mentally fit after a long day at work so they avoid the program and those who attend experience fatigue.

➤ **Registration and Enrollment Issues**

The other problem which is faced during the training program is the enrollment and registration process. All the participants and the managers should clear and aware about the registration process and who



is responsible for the logistics issues (e.g. travel arrangements, lodging, meals etc. and what if the employees need to cancel or do the rescheduling of the training.

Sr. No.	Question	Answer
1	Training is an essential and _____ activity in any professionally run organisation.	On-going process

2	Training & development is performed in a combination which is popularly known as what?	Human Resource Development
3	A trainer's role in the whole scheme of training is _____.	Invaluable
4	Who can be trainer?	All of the above
5	Trainers draw up a _____ for the training.	Both a & b
6	_____ & _____ of the participants can be sustained in the training activities by employing a suitable training method.	Motivation; interest
7	_____ refers to the learning opportunities designed to help employees grow.	Development
8	Which of these is a hindrance to effective training?	Aggregate spending on training is inadequate



9	Which of these is an off-the-job training method?	Television
10	Which of this is a step in training process?	
11	Which of the following is a method used in group or organisational training needs assessment?	
12	Training process is:-	Short term
13	On the job training includes:-	All of the above
14	_____ is a device or situation that replicates job demands at on the job site.	
15	_____ can be defined as a process for identifying & prioritising gaps between current & desired results.	Need Assessment
16	How many different levels of Need Assessment are there?	
17	What is the another name of Personal analysis?	Both a & b
18	If employees are not performing upto the mark then what is the reason behind it?	Lack of communication
19	To attain the best possible performance, the required information regarding a job, collection of jobs, are provided through which level?	Task level



20	The strategies which are designed by the HR departments should consider the KSA of the employees as per the _____.	Future requirements
21	What is the full form of HRDC?	Human Resource Development Committee
22	Need Assessment stage can be known as the _____ of HRD.	Why
23	Which stage can be known as the how stage of HRD?	Design
24	Training design refers to the plan or _____ for training organisation.	Blue print
25	Which are the factors considered in purchasing HRD Programmes?	All of the above
26	Which factors are kept in mind while selecting a trainer?	All of the above
27	What is mainly related with communicating & motivating the qualified individuals to present their candidature for any job?	Recruiting
28	Who are hired by organisations for the development of lesson plans & establishing the objectives of training?	Programme Designers
29	Training materials remain a _____ source of information & knowledge to the employees.	Permanent
30	What is used to prepare the daily agenda of every course?	Time block



31	Which analysis is focus on the task needed by some position?	Task Analysis
32	A _____ involves the systematic development of various competencies and facilitating the development of the knowledge, skills and attitude required by the employees at	comprehensive training programme

	work.	
33	_____ is the formal and systematic modification of behavior through learning	Training
34	The-----means that you should make more complete analysis.	biggest position
35	Training occurs as a result of _____	Instruction, education
36	Training refers to the process of imparting _____ skills	Specific
37	_____ is any learning activity, which is directed towards future needs rather than present needs	Development
38	Which of the below does not describe the nature of training?	Broad perspective
39	_____ is application oriented.	Training



40	Training is----- _____	Narrow perspective
41	Which analysis will help the company to predict about the strategy future business?	Organizational Analysis
42	-----is tangible in nature.	Training
43	- _ -----is normally directed at operative employees and relates to technical aspects.	Training
44	In general training is related to-----	Technical aspect
45	Classical training system consists of:	Training objectives
46	_____-----refers to the content, method, material etc. used for purpose of imparting training.	Training design
47	_____-----mean infrastructure required for training programs.	Facilities
48	Which is the final step of HRD framework?	Evaluation
49	Main purpose of training evaluation are:	Feedback, research
50	HRD is a -----and-----approach for the development of individuals in order to achieve organisational, group and individual goals.	Systematic & planned
51	Which of the following is not a method of individual training need identification?	Exit interview
52	HRD concept was first introduced by -----	Leonard Nadler

53	HRD concept was introduce in	In 1969
----	------------------------------	---------



	which year?	
54	_____-----is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities	Human Resource Development (HRD)
55	Human Resource Development includes -----	opportunities as employee training, employee career development
56	Human Resource Development can be _----- - _ as in employee coaching by a manager	Informal
57	-----involves the successful delivery of the assessment and design phase as effective HRD programs or interventions.	The implementation
58	_____-----have made clear that HRD is innate for the very existence of the organization.	Increase in the very existence of the organization
59	-----is an extremely popular organization Development (OD) intervention.	MBO
60	-----improve the performance and result in self-change of an individuals.	OD exercises
61	_-----Helps to improve the communication skills of the employees and develops them a good listeners.	Sensitivity training
62	“Resource the action” provides	Coaching, training, guidance



63	_____in the HRD Framework involves prioritizing the need, understanding and examining the performance of the employees, job tasks and organizational environment	The Assessment
64	_____is at the centre of Human Resource System.	HRD
65	HRD is a _____ and_____process.	Dynamic & planned
66	In the present business environment, HR plays a _____ -- -role in realizing the business goals.	Strategic
67	The major challenge for the HR contribution towards the overall organization.	True
68	An organization can develop only when it's---- -are developed	Human Resources
69	The ----- of any organization is the backbone, who plays a stupendous role.	Employees
70	HRD is an integral part of human resource management,	True

	which is wider in its approach and does not relate in its approach and does not relate only to providing formal qualification.	
71	_____will be focus on the purpose of the company itself.	The training
72	IR seeks to reconcile. Conflict, -----to match goals	HRM



73	Which is the 2nd stage of HRD framework ?	Design
74	HR activities include---- _____	Recruitment, selection, manpower planning
75	Which is the 3rd stage of HRD framework ?	Implementation
76	The _-----determine the success of corporate strategy.	HR professional
77	Which is the 4th stage of HRD framework ?	Evaluation
78	High investment in _----- & ----- enables the absorption of higher wages.	Education & skills
79	Which is the 1st stage of HRD framework ?	Assessment
80	Human Resource Departments are-----	Service department
81	Which among the followings describe the skills that are available within the company?	Human Resource Inventory
82	The Trainers role is expressed in the form of-----	Aim.
83	Development means?	Qualitative change
84	Which criterion was used in the early period to measure development?	Economic growth
85	Which is not a part of the human development of people?	Number of people
86	When was the human development index created?	1990



87	Which is not a key area of human development?	Industrial development
88	Evaluation helps determine the extent to which ___ have been achieved.	Training objectives
89	How many countries have a high level of human development ?	47
90	Which country ranks first in the world in Human Development Index?	Norway
91	How many Stages of HRD Framework?	Four
92	Which one of the following best describes development?	A positive change in quality

93	___-----aimed at improving quality of working life in the organisation to increase the productivity.	HRD
94	The role of _-----_ has become more diverse.	Manager
95	Which analysis is focuses on the person itself?	Personal analysis
96	From the following option which option is correct of aim of HRD?	Improve performance of individual on present job
97	The essence of HRD is _-----	learning.
98	___-----of effective HRD program consists of the integration of business plans and goals of the firm with the HRD process.	The designing



99	Who helps in the career development of individuals by matching employee characteristics with job requirements?	HRD
100	The Trainees role is expressed in the form of _____	Objective
101	HRD is a -----_concept.	future oriented
102	The strategies will have how many aspects ?	2
103	The role of top management is in HRD is in which areas?	Developing training policy

MBA SEM 04

Module 03 Chapter 01

☼ Training Delivery methods ☼

- **On the job training**

On-the-job training (OJT) is a practical approach to acquiring new competencies and skills needed for a job in a real, or close to real, working environment.

It is often used to learn how to use particular tools or equipment in a live-work practice, simulated, or training environment.

Rather than showing employees presentations or giving them worksheets, they learn about the job by doing it. This training happens at the workplace, with guidance from a supervisor, manager, or another knowledgeable employee.

New employees that undergo on-the-job training get a firsthand look at all the work procedures they can expect to encounter. They learn workplace expectations, equipment operation, and any other skill they need to complete their job successfully.

On-the-job training may take anywhere from days to weeks or longer, depending on the tasks the job requires. Often, new employees



start by shadowing other employees and then move onto completing these tasks with supervision.

- **Importance of on the job training**

On-the-job training has incredible importance in today's workforce. On-the-job training allows employees to gain experience working in situations very similar to those they'll encounter on a daily basis. Employees will use the same tools and equipment they need for their job while being guided by an experienced trainer.

This allows employees to learn and practice their job while still in training.

Other training methods, like online training or seminars, only give employees basic information rather than actual experience.

- **Benefits of on the job training**

On-the-job training benefits employees and employers, and this next section will highlight some of the key benefits of on-the-job training.

1. Faster training with real experience

People quickly learn what they need to do and perform their job on a good or acceptable level.

Traditional training can be a lengthy process, and employees may not retain much information. This means employees may need correction or retraining later on.



With on-the-job training, employees learn precisely what their job entails and ask any questions that arise while shadowing coworkers.

2. Faster adaptation to a new job

It is essential in industries with high turnover rates, e.g., retail, restaurant business, customer service, manufacturing, etc.

This type of training can help with faster onboarding and getting an acceptable level of performance. It allows employees to learn processes in your organization faster and more efficiently.

3. In most cases, it is easy to set up

On-the-job training is one of the simpler training programs to set up. Because you already have employees that know the job, you have a knowledge base to draw from.

You don't need to set up complicated presentations. You simply need to pick a high-performing employee to train new staff.

4. Trainee can perform simple job tasks from the beginning

Trainees start learning the easier parts of their job first. As such, they can take on small responsibilities before they even complete training. For instance, answering phones or directing customers to the correct store departments. If you are shorthanded and get busy, your trainee can assist, and this can ease the block in the workflow.



5. Retain good employees

Employee retention is crucial in any industry. However, employees aren't as effective if they're unsure of what exactly their job entails. Not only that, confusion about the work expected from them can create a stressful environment, leading to high turnover rates.

On-the-job training shows employees exactly what duties they're expected to complete, and exactly how to complete them.

As part of their training process, they practice each task expected of them and get detailed information about what processes their job involves.

This eliminates confusion, stress, and allows employees to perform their job to the best of their abilities.

6. Attract the right people

On-the-job training allows companies to find the right people for the job because they show capability during the training process. Also, by offering on-the-job training, companies become more attractive to potential employees.

These prospective employees know their time is well spent, and employers can assess skills during training.

7. Team building

With on-the-job training, new employees meet their new coworkers right away and start becoming part of the team. This creates familiarity



and opens up opportunities for new employees to ask questions, even if their training is complete.

Additionally, trainees become more familiar with various workplace departments and can expand their skill set over time.

8. Elementary knowledge management

More experienced employees transfer their knowledge and experience to the new employees, so this knowledge wouldn't be lost if they leave the company. Of course, it doesn't cover deep or specific knowledge, but at least it is something.

Many employers refer to this as “knowledge management”. Essentially, by having more experienced employees transfer their job knowledge, you retain those skills and knowledge within the company.

9. Financial benefits

On-the-job training happens as part of the regular workday and requires less time. Traditional training requires set training sessions and sometimes seminars.

So the employer saves money on training, and at the same time, the employee performs some of the work duties and brings additional profit to the company.

● Disadvantages of On the job training

Despite its advantages, on-the-job training does have some shortcomings. Let's explore a few disadvantages of on-the-job training:



1. Lack of proper trainers

The lack of qualified trainers is one of the disadvantages of on-the-job training. The best employees of an organization don't always prove to be the best trainers. Skilled trainers have excellent communication skills. They're patient and ready to answer any off-the-track question their trainee might have. In the absence of such trainers, on-the-job training can be counterproductive, leading to confusion among new hires, lost time and derailed projects.

2. Risk of accidents

During on-the-job training, new hires undergo hands-on experience, handling new equipment, tools and machinery. This increases the risk of accidents because they don't have the required skill and knowledge to operate certain equipment. To ensure a safe training process, especially in industries that deal with dangerous machinery, new recruits must be given sufficient safety information about the tools they use.

3. Rushed process

On-the-job training can sometimes be conducted hastily. Organizations often want the majority of their employees—including new hires—to contribute to everyday workload and rush through the training process. Without the solid foundation, they need to excel at their jobs, new employees are left confused and doubtful about their roles.

4. Possibility of errors

When new employees are made to perform complex tasks during on-the-job training, there remains a possibility of error. This is because

such employees are still learning the ropes of the job and haven't yet picked up all the required skills to excel in their role.

- **Methods of On the job training**

(1) Coaching

Coaching involves the development of one-to-one relationship between the employees and supervisors, which ensures continued guidance and feedback of the employees on how well they are handling their tasks.

Coaching is a form of development in which an experienced person, called a coach, supports a learner or client in achieving a specific personal or professional goal by providing training and guidance. The learner is sometimes called a coachee.

Occasionally, coaching may mean an informal relationship between two people, of whom one has more experience and expertise than the other and offers advice and guidance as the latter learns.

In this method, The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance and offers him some suggestions for improvement. Often the trainee shares some of the duties and responsibilities of the coach and relieves him of his burden. A limitation of this method of training is that the trainee may not have the freedom or opportunity to express his own ideas.

● Advantages of Coaching to individuals

1. Self-awareness

In a recent study, BetterUp's research indicated that the first significant area of development for most participants is introspection. This is a foundational skill for both personal and professional development. Once this is in place, members can work to build deeper insight into what they want and future areas of growth.

2. Resilience

With feedback and improved self-awareness, people develop improved stress tolerance. When leaders become more resilient, they're better able to adapt to changing or unfavorable circumstances successfully. In turn, this decreases the likelihood of burnout and improves overall life (and job) satisfaction.

3. Collaboration

There's something special about working on a team where everyone is committed to personal development. People are better able to understand the motivations and underlying commitments of everyone in the group. They benefit from reduced conflict and improved confidence in decision-making. Individuals are better at time management and contribute more effectively to the team.

4. Self-efficacy

The main components of self-efficacy are learning through another's experiences and being affirmed by people you trust. These factors are key building blocks in the coaching relationship. Creating



strategies to achieve goals and celebrating those successes with a coach is a prime way to build confidence in oneself.

5. Communication

All types of coaching have a beneficial effect on communication skills. Developing effective communication skills can help individuals in all aspects of their lives — both in and out of the workplace. This has its own positive impact on stress — which is certainly exacerbated by poor communication.

6. Work-life balance

With coaching, people take time to set their own priorities and work to make them a greater part of their lives. That empowers them to maintain a better work-life balance. These individuals tend to gain more job and life satisfaction. This can be attributed to both improved self-care and greater alignment with their goals.

7. Increased mental health

Within the first three months with a coach, BetterUp Members see a 38% decrease in languishing. Among other dimensions of mental health, life satisfaction, purpose, and social connection improve. These, along with emotional regulation, reliably improve mental health for coaching participants.

● Advantages of coaching to organization

1. Empowers individuals



Coaching validates, supports, and empowers the individuals within an organization. It gives them a neutral party to tackle concerns about professional development with, as well as a safe space to practice having difficult conversations.

2. Increases employee engagement

When employees feel like they have to hide part of their life or identity in the workplace, it has a strong negative impact on both belonging and engagement. However, when people are encouraged to bring their whole selves to work, they're more likely to be engaged, productive, and satisfied with their jobs.

3. Improves individual performance

Even the most dedicated managers don't have unlimited time to spend coaching their employees. Most end up taking time out only to address aspects of exceptionally good — or exceptionally poor — performance. Coaching provides an additional, growth-focused touch point for employees throughout the week. This, in turn, improves both individual and team performance.

4. Deeper level of learning

There's a reason your corporate training is putting your employees to sleep. People learn better — and retain more information — when they're personally invested in the learning process. Working with a coach appeals to a wide range of learning styles. Furthermore, connecting the new skills to current goals and real-life applications makes it easier to apply the new learning.

5. High employee commitment

When companies show genuine commitment to their employees' well-being, employees tend to respond in kind. Working with a coach improves retention, job satisfaction, engagement, and motivation.

● Disadvantages of Coaching

1. Coaching requires a lot of time and patience

Imagine providing personal mentorship to a team of 100 people. Not only is it time-consuming, but it also requires a lot of patience. Managers often have too little time to complete their assigned tasks much less to help each team member become skilled at what he or she should do. With this in mind, it is important that you set a scope before deploying the coaching leadership style. One approach can be to coach the coaches of the future to create a spreading effect not built on you being the sole coach of the organization. Prioritize who to coach. If you try to do everything at once, you might get zero impact in the end. Lack of time can ruin the best of intentions – coaching leadership style simply requires a lot of one on one time.

2. Coaching is difficult

Few people are gifted at being effective coaches. It requires confidence, experience, and the ability to give meaningful advice. Those who do it ineffectively threaten the growth of an organization. There is hope though since you can learn how to become a better coach by using specific techniques and avoiding some known pitfalls.

3. Coaching is a two-way street



The coaching leadership style will only work if team members are committed to the process. Too much responsibility rests on the leader's shoulders if they aren't. There should be a strong commitment to collaboration and self-development early on in the coaching relationship. The person receiving the coaching must be motivated to develop and must be willing to receive feedback – both of these require that prestige can be put to the side. Not agreeing on the purpose and goal of the coaching process means you are set up to fail.

4. Coaching without good chemistry can impact progress

The team and leader should work well together in order for the coaching leadership style to be effective. The organization has to consider personality, experience, and its most pressing needs before deciding who would be the best fit for the role. Did you ever receive negative feedback from a person you do not respect? You probably either got defensive or disregarded that feedback. That is an example of where there is not a good fit for coaching leadership. Most people are also less likely to listen to a person they perceive as rude or disrespectful. Some personal similarities normally enable communication and other aspects that are essential for success with the coaching leadership style.

(2) Mentoring

Mentoring is a relationship between two people with the goal of professional and personal development. The "mentor" is usually an experienced individual who shares knowledge, experience, and advice with a less experienced person, or "mentee."



Mentorship is the influence, guidance, or direction given by a mentor. A mentor is someone who teaches or gives help and advice to a less experienced and often younger person.

Mentorship is the influence, guidance, or direction given by a mentor. A mentor is someone who teaches or gives help and advice to a less experienced and often younger person. In an organizational setting, a mentor influences the personal and professional growth of a mentee.

● Types of mentoring

(1) Traditional One-on-one Mentoring

A mentee and mentor are matched, either through a program or on their own. Mentee-mentor partners participate in a mentoring relationship with structure and timeframe of their making or as established by a formal mentoring program.

(2) Distance Mentoring

A mentoring relationship in which the two parties (or group) are in different locations. Sometimes called “virtual” mentoring.

(3) Group Mentoring

A single mentor is matched with a cohort of mentees. Initial program structure is provided while allowing mentor to direct progress, pace and activities.

● Advantages of mentoring for Mentees

- ✓ Develops a skill or competency.



- ✓ Improves the mentee's confidence in their ability to execute the task at hand.
- ✓ Helps the mentee improve their communication skills.
- ✓ Gives the mentee practice in accepting feedback from a consistent source.
- ✓ Teaches the mentee how to maintain a professional relationship.
- ✓ Expands the mentee's network of contacts.
- ✓ Provides a crash course on the current company culture.

● Advantages of mentoring for Mentors

- ✓ Strengthens the mentor's active listening skills.
- ✓ Provides a conduit for the mentor to give back to the organization.
- ✓ Knowledge sharing by the mentor is encouraged, which increases the mentor's sense of self-worth.
- ✓ A sense of fulfillment through teaching is established.
- ✓ Helps enhance the mentor's own relationship-building skills.
- ✓ Provides an added sense of purpose and responsibility for one's career.

● Advantages of mentoring for the Organization

- ✓ Helps achieve their talent development goals such as succession planning and ensuring solid leadership development.
- ✓ Informs everyone throughout the company that leadership is willing to invest in its employees.
- ✓ Improves talent acquisition efforts. New hires are aware of organization's career development opportunities.
- ✓ Fosters employee retention, which can lead to a reduction in turnover rates.
- ✓ Leads to reduced training costs by way of one-on-one interaction.



- ✓ Harnesses the power of natural leadership.

(3) Job rotation

This type of training involves the movement of the trainee from one job to another. The trainee receives job knowledge and gains experience from his supervisor or trainer in each of the different job assignments. Though this method of training is common in training managers for general management positions, trainees can also be rotated from job to job in workshop jobs. This method gives an opportunity to the trainee to understand the problems of employees on other jobs and respect them.

Job rotation is the systematic movement of employees from one job to another within the organization to achieve various human resources objectives such as orienting new employees, training employees, enhancing career development, and preventing job boredom or burnout.

Job rotation is a technique used by some employers to rotate their employees' assigned jobs throughout their employment. Employers practice this technique for a number of reasons.

It was designed to promote flexibility of employees and to keep employees interested into staying with the company/organization which employs them.

● **Benefits of job rotation**

- ✓ Improved employee knowledge of company operations
- ✓ Reduced boredom among employees

- ✓ Increased innovation from employees
- ✓ Identified employee interests and skills in new areas
- ✓ Reduced strain on employees physically
- ✓ Increased productivity
- ✓ Identified the best possible employee for a position through trial
- ✓ Increased opportunities for employees
- ✓ Reduced turnover among employees

● Disadvantages of Job Rotation

- ✓ Frequent interruption
- ✓ Reduces uniformity in quality
- ✓ Misunderstanding with the union member
- ✓ Rigid employees not ready for change in their routine job
- ✓ Employee may face adjustment issues in new job scenario with increased challenges and difficulties.
- ✓ Employees may not cope up with the timings if employee is asked to change his working time if the company functions in day and night shifts.

(4) Job Instruction Training

Job instruction training, or JIT, is a simple step-by-step technique that is used to train new employees when they first start a job. It is an effective way to teach specific procedures to people or help them to develop a manual skill that their job requires.

In most circumstances, JIT is provided by the supervisor of the new employee. Some organizations may have a training department which develops these skills as part of the new employee orientation



process. These responsibilities are sometimes delegated to a co-worker or team member as well.

There are several unique advantages and disadvantages which are associated with this job training method. Here is a look at the key points of using job instruction training in the workplace.

● Advantages of Job Instruction Training

1. It promotes higher levels of employee safety

When new employees are properly trained, it promotes a safe work environment for everyone. Job instruction training includes testing and supervised experience to ensure each person operates equipment assets and machinery using current best practices. That allows every person to follow the same steps when performing job functions, which reduces the number of potential accidents that may happen.

2. It creates higher levels of productivity

With an effective job instruction training program in place, new workers can go through one day of intensive training and then begin to get to work. That makes it possible for new workers to begin new projects without needing to wait for an assignment to come their way. JIT programs can also be designed to take place over multiple days to build different skill tiers over time, which further increases the productivity of the employee without compromising their safety.

3. It is cheaper than other training methods

For most new workers, job instruction training is paid on-the-job training. That means there is an incentive to show up for work. They'll

get the tools and knowledge required to become good at their new job. This creates a cost savings for the organization because the new workers have a good idea of what they need to do. Without this knowledge, they would be forced to access the experience of other team members, which would slow production down and make things more expensive.

4. It maintains best practices

Companies follow best practices at multiple levels because it is the fastest, cheapest, and safest way to complete work. Job instruction training exposes new workers to these best practices, making it more likely that specific standards will be maintained in the workplace. For firms that are required to meet specific regulatory requirements, JIT is one of the most effective ways to introduce safety and production training without impacting the quality of the working environment for everyone.

5. It is a simple method of learning

When people are able to see a task being performed, then can perform the same task themselves, then more information is retained than in other learning methods. An individual may retain just 5% of the information received if the training process involves lectures or textbook reading. When working one-on-one with something while being able to safely practice a new skill, up to 90% of the new information can be retained. That is why JIT is one of the most practical ways to teach new employees your best practices.

6. It reduces outside influences

Job instruction training reduces the need to hire outside consultants, trainers, or experts to get your new hires up to speed on what they need to



do. That further reduces the expenses you'll pay to train each new employee. You just assign specific tasks to the trainer, who then shows the employee what needs to be done and how it should be completed. Most firms are able to reduce their in-class training needs when adopting JIT best practices for new workers.

7. It gives new workers more confidence

When new workers start a project for the first time, their confidence levels will make or break the productivity they have. Confident workers will put their heads down to get the job done. Workers with confidence issues may be afraid to ask questions, which might lead to inadequate or incomplete work that is unexpected. With job instruction training, you're able to reduce the nervousness found in new workers, which improves their overall confidence levels.

8. It creates a systematic approach

When you have specific procedures in place to follow for job instruction training, then you have created a systematic approach where everyone can learn the same way. You can create a verified level of training by requiring the new worker and the employee responsible for training to sign-off on the specific procedures that were followed. That creates clear step-wise execution for each required task, making it easier to identify places where you could still improve production levels.

● Disadvantages of Job Instruction Training

1. It still carries a training cost

No one is able to get away from training costs unless a new worker is already familiar with internal policies and procedures. With job



instruction training, you'll be taking the resources of at least one person away from their usual duties unless their primary role in the firm is training. For some positions, workers may be required to obtain certain certifications or mandated training at other locations, which would also represent a potentially substantial cost as part of the orientation process.

2. It is only as good as the trainer

JIT requires a knowledgeable trainer for this process to be effective. If the employee is being trained by someone who does not have the skills necessary for the job, then the new worker will not be as productive as they could be. Some trainers may be disgruntled with their employment and purposely attempt to sabotage the training process for new workers. You're taking a risk with JIT because the training process is difficult to supervise all the time.

3. It creates a time requirement which must be met

Job instruction training is most effective when a trainer works with a new employee until the skill or knowledge required of them is built to a satisfactory level. Far too often, new workers are only given the basics because trainers are asked to help train and complete their own duties simultaneously. That creates a rushed training process, which can reduce productivity and worker effectiveness over time.

4. It reduces corporate control of the training process

JIT makes it easier for workers to pick up bad habits that you might not want to have in the workplace. A common issue with job instruction training is the "this is how we've always done things" syndrome. You might have new best practices that you want everyone to use. Long-term



employees may be used to doing things a different way. Instead of teaching the new processes, they may teach new workers the older methods that are no longer effective. Over time, that makes it more difficult to have a business perform at a level which you would deem to be acceptable.

5. It may create a disturbance in the workplace

When you have job instruction training taking place, you will often have two workers doing the job of one worker until the training is complete. That creates a disturbance at times, as it interferes with the usual routine of the workplace. Training discussions can become distractions. Distractions can create more safety issues in the workplace. To counter this issue, some firms may need to create designated times of JIT to ensure safety and productivity levels are properly maintained.

6. It does not prevent all accidents

The nature of workplace accidents is that they are unexpected. You can plan for the worst-case scenario and still have something unanticipated go wrong. JIT works to reduce this issue in the workplace. Thinking that job instruction training will eliminate accidents is an unrealistic expectation. All it takes is one trainee, not hearing an instruction correctly, to cause an accident that could be very costly.

7. It can reduce team productivity levels

For some firms, it may be more effective to work a person short on a team than to add a new team member into the mix. Job instruction training requires a project to be completed simultaneously with the training process. This divides the attention of the team, which reduces

their productivity levels. The average person loses up to 15 minutes of full productivity every time they are forced to switch between tasks. With JIT, up to 2 productive hours per team member could be lost by adding a new team member.

(5) Understudy

Understudy refers to the method in which trainees are prepared to perform the work or fill the position of their superiors. In this technique, a trainee who is likely to assume the full duties and responsibilities of the position currently held by his/her superior is called as an understudy. The understudy fills the position of his/her superior that is about to leave the job due to promotion, retirement, or transfer. For instance, the departmental head may pick up one competent person from the department to become his/her understudy. This gives the understudy an opportunity to try out his/her leadership skills.

● **Advantages of understudy training:**

- ✓ People learn best through hands-on activities, and understudy training is designed to put the understudy in real situations with the manager to see the consequences first-hand.
- ✓ Understudy training is still a protected environment, where the manager is there to guide the understudy every step of the way.
- ✓ Unlike training courses or workshops, the manager can see how the trainee is progressing and spend more time where it's needed.

● **Disadvantages of understudy training:**

- ✓ Must be understudying an effective manager with good management skills.

- ✓ Time-consuming; the manager must put continuous effort into the training.
- ✓ The manager must cover all aspects of the role.
- ✓ If trainee still has a current job while training for management, he has to juggle both and still maintain proficiency in current role.

(6) Apprenticeship

Apprenticeship is a system for training a new generation of practitioners of a trade or profession with on-the-job training and often some accompanying study (classroom work and reading). Apprenticeships can also enable practitioners to gain a license to practice in a regulated occupation. Most of their training is done while working for an employer who helps the apprentices learn their trade or profession, in exchange for their continued labor for an agreed period after they have achieved measurable competencies.

● **Advantages of apprenticeship**

1. Earn money as you learn

One of the primary benefits of an apprenticeship is that you earn a wage while also learning. Though the money tends to be fairly minimal at first, wages can increase very quickly as you become more knowledgeable, proficient and experienced. Many employers pay higher than the National Minimum Wage for apprentices because they can see the added value that apprentices bring to their business.

2. Gain qualifications

Apprenticeships allow you to gain tangible work experience, but they also enable you to gain valuable qualifications that will help you to



advance in your career. Such qualifications will benefit you when you are applying for jobs further down the line, progressing into new roles or moving up within your company.

3. Benefit from bespoke support

When you do an apprenticeship, you will be surrounded by people that know exactly what you are going through. You will be supported by individuals who understand the industry and its associated challenges, and they will be able to offer guidance exactly when it is required. An assessor is always on-hand to provide expert advice and to guide you through your apprenticeship standard. Don't forget your colleagues are a great way to learn about a business.

4. Enhance your CV

Completing an apprenticeship will bolster your CV and showcase that you have the skills, knowledge and behaviors to carry on in your career. Also, if you impress during your apprenticeship, your employer will happily act as a reference should you seek employment elsewhere at some point in the future.

5. Receive discounts

When you are an apprentice, you are technically still regarded as a student. This means you will be entitled to an NUS Apprentice card, which will allow you to get money off in certain shops, restaurants, and leisure facilities such as bowling alleys and cinemas.

6. Get ahead in your career

Did you know that, according to research, apprentices can earn



around 270% more than university graduates? By getting on the career ladder three or four years ahead of their university contemporaries, apprentices can start to earn more quickly, and can become masters in their respective trades far sooner.

7. Holiday entitlement

Because you are working for an employer, you will be entitled to at least 20 days of paid holiday every year. Holidays are absolutely essential when it comes to having a perfect work-life balance, so make the most of your days off!

● Disadvantages of Apprenticeship

1. Low Pay

Apprentices typically receive significantly lower pay than certified or professional workers, despite often sharing in the same basic projects and tasks. This is generally because an apprentice is less experienced and skilled than his mentor. Plus, it takes time for the mentor to train an apprentice. The Bureau of Labor Statistics indicates that carpenter apprentices are normally paid between 30 and 50 percent of what a trained carpenter makes.

2. Minimal Recognition

An apprenticeship is a hands-on learning experience, though some programs include in-class training as well. A challenge for an ambitious apprentice is that you work directly with a professional in completing projects, but you typically don't get much, if any, of the recognition from clients or customers. Apprentices are also usually less esteemed within a



project team or work team compared to full-time workers that have bonded with each other and respect each other as professionals.

3. Work Limitations

Even though you do get to complete a lot of hands-on work, some apprentices are limited from engaging in some types of activities by legal or practical standards. States that require you to hold a license or certification for certain types of electrical, plumbing or construction work may impede participation. Additionally, the Washington State Department of Labor and Industries website notes that apprenticeship programs approved by state or federal agencies increase the number of regulations involved in the training.

4. "Gofering"

Similar to other interns and trainees, apprentices are often subject to "gofering," which is common slang for being given unpleasant tasks the professional doesn't want to do. Josh Kaufman, author of "The Personal MBA," noted on his website that good mentors wouldn't have an apprentice complete any task he hasn't or wouldn't do himself. Sweeping floors, picking up trash after a project and running to get supplies are among the less glamorous jobs an apprentice might get.



● Different Off-the job / classroom training approaches

Off-the-job training refers to an education method where employees learn more about their job or the latest advancements in their field at a location away from their workplace. This type of training essentially helps employees perform their job more efficiently.

Unlike on-the-job training, off-the-job training can take place near the workplace or somewhere further away, such as at a resort or at a training center. When employers hold training away from the workplace, it helps minimize distractions which ensures employees can fully focus on the material they're learning.

Classroom training approaches are conducted outside of the normal work setting. In this sense, a classroom can be any training space set away from the work site, such as the company cafeteria or a meeting room. Although many organizations capitalize on whatever usable space they have available to conduct training sessions, some larger organizations (including McDonald's, Dunkin Donuts, and Pillsbury) maintain facilities that serve as freestanding training centers.

These training centers are now increasingly referred to as corporate universities (McDonald's refers to its center as Hamburger U.), with curricula that include courses covering a wide range of skill and content areas. Dell Computer calls its area Dell University.

Conducting training away from the work setting has several advantages over OJT. First, classroom settings permit the use of a variety

of training techniques, such as video/DVD, lecture, discussion, role playing, and simulation. Second, the environment can be designed or controlled to minimize distractions and create a climate conducive to learning. Third, classroom settings can accommodate larger numbers of trainees than the typical on-the-job setting, allowing for more efficient delivery of training.

On the other hand, two potential disadvantages of classroom methods, as a group, include increased costs (such as travel and the rental or purchase and maintenance of rooms and equipment) and dissimilarity to the job setting, making transfer of training more difficult.

● Advantages of Off the job training

1. Productivity

One of the main purposes of off-the-job training is to optimize employee performance and provide clarity on their role in an organization. It also gives employees an opportunity to self-evaluate and study their development in a systematic manner over a period of time. All these factors ultimately combine to make employees more efficient and productive.

2. Low risk

Even if employees mess up during off-the-job training, there are no tangible costs that the organization has to bear. This makes off-the-job training a suitable training ground where participants can push their limits and experiment with their working styles.



3. Economically efficient

A well-designed off-the-job training program means that organizations can simultaneously train several employees without having to devote time to individuals. A well-structured off-the-job training program helps organizations optimize resources to get the best out of their employees.

4. Insight and knowledge

One of the biggest advantages of off-the-job training is that it provides employees with insights and knowledge by simulating real-time scenarios. Research has proved that what employees learn during off-the-job training, both in terms of theory and practical application, prepares them well to deal with a variety of scenarios as part of their jobs.

5. Promotes of team spirit

Most off-the-job training exercises involve working in a collective environment, with many techniques requiring active collaboration and teamwork. It's no secret that a successful organization is built on successful teams across departments. Through off-the-job training, employees get hands-on experience of working with associates who they'll need to work with as part of their jobs as well. This provides a great opportunity to develop a healthy working environment and cultivate team spirit.

● Disadvantages of Off the job training

1. Reduced exposure to work environment

What is the main disadvantage of off-the-job learning? Surveys have shown that most employees believe that off-the-job training doesn't provide adequate exposure to their work environment. Regular off-the-job training sessions mean that employees spend a fixed time every week away from their workstations. This may pose a problem for new recruits who need time to familiarize themselves with their surroundings. In jobs that require handling complex equipment, reduced exposure to the work environment can be an even bigger hindrance to performance.

2. Requires considerable investment

While a well-constructed off-the-job training program is generally profitable in the long run, organizations have to make a considerable investment initially. This investment, both in terms of financial resources as well as time and personnel, may not always pay off. There's always the possibility that some employees will not take off-the-job training seriously or cannot juggle its requirements alongside their primary responsibilities.

3. Breeds complacency

If an employee excels during off-the-job training, they can be under the impression that they are bound to ace the same challenges on the job. This is a naive approach as the pressures of real-time scenarios may prove harder than the simulation.



4. Lack of feedback

The way in which most off-the-job training programs are designed leaves little room for feedback or engagement from employees about what works for them and what doesn't. On the surface, this may seem easy to fix, but in practice, it can be hard to provide a proper feedback mechanism for off-the-job training.

- **Off the job training methods**

- (1) Lectures**

A lecture is an oral presentation intended to present information or teach people about a particular subject. Lectures are used to convey critical information, history, background, theories, and equations.

Classroom lectures often train white collar or management-level employees. This type of off-the-job training takes place in a classroom-like environment and involves a trainer providing instruction in a lecture format.

Trainees learn crucial skills needed for their jobs, get to know their job responsibilities and have the opportunity to get their questions answered by experts. In addition, classroom lectures may teach trainees the administrative or management aspects of their job, make them aware of certain procedures or provide them with instruction on a certain subject matter.

● Advantages of Lectures:

1. Lectures are straightforward

Lectures allow lecturer to deliver information to trainees as planned. This gives great control over what is taught and lets teachers be the sole source of information to avoid confusion.

2. Lectures are efficient

A well-rehearsed lecture can be presented quickly and planned ahead of time to fit into a certain schedule.

3. Lectures can be pre-recorded and recycled

Many trainers record their lectures ahead of time and even show lectures given by others.

4. Other benefits

- ✓ Effective lecturers can communicate the intrinsic interest of a subject through their enthusiasm.
- ✓ Lectures can present material not otherwise available to students.
- ✓ Lectures can be specifically organized to meet the needs of particular audiences.
- ✓ Lectures can present large amounts of information.
- ✓ Lectures can be presented to large audiences.
- ✓ Lecturers can model how professionals work through disciplinary questions or problems.
- ✓ Lectures allow the instructor maximum control of the learning experience.
- ✓ Lectures present little risk for students.



✓ Lectures appeal to those who learn by listening.

● Disadvantages of Lectures

1. Lectures are very taxing for students

In order for a student to get as much as possible from a lecture, they must take detailed notes. This skill must be taught and takes a lot of time to master. Most students don't know what they should take away from lectures and do not successfully learn the material.

2. Lectures are not engaging

Lectures are often long and monotonous, making it difficult for even the most dedicated students to engage. They cause students to quickly grow bored and tune out and they also don't leave room for questions, making confused students even more likely to shut down.

3. Lectures are teacher-centered

They do not bring students into the conversation to ask questions, debate ideas, or share valuable personal experiences. Lectures are built on a teacher's agenda only with almost no student inquiry or contribution. In addition, a teacher has no way of telling whether students are learning.

4. Lectures do not accommodate individual needs

Lectures allow for little to no differentiation. They follow a specific format of delivery that does not account for learning disabilities or other needs. Lectures leave many students feeling frustrated and confused.

5. Lectures cause students to rely on their teachers

The one-sided format of lectures often leads students to develop a dependency on their teachers. Students accustomed to lectures lack self-directed learning skills and are unable to teach themselves. This fails them because teaching students to learn is the very purpose of education in the first place.

(2) Simulation

As the name suggests, simulation training is the creation of a true-to-life learning environment that mirrors real-life work and scenarios. Trainees can put real knowledge and skills into practice not just by reading books on theory or listening to lectures, but through physical, hands-on activity.

This type of training is so effective as it takes into account several of the learning styles preferred by different learners. Not everyone learns visually, or through auditory materials, and simulation-based training also considers the needs of kinesthetic learners who flourish through practical exercises.

Simulation-based training is a highly effective way of transferring key skills to trainees in a cost-effective manner. It provides an optimum way for employers to assess how well their trainees are putting skills into practice, and the decisions they are making in front of simulated real life situations.

Under this method an imaginary situation is created and trainees are asked to act on it. For e.g., assuming the role of a marketing manager solving the marketing problems or creating a new strategy etc.

● Advantages of simulation

1. Real-Life Experiences

With training simulations, employees gain first-hand knowledge of tools, programs, and devices. Simulations can also go beyond dummy tools or equipment and provide actual sample scenarios, situations, or examples that can be tested. Sometimes, simulation training does not involve new technology, but the advent of new protocols, procedures, or processes that employees must use when interacting with customers, clients, or each other. With experiential learning, employees gain deeper knowledge and insights rather than reading about or watching a PowerPoint presentation.

2. Immediate Feedback

With training simulations, employees can receive immediate feedback about their efficacy and use of the platform, equipment, or guidelines. Instructors can provide constructive criticism in the moment, allow employees to hone their mastery at the time, and retry new skills or approaches. It is best if instructors provide this feedback immediately or soon after training sessions have concluded.

3. Knowledge Retention

By physically deploying new skills or actions, employees are more likely to retain insights and learned knowledge. Not only will employees



retain the theory and broader concepts behind the new processes, they will also be able to apply those principles to practice, further enhancing knowledge retention.

4. Cooperation and Competition

Learning new skills and talents with others can be beneficial in several respects. For one, employees can learn from each other through observation and collaboration. Cooperation can have long-lasting benefits as employees trained together reach out to offer tips or help each other master new work. In some workplaces, friendly competition is appropriate and can be factored into simulation training, as long as it is done in a constructive and productive manner.

Simulation training allows for immediate feedback from instructors, giving employees opportunities to master new skills faster.

5. No risks

Employees may hesitate when introduced to new software, tools, or procedures for fear of making mistakes. With simulation training, employees are able to overcome such fears earlier and have fewer of them long term. By reducing these risks, employees gain confidence faster and are able to recall training in order to learn from previous mistakes made in a no-risk training environment.

6. Quantifiable Training

One key benefit of simulation training is that it can usually be measured. Tracking, analyzing, and reporting on training data helps to

provide HR departments with more credibility and insights that can be used to modify future programs. Collected data can also be shared with departments and managers and used as a part of employee assessment.

7. Multiple Uses

Simulation training does not need to be used only for new elements. Such training can be helpful as a refresher opportunity for employees looking to strengthen their skills or by managers who want employees to gain more experience or address a gap in work efficacy or efficiency.

8. Reduced Costs and Time

With improved retention and practical, hands-on approaches, simulation training can dramatically reduce the amount of time and costs associated with employee training. With on-site simulation training, companies do not bear the costs of travel associated with remote training. Furthermore, employees trained via simulation are up to speed on new tools faster.

● Disadvantages of simulation

- ✓ Simulation is not always able to completely re-create real-life situations.
- ✓ Simulators can be very expensive and require constant updates and maintenance.
- ✓ Not every situation can be included.
- ✓ The results and feedback are only as effective as the actual training provided.
- ✓ Staff need to be trained on how to use the software and/or hardware and this takes up time and costs money.



- ✓ No real consequences for mistakes may result in students under performing and not being fully engaged in the training, thus producing inaccurate results.

(3) Vestibule training

The Vestibule Training is one of the methods of training, where the technical staff, especially those who deal with the tools and machinery, are given the job education training in the workplace other than the main production plant.

In other words, the Vestibule training is called, “near the job training”, which means the simulated setup is established, proximate to the main production plant, wherein the technical staff learns how to operate the tools and machinery, that may be exactly similar, to what they will be using at the actual work floor.

There are special trainers or the specialists, who impart this training to the technical staff, thereby reducing the burden on the line supervisor, who has to supervise the entire production process.

The vestibule training can be conducted in classrooms or the workstations; that can be within the main production plant or in close proximity to it. Under this training, the emphasis is on learning rather than production.

● Advantages of Vestibule Training

- ✓ Useful to give training to a large number of people, performing the same type of job.



- ✓ The workers concentrate only on the training and do not fear about the mistakes happening in the production process.
- ✓ The actual work does not suffer, as the vestibule training is conducted at the simulated workplace and not on the actual work floor.
- ✓ The workers accustom themselves with the simulated work environment and thus, their nervousness or anxiety reduces before going to the actual work floor.
- ✓ The Vestibule training is given by the specialist; thus, more time can be devoted to each worker's problem, which has not been possible in the case of the line supervisor, who is responsible for the entire production process and has a less time for the trainees.

● Disadvantages of Vestibule Training

- ✓ The vestibule training is costly since it involves the simulated workplace, where a duplication of machinery, tools, equipment, etc. of actual work floor is required to make the workers have a real time experience.
- ✓ The trainer has to be skilled and thus demands more money for giving the vestibule training.
- ✓ The vestibule training is time-consuming since an entire setup is to be created before giving the training to the workers.
- ✓ The workers may find it difficult to adjust to the real work environment.

(4) Case studies

The case study is a method used as a part of, off-the-job managerial training and development. It includes a detailed written description of a stimulated or real life decision making scenario. Trainees are expected to

solve the problems stated in the case using their decision making ability complemented with teamwork skills.

The aim of the case study method is to develop managerial competency, problem solving and decision making skills. The trainer will only act as a facilitator to guide the discussion but will not provide any input in order to encourage the trainees to participate and master their KSAs.

Usually case study deals with any problem confronted by a business which can be solved by an employee. The trainee is given an opportunity to analyse the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee.

Case studies are in-depth investigations of a single person, group, event or community. Typically, data are gathered from a variety of sources and by using several different methods (e.g. observations & interviews).

The case study is a method which provides descriptive situations which stimulate trainees to make decisions. The purpose of the case method is to make trainees apply what they know, develop new ideas to manage a situation or solve a problem.

● Advantages of Case studies

1. It turns client observations into useable data

Case studies offer verifiable data from direct observations of the individual entity involved. These observations provide information about

input processes. It can show the path taken which led to specific results being generated. Those observations make it possible for others, in similar circumstances, to potentially replicate the results discovered by the case study method.

2. It turns opinion into fact

Case studies provide facts to study because you're looking at data which was generated in real-time. It is a way for researchers to turn their opinions into information that can be verified as fact because there is a proven path of positive or negative development. Singling out a specific incident also provides in-depth details about the path of development, which gives it extra credibility to the outside observer.

3. It is relevant to all parties involved

Case studies that are chosen well will be relevant to everyone who is participating in the process. Because there is such a high level of relevance involved, researchers are able to stay actively engaged in the data collection process. Participants are able to further their knowledge growth because there is interest in the outcome of the case study. Most importantly, the case study method essentially forces people to make a decision about the question being studied, then defend their position through the use of facts.

4. It uses a number of different research methodologies

The case study method involves more than just interviews and direct observation. Case histories from a records database can be used with this method. Questionnaires can be distributed to participants in the



entity being studied. Individuals who have kept diaries and journals about the entity being studied can be included. Even certain experimental tasks, such as a memory test, can be part of this research process.

5. It can be done remotely

Researchers do not need to be present at a specific location or facility to utilize the case study method. Research can be obtained over the phone, through email, and other forms of remote communication. Even interviews can be conducted over the phone. That means this method is good for formative research that is exploratory in nature, even if it must be completed from a remote location.

6. It is inexpensive

Compared to other methods of research, the case study method is rather inexpensive. The costs associated with this method involve accessing data, which can often be done for free. Even when there are in-person interviews or other on-site duties involved, the costs of reviewing the data are minimal.

7. It is very accessible to readers

The case study method puts data into a usable format for those who read the data and note its outcome. Although there may be perspectives of the researcher included in the outcome, the goal of this method is to help the reader be able to identify specific concepts to which they also relate. That allows them to discover unusual features within the data, examine outliers that may be present, or draw conclusions from their own experiences.

● Disadvantages of Case study

1. It can have influence factors within the data

Every person has their own unconscious bias. Although the case study method is designed to limit the influence of this bias by collecting fact-based data, it is the collector of the data who gets to define what is a “fact” and what is not. That means the real-time data being collected may be based on the results the researcher wants to see from the entity instead. By controlling how facts are collected, a research can control the results this method generates.

2. It takes longer to analyze the data

The information collection process through the case study method takes much longer to collect than other research options. That is because there is an enormous amount of data which must be sifted through. It's not just the researchers who can influence the outcome in this type of research method. Participants can also influence outcomes by given inaccurate or incomplete answers to questions they are asked. Researchers must verify the information presented to ensure its accuracy, and that takes time to complete.

3. It can be an inefficient process

Case study methods require the participation of the individuals or entities involved for it to be a successful process. That means the skills of the researcher will help to determine the quality of information that is being received. Some participants may be quiet, unwilling to answer even basic questions about what is being studied. Others may be overly talkative, exploring tangents which have nothing to do with the case study

at all. If researchers are unsure of how to manage this process, then incomplete data is often collected.

4. It requires a small sample size to be effective

The case study method requires a small sample size for it to yield an effective amount of data to be analyzed. If there are different demographics involved with the entity, or there are different needs which must be examined, then the case study method becomes very inefficient.

5. It is a labor-intensive method of data collection

The case study method requires researchers to have a high level of language skills to be successful with data collection. Researchers must be personally involved in every aspect of collecting the data as well. From reviewing files or entries personally to conducting personal interviews, the concepts and themes of this process are heavily reliant on the amount of work each researcher is willing to put into things.

(5) Role Playing

Role-play training is a learning technique in which participants act out scenarios under the guidance of a trainer. This type of training can create a safe environment for employees to build confidence in their abilities to succeed in their jobs. Learning how to conduct role-play training can help you prepare your employees for difficult or unfamiliar work situations.

In this case also a problem situation is simulated asking the employee to assume the role of a particular person in the situation. The participant interacts with other participants assuming different roles. The



whole play will be recorded and trainee gets an opportunity to examine their own performance.

Role-play training is an active learning strategy that requires participants to perform realistic scenarios under the supervision of a trainer or facilitator. For instance, participants might simulate the interaction between an employee and a customer.

Role-playing, or "learning through acting", is a technique that requires participants to perform a task in a realistic situation simulating "real life". This type of exercise is an effective means to take in and absorb the content and substance of new ideas.

● Advantages of Role playing

1. Build confidence

When your team role-plays, you can throw any number of situations at them. Role-playing provides a safe environment to encounter these scenarios for the first time, which builds confidence in team members that can help them in their day-to-day roles.

2. Develop listening skills

Good role-playing requires good listening skills. In addition to understanding the words the other person is saying, it's important to pay attention to body language and non-verbal clues. Better to have your team develop these skills while role-playing than when they're trying to perform in the real world.

3. Creative problem-solving



No matter how outlandish a situation you create in a controlled environment, generally, something even more bizarre is bound to happen on the job. Role-playing will at least give your team the chance to get some experience in handling difficult situations and in developing creative problem-solving skills.

4. It's Social and Communal

Role playing is a social activity. Players interact within the scenarios they're given, which encourages individuals to come together to find solutions and to get to know how their colleagues think. Because role play training sessions have this communal atmosphere, it's not only the trainer who can give feedback. Employees can study how their colleagues perform and provide tips or take notes.

5. Prepares for Real Life

In some cases, role playing can prepare groups for scenarios that occur in real life. Not only does this exercise offer staff a glimpse of the situations they may encounter, but participants also receive feedback on how they've performed. The group can discuss ways to potentially resolve the situation and participants leave with as much information as possible, resulting in more efficient handling of similar real-life scenarios.

● Disadvantages of Role playing

1. Makes Some Uncomfortable

Not everyone is comfortable with role-playing scenarios, and this can affect performance. Some staff will feel intimidated by the idea of what they see as theatrics and may be anxious about the training session

if they know it contains a role-play exercise. This can impede an individual's confidence and contributions to such a session.

2. May Not Be Taken Seriously

While some employees will be comfortable role playing, they're less adept at getting into the required mood needed to actually replicate a situation. Individuals may find the whole experience funny or else be unable to pretend to be angry for example when speaking to a co-worker they like. For others, the theatrics of role playing become overwhelming, and the chance to learn is forgotten in favor of turning the session into pure entertainment.

(6) Management Games

According to this method the trainees are divided into groups and each group has to discuss about various activities and functions of an imaginary organization.

They will discuss and decide about various subjects like production, promotion, pricing etc. This gives result in co-operative decision making process.

Usually management games consist of several teams which represent competing groups. Each team consists of 2 to 6 persons.

Each team has to make discussion and to arrive at decisions concerning such as production; pricing, research expenditure. The participants are assigned such roles as Managing Director, General Manager etc. They make decisions affecting price level, production

volume and inventory levels etc. These business games are intended to teach trainees how to take management decisions in an integrated manner. The results of their decisions are then compared by a computer programme. The participants learn by analyzing problems and by making trial and error method.

● Advantages of Management Games

- ✓ Training the brain to act without to much consideration
- ✓ Team uniform approaches
- ✓ High knowledge retention
- ✓ Quick learning
- ✓ Fun & entertaining
- ✓ Builds teams cohesiveness
- ✓ So many games available
- ✓ Very versatile options
- ✓ Cheap options available
- ✓ Enhances creativity
- ✓ Develops a sense of achievement
- ✓ Develops critical thinking skills

● Disadvantages of Management Games

- ✓ Can cause people not to assess risks thoroughly
- ✓ Creates people to be more robotic than human
- ✓ Unless well structured and thought-out people will get bored
- ✓ Often demonstrations will give participants the main idea of how something works, but place less emphasis on detail.
- ✓ Less critical thinking skills - misdiagnoses caused by doing everything automatically without thinking properly



- ✓ Time difference between how business games are delivered and how the events unfold in the real world.

● **Computer based training Program**

Computer-based training (CBT) can be conducted using a classroom, or via an individual, self-paced format. Increasingly, e-learning, i.e., online distance education is combining elements of instructor-led and self-paced learning.

Computer-based training (CBT), often referred to as e-Learning, is education that is primarily administered using computers rather than an in-person instructor.

A broader term for such approaches is “technology-mediated learning.” Indeed, with the increased availability of networked computer labs, there can be almost limitless interplay between instructor-led and individual-based computer training and learning. For instance, Navy personnel were shown how to use a new computer system using a computer and projection apparatus, and then were able immediately to practice this material on computers in front of them. Follow-up studies found this behavior modeling approach to be effective in teaching information technology modules to college students, as well in teaching students a complex word processing task.

● **Benefits of Computer Based Training**

(1) Time, Money, and Savings



In-person training can come with many hidden costs, including travel, instructor fees, and employee productivity. Studies indicate that e-Learning has the potential to reduce overall training time by 40% – 60%. Reducing training time means more time for your employees to work on tasks that affect your organization's bottom line.

The best way to retain information learned during training is to regularly reinforce it. The cost of hiring someone to train employees and improve retention can be a large financial burden. E-Learning allows you to deploy courses to large or small groups of employees in a variety of time lengths to achieve optimal retention levels.

(2) Higher Engagement & Retention Rates

E-Learning can increase a learner's retention rate by 25% to 60%. In contrast, the retention rate of face-to-face training can be much lower at 8% to 10%. With e-Learning, employees and the organization have more control over the learning process. What's more, if they happen to forget something, they can revisit the material whenever they need to.

Additionally, new technology, such as virtual reality, provides engaging and immersive content that can be accessed by smartphones, thereby freeing users up from desktop computers. Role-playing can also give learners the opportunity to work through realistic situations with their coworkers. By handling the learning experience in these unique ways, employees can really get involved and engaged with training, making the content much more memorable.

(3) Easier Scheduling and Deployment



Using CBT for corporate training efforts allows organizations to send out courses to large, small, or segmented groups for more specific training. Organizations can also send out reminders to ensure that training is not being forgotten.

(4) Tracking Progress and Analytics

By deploying training through CBT, you'll be able to track the progress of your learners in the LMS. This will allow you to see when an employee started or finished their training. Some LMS platforms also allow you to see who has passed or failed a course, when users log in, the status of a course, etc. Seeing these types of analytics will allow you to drill down into which course topics need more attention and which topics employees are the most comfortable with.

(5) Enhancing Competitiveness

In a survey by CertifyMe.net, almost 72% of organizations said that online learning is instrumental in enhancing their competitive edge. Organizations should consider offering incentives to individuals or departments in order to increase participation and create a positive mentality around required training.

(6) Non-Threatening and Non-Judgmental

The immediate feedback of the computer-based training system allows employees to review portions of the material as frequently as needed, privately, and without feeling embarrassed by mistakes. Employees won't need to worry about taking quizzes slowly or staying on pace with other employees.



If you're considering using eLearning for your corporate training needs consider Inspired eLearning's diverse library of security awareness, human resources, and compliance courses.

● Implementing the Training Programs

- Step 1 Assess training needs
- Step 2 Set organizational training objectives
- Step 3 Create training action plan
- Step 4 Implement training initiatives
- Step 5 Evaluate & revise training

MBA SEM 04**Module 03 Chapter 02****☼ HRD Program evaluation ☼****● HRD Program evaluation**

HRD evaluation is defined as – “The methodical collection of vivid and judgmental information necessary to make effective training decisions related to the selection, implementation, value, and modification of various developmental, activities.”

➤ The important points highlighted in this definition are:

1. Evaluation involves the methodical collection of information according to a predetermined plan to ensure that the information is appropriate and useful.
2. While conducting an HRD evaluation, both descriptive and judgmental information should be collected.
3. Evaluation is conducted to help managers, employees and HRD professionals make informed decisions about particular programs and methods.

● Purpose of HRD evaluation

Evaluation is a process that critically examines a program. It involves collecting and analyzing information about a program's activities, characteristics, and outcomes.

HRD evaluation is defined as "the systematic collection of descriptive and judgmental information necessary to make effective training decisions related to the selection, adoption, value, and modification of various instructional activities.

- Evaluation can serve a number of purposes within the organization. According to Phillips,
- ✓ Evaluation can help to determine whether a program is accomplishing its objectives.
- ✓ Identify the strengths and weaknesses of HRD programs, which can lead to changes, as needed
- ✓ Determine the cost-benefit ratio of an HRD program
- ✓ Decide who should participate in future HRD programs.
- ✓ Identify which participants benefited the most or least from the program.
- ✓ Gather data to assist in marketing future programs.
- ✓ Establish a database to assist management in making decisions.

● Models and frameworks of evaluation

● Kirkpatrick Model

The Kirkpatrick Model is by far the most popular and widely-used training evaluation model in use today. It was developed and introduced by Don Kirkpatrick in 1959 through a series of articles that were published in the Journal of the ASTD. Kirkpatrick's innovative model provided a way for any organization to evaluate any course or training program with ease. The model quickly achieved global recognition and



its use became widespread among organizations of all sizes throughout the 1970s and 1980s.

Kirkpatrick continued to refine his model, leading to the publication of *Evaluating Training Programs: The Four Levels*, in 1993. This book represented the first time that a training evaluation model had been made available in an easy-to-use reference guide, and use of Kirkpatrick's model grew rapidly.

➤ The four levels of the Kirkpatrick model are:

Level 1: Reaction

Level 2: Learning

Level 3: Behavior

Level 4: Results

Level 1: Reaction

This level helps you determine how the participants responded to the training. This helps identify whether the conditions for learning were present in the training.

Level 2: Learning

Through the use of short quizzes or practical tests, this stage helps you determine what, if anything, the participants learned from the training.

Level 3: Behavior

The third stage takes place a while after the training has finished. Using various assessment methods, you try to assess whether the course participants put what they learned into practice on-the-job.

Level 4: Results

The Kirkpatrick model measures results against stakeholder's expectations. This is known as ROE (Return on Expectations).

In summary, the Kirkpatrick Model is the most common training evaluation model in use worldwide today. As we'll see, it has provided the base for many other training evaluation models.

● The CIRO Model

In 1970, Peter Warr, Michael Bird, and Neil Rackham and published their book, Evaluation of management training. Their framework for evaluating training became known as the 'CIRO model' and offers businesses a way of evaluating training needs and results.

Unlike other models such as Kirkpatrick's Model that can be applied to a broad range of training and evaluation programs, the CIRO model is specifically aimed at evaluating management training.

CIRO is an acronym that stands for the four levels which make up this approach to learning evaluation. They are:

Context

Input

Reaction

Output

The CIRO model is hierarchical, meaning that practitioners must start by studying ‘Context’, before moving through ‘Input’, ‘Reaction’ and ‘Output’.

Here’s a brief overview of how it works:

Stage 1: Context Evaluation

In the CIRO Model, you must first collect performance-deficiency information, I.e. what is the organization lacking? This stage assesses the operational situation that an organization finds itself in.

Stage 2: Input Evaluation

During the second stage of the CIRO Model, practitioners must gather information about possible training techniques and methods.

Stage 3: Reaction Evaluation

The third stage of the CIRO Model involves gathering participant views and recording any suggestions they make about the training they received.

Stage 4: Outcome

This stage of the CIRO Model involves presenting information about the results of the training.

The CIRO Model is a practical way of evaluating management training and has found favor with many organizations the world over.

● The Phillips ROI Model

As the Kirkpatrick Model grew in popularity during the 1970s, many academics and business practitioners wanted to build and expand on it. Among them was Jack Phillips, who published his own



book, Return on Investment in Training and Performance, in 1980. Phillips wanted to build on Don Kirkpatrick's work and address several of what he perceived to be its shortcomings. Over time, Phillip's approach to training evaluation became known as the Phillips ROI Model. The most commonly quoted aspects of the Phillips ROI Model is the addition of a fifth level. This expands upon the Kirkpatrick Model and offers organizations a way of calculating the ROI of their training. The Phillips model has five levels that broadly follow the scope and sequence of the Kirkpatrick model.

➤ The five levels of the Phillips ROI Methodology are as follows:

Level 1: Reaction

In common with the Kirkpatrick Model, the Phillips ROI Model begins by evaluating the participants' reaction to the training they received.

Level 2: Learning

The second level of the Philips ROI Model evaluates what, if any, learning took place during the training.

Level 3: Application and Implementation

Like the Kirkpatrick Model, the Phillips ROI Model looks at whether the participants used what they learned during the training when they returned to the workplace. However, Phillips approach helps an organization determine whether an issue (if there is one) lies with the application of the learning or its implementation. This represents a subtle but crucial improvement over the Kirkpatrick Model.



Level 4: Impact

While the fourth level of the Kirkpatrick taxonomy focuses purely on results, the Phillips ROI model is much broader and looks at the impact of the training. This helps identify whether factors other than training were responsible for delivering the outcomes.

Level 5: Return on investment (ROI)

Unlike the Kirkpatrick Model that simply measures training results against stakeholder expectations (ROE), the Phillips ROI model contains a fifth level. This is designed to measure 'return on investment', or ROI. This level uses cost-benefit analysis to determine the value of training programs.

The Phillips ROI Model found favor with organizations who wanted to assign a monetary value to the results of the training. Given the cost and complexity of applying an ROI analysis, however, only around five to ten percent of training courses actually require a full, five-level evaluation.

● The Brinkerhoff model

In 2003, Robert O. Brinkerhoff introduced an entirely new way of evaluating training effectiveness, called the Success Case Method (SCM).

The SCM is a methodology that helps an organization understand how a training or coaching program works well, or why it is not working.

However, there are two big differences between the SCM and other training evaluation programs.

Firstly, the SCM isn't simply limited to evaluating training and can be applied to a wide variety of events or activities. For example, it could be applied to a new type of machinery or a new facility in which a company has invested.

Secondly, unlike other training evaluation models (such as the Kirkpatrick Model) SCM isn't concerned with finding the average performance of training participants. Instead, it deliberately studies the most successful participants and the least successful ones. In other words, it looks at the extreme cases.

- The two most important questions asked by the SCM are:
- “How well does a program work in a best-case scenario?”
 - “When a program doesn't work, what's the reason for this?”

The SCM has five different steps that an organization must go through to evaluate a training course.

1. Plan a Success Case study.
2. Write an “Impact Model” that defines what success should look like.
3. Write a survey that identifies best-case and worst-case scenarios.

4. Document success cases and conduct interviews.
5. Draw conclusions, make recommendations and communicate findings to stakeholders.

● **Kaufman's Model of Learning Evaluation**

Roger Kaufman and John M. Keller published Levels of evaluation: Beyond Kirkpatrick in the winter 1994 edition of Human Resource Development Quarterly. This work became known as Kaufman's Five Levels of Evaluation and is commonly referred to as Kaufman's Model of Learning Evaluation.

Kaufman's Model takes the following approach:

Level 1a: Input

Were the training resources and materials suitable and appropriate?

Level 1b: Process

Was the training well delivered?

Level 2: Acquisition

To what extent did participants acquire new knowledge and skills?

Level 3: Application

To what degree did participants utilize their learning or training in their on-the-job roles?

Level 4: Organizational Results

In what ways did the organization benefit from the training?

Level 5: Societal/customer consequences

How did the training impact on the organization's customers and society at large?

Kaufman's model is often praised for separating 'input' and 'process' as this makes it simpler to assess whether the training materials or the delivery were the cause of the success or failure of a training course. However, the fifth level of Kaufman's Model – Societal/customer consequence – is often deemed infeasible to implement for the majority of businesses.

● Assessing impact of HRD programs

One of the important issues in the HRD activities is to examine the effect of an HRD program on the organization's effectiveness. This assessment can be done using a variety of performance indices, such as productivity, timeliness, and cost savings. It is important to demonstrate the effectiveness on the reaction, learning, and job behavior levels, but HR managers and HRD professionals may be at a disadvantage when their results are compared to those of other divisions that are able to express their results in monetary terms. One of the goals of translating the effects of HRD programs into money terms is to make clear the programs investments and that will lead to payoffs for the organization in the future. Although many managers and supervisors pay lip service to this idea, they often see HRD and other HR interventions primarily as costs-exemplified by the fact that HR programs are often the first programs that

undergo cost cuts when financial and economic pressures force the organization to reduce its expenses.

1. Evaluation of Training Costs

It has long been argued that HR programs are difficult to assess in financial terms, but the evaluation of training costs (including ROI) and utility analysis are two practical ways to determine the financial impact of various HRD programs.

Evaluation of training costs involves comparison of the costs incurred in conducting an HRD program to the benefits received by the organization, and can involve two categories of activities: cost-benefit evaluation and cost-effectiveness evaluation.

Cost-benefit analysis involves comparing the monetary costs of training to the benefits received in nonmonetary terms, such as improvements in attitudes, safety, and health.

Cost-effectiveness analysis focuses on the financial benefits accrued from training, such as increases in quality and profits, and reduction in waste and processing time.

2. Return on investment

= Results/ Training Costs The greater the ratio of results to costs, the greater the benefit that the organization receives by conducting the training program. For example, Bank of America recently conducted a training program designed for its in-house trainers. Positive reaction, learning and behavior measures were obtained. Additionally, a 1.15 (or



115 percent) ROI was determined for this program. For this, the company received an Excellence in Practice citation from ASTD in 2003.

If the ROI ratio is less than 1, then the training program costs more than it yields to the organization. Such a program needs to be either modified or dropped (there may of course, be times when some noneconomic or legally mandated reason exists to continue a certain training program; even here. however, if the ROI for the program is negative, some rethinking or reworking of the program is likely occur).

3. Training Program Costs

To calculate the cost of a training program, an HRD professional should consider five categories of expenses.

Direct Costs

These are costs directly associated with the delivery of the learning activities. They include course materials (produced or reproduced instructional aids, equipment rental travel food and other refreshments and the instructor salary and benefits.

Indirect Costs

These costs are incurred in support of learning activities but cannot be identified with any particular program. Even if the program were cancelled at the last minute, such costs could not be recovered.

● The training evaluation process

A major reason to evaluate training programs is to determine whether the training programs are accomplishing their specific training objectives.

The process of training evaluation has been defined by A. C. Hamblin as “any attempt to obtain information on the effects of training performance and to assess the value of training in the light of that information”.

Thus, evaluation of training effectiveness refers to the process of obtaining information on the effects of a training programme and assessing the value of training in the light of the information so obtained.

➤ There are five steps to the training evaluation process:

Step 1: Identify the Purposes.

Step 2: Select Evaluation Method.

Step 3: Design Evaluation Tools.

Step 4: Collect Data.

Step 5: Analyze and Report Results.

❖ Identify the Purposes

The first step in the evaluation process is to identify the purpose of the evaluation. You are essentially answering the question: “Why do we want to evaluate the training program”? The answer will affect the the types of data you collect and the data collection method you select.

Evaluation can focus on variety of areas such as participant, processes, resources, activities and outcomes.

Some examples of the reasons for evaluating training programs include the following:

- ✓ To determine if the learning objectives were met.
- ✓ To assess whether the program objectives solved a business problem.
- ✓ To assess whether the participant benefited from the program.
- ✓ To assess the impacts of training program on the business process.
- ✓ To identify the strengths and weakness of the training program.
- ✓ To assess whether the training program was worth the time and resouces.
- ✓ To decide who should participate in future programs.
- ✓ To find ways to improve future programs.

❖ Select Evaluation Method

Sr.no	Questions	Answers
1	Which is On-the-Job Training method?	Understudy
	Understudy is which type of raining method?	On- the- job
	Which is not Off-the-Job Training method?	Conditional Training
	4 True or false: Conditional training is the job training.	
5	Which of the following method is Off-the-Job Training method?	Lectures & Conferences
6	Lectures and conferences is which type of training method?	Off – the - job



7	Which of the following method is Computer based Training method?	Programmed instructions
8	Programmed instructions method is which is training method?	Computer based
9	Kirkpatrick Model is known for ...	Programs & educational programs
10	How many levels are there in Kirkpatrick Model?	4
11	True or False: Kirkpatrick model is 4 level .	TRUE

	Coaching is which type of training method?	On-the – job
	Which is the first level of Kirkpatrick Model?	Reaction
	Reaction is at which level in Kirkpatrick model?	First
16	Which of the following model is model of HRB evaluation?	CIRO Model
	CIRO model is used for what?	HRB evaluation
18	Which analysis is used to examine the value of overall improvement in performance of the trained employees?	Utility Analysis
19	What is used to examine the value of overall improvement in utility analysis?	Performance of the trained employees



20	Who has defined process of training evaluation as "any attempt to obtain information on the effects of training performance and to assess the value of training in the light of that information"?	A.C Hamblin
21	Which is the third step of the training evaluation process?	Design evaluation tools
22	Design evaluation at which step of the training evaluation process	Third
23	Which is not correct step of the training evaluation process?	Development evaluation tool
24	True or false: Development evaluation tool correct step of the training evaluation process.	FALSE
25	Which of the following is not ethical issue in HRD Evaluation?	Development cost
26	Did the development cost is ethical issue in HRD evaluation? Yes or no	No

28	Interview, focus group & observation steps are part which method in HRD evaluation?	Data collection method.
29	_____ is the organized procedure by which people learn knowledge and/or skill for a definite purpose.	Training
30	Training is the organized procedure by which people learn.....for a definite purpose.	Knowledge or skills



	What is begin soon after the orientation process?	Employee training
	Employee training begins after the	Orientation process
	Training is the which type of series?	Planned
	Is training is planned type of series? Yes or No	Yes
	How many steps are there in the process of training?	Six
36	There are six steps in the process of training. True or False	TRUE
	Which is the 5th stage of process of training?	Execution of training program
38	Execution of training program comes at which stage in process of training?	Fifth
39	Many organizations spend a lot of money on various _____ courses.	Training & development
	How many types of training delivery methods are there?	Three
	What is the main aim of on the job training?	Developing skills & habits

	What is another name of on job training method?	Learning by doing
	What is another name of learning by doing?	On the job



45	Which is the most popular & used widely by majority organizations?	On the job
46	Which is a procedure for training employees one-on one?	Job instruction training
47	Job instruction training procedure for training employees.....	One on one
	Which is a longer term development process?	Mentoring
	Mentoring is a development process	Longer term
	Who plays an active role in guiding & teaching skills?	Coach & Senior managers
	Coach and senior management plays an active role in	Guiding & teaching skills
	What is the another name of apprenticeship?	Earning while learning
	What is another name of earning while learning?	Apprenticeship
54	Which training is the most popular and formal among training method?	Classroom training
55	Which is the most popular and simple method of classroom training?	Lecture approach
	Which is not pre-planned and spontaneous conversation?	Discussion method
	Audio-Visual media is a which type of method?	Instructional



	In instructional type of method which media is used?	Audio visual
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	Experimental method involved or based	Experience
61	Which of the following is the disadvantage of discussion method?	time consuming
62	True or false: Time consuming is the advantage of discussion method	FALSE
63	_____ was made popular at the Harvard Business School.	Case study
	Case study was made popular at the which school?	Harvard business
65	Which training method that represents the real life situation?	Stimulation
66	Stimulation training method that represents the.....	Real life situation
	Which is the activity of stimulation?	Role playing
	What is used primarily for skill building?	Behaviour modeling
	Behavior modeling is used primarily	Skill building
70	_____ is very important that both employee & manager should together recognised the need for training?	Computer based training
	Computer based training is very important that	



	What is the fullform of CBT?	Computer Based Training
	How many approaches are there of CBT?	3
74	Is 3 approaches are there of CBT? Yes or No	Yes
75	The training which is delivered on computer network of an organization is known as _____	Intranet based training

77	The most important technology which is growing at a high rate is _____	Internet
78	Is internet the most important technology which is growing at a high rate? Yes or No	Yes
79	How many levels of internet based training are there?	5
80	_____ has become a standard tool for sharing information.	Intranet
81	Intranet has become a standard tool for _____	Sharing information
82	What is fullform of ICAI?	Intelligent Computer Assisted Instruction
	What is the fullform of ITS?	Intelligent Tutoring System
	Who are considered as coach?	Senior manager
	Senior manager are considered	Coach



	86 Transferring the power to employees is called _____	Empowering
	Empowering means.....	Transferring the power to employees
	Which is the expensive method used in BT?	Interactive video
89	True or false: Interactive video is the expensive method used in CBT	TRUE
90	Which is the classical classroom teaching, but with a difference?	Webinars
91	Is webinars is the classical classroom teaching, but with a difference? Yes or	Yes
92	No	

94	True or false: Online learning data also includes training modules can be used from anywhere?	TRUE
95	Training method are the approaches, techniques and methods which are adopted by _____	Trainers
	What do the trainers adopted in ining method?	Approaches, techniques and methods
97	_____ can be defined as a systematic process to determine the worth, value or meaning of something.	Evaluation



98	Evaluation can be defined as a systematic process to determine the _____	Worth value or meaning of something
99	Who developed Krikpatrick's evaluation framework model?	Donald Krikpatrick
	Training outcomes can be evaluated through _____	Cost benefit analysis
	What can be evaluated by cost benefit analysis?	Training outcomes
	What is acronym for CIPP ?	Context Input Process and Product
103	CIPP Framework provide an _____ basis for programme decision making.	Analytic and rational
104	_____ framework provide an analytic and rational basis for program decision making	CIPP
105	Stakeholder theory was founded _____	1930

MBA SEM 04

Module 04 Chapter 01

☸ Global Perspectives of HRD ☸

- **Implications of Globalization on HRD:**

Over the last two decades we have witnessed unprecedented changes in the ways in which transnational companies are using the skills of employees. Improvements in computing power and the use of the Internet have provided transnational companies with new opportunities to modularize production and locate the component parts in different countries across the world.

The impact of these changes is enormous. First, they have enabled transnational companies to globalize the creation of high skills, which means that while traditionally they have been able to relocate low skilled production to low income emerging economies, they can now do this with production requiring high skills.

Second, it has meant that companies no longer compete on either cost or quality; access to cheap highly skilled labour means that they now compete on both quality and cost.

All this means that for the new transnational corporations the process of skilling their labour forces represents a source of business advantage. Decisions about where to source skills across the globe and



how to use them now represent important means of increasing company profitability and performance.

- **Current and future International trends in HRD**

- **Current international trends in HRD**

- A. Globalization
- B. Strategic HRD and talent management
- C. Electronic mobile and social learning
- D. Management and leadership development

- **Future international trends in HRD**

- A. Leadership Modernization
- B. Improvisation of Employee Life And Benefits
- C. Focused Recruitment
- D. Data Analytics for Overall Growth Of The Company
- E. Promoting the Learning And Networking In The Company

- **Cultural Diversity Management**

To develop cultural competence, training should focus on the following areas:

1. Awareness.



Cultural Awareness is the skill to understand one's reactions to people who are different, and how our behavior might interfere with effective working relationships. We need to learn to overcome stereotypes? We need to see people as individuals and focus on actual behavior, rather than our preconceived and often biased notions.

2. Attitude.

This is the companion skill to awareness. Attitude enables people to examine their values and beliefs about cultural differences, and understand their origins. It is important that to focus on facts, rather than judgment. Also, note that suggesting that some people are more biased and prejudiced than others can quickly sabotage cultural training. The goal is managing cultural diversity in the workplace, and creating effective working relationships – not to make converts.

3. Knowledge.

Social science research indicates that our values and beliefs about equality may be inconsistent with behavior. Ironically, we are often unaware of this. Knowledge about our own behavior – and how it relates to fairness and workforce effectiveness – is an essential skill. It's also essential to be knowledgeable about other cultures, from communication styles to holidays and religious events. The minimum objective is tolerance, which is essential for effective teamwork. Differences are what make tolerance necessary, and tolerance is what makes differences possible.

4. Skills.

The goal of training – in awareness, attitude, and knowledge – should be skills that allow organizational leaders and employees to make cultural competence a seamless part of the workplace, as explored in this video on leading culturally diverse teams. The new work environment is defined by understanding, communicating, cooperating, and providing leadership across cultures. Managing cultural diversity in the workplace is also the challenge for organizations that want to profit from a competitive advantage in the 21st century economy.

- **HRD and Knowledge Management**

Contemporary interest in knowledge management is due to a number of developments including:

1) an evolution of ideas around information processing and ‘information management’ that have been around since at least the late 1960s.

2) Companies’ experiences of difficulties in the aftermath of downsizing which were due to the loss of expertise and ‘knowledge’ previously (but unknown to them) held by the very middle managers who had been made redundant.

3) Attention to ‘the market’ and the realization that employees low in the organizational hierarchy are likely to have access to important



customer information that could usefully be captured and shared to facilitate competitive success.

4) Current pressures for organizations to innovate in both product and process if they are to remain competitive. This has also been expressed in terms of the increased prominence of themes of dynamism and innovation in business strategy thinking.

5) Advances in computer based information and communications technologies that facilitate access to and processing of information on hitherto unheard of scales, together with the appreciation that this information might constitute a source of competitive advantage.

6) the development of the resource based perspective on organizational strategy that emphasizes companies' internal organizational capabilities, or core competencies, among which is the knowledge held by employees individually, and in organizational social networks.

MBA SEM 04**Module 04 Chapter 02****☼ HRD Applications ☼****● Management Development and Management education/Training:**

Management development and training initiatives should proactively foster the development of these critical skills so that managers are ready when they advance to the next career stage.

➤ First-Level Managers: One to One

The most critical aspect of the first-level manager's job is to manage individual performance. This includes assuring effective communication, improving employee productivity, monitoring performance, providing performance feedback, and motivating and disciplining employees. Almost as important, they must help employees learn how to perform their jobs effectively through instruction, training and coaching.

➤ Middle Managers: Linking Pins

At the next level, the importance of managing individual performance diminishes. Instead, the middle manager must measure and

manage indicators of group-level performance. In addition, middle managers define areas of responsibility within their groups, communicate about their group's performance to executive management, determine resource requirements and translate organizational objectives into specific plans for their work groups. Along with executives, they share the task of coordinating independent groups. This requires them to review the work plans of multiple work groups and develop relationships with senior-level customers or clients.

➤ **Executives: Looking Outside**

Upon entering the executive ranks, the requirement to monitor and understand the business environment becomes critical. Attention shifts to the outside. Executives must understand trends in business, the economy and government. Moreover, the relationships they foster with senior-level customers or clients become increasingly crucial.

● **Managers at All Levels**

The ability to be an effective spokesperson for one's work group is one of the most basic and most critical skills common to all levels of management. Yet it is often overlooked in management development programs. All managers, no matter what level, must be proficient at representing their work group to others. They need to be able to communicate the needs of the group and open doors to help subordinates interact with other groups. They need to develop relationships with other managers within the organization that can be



leveraged to obtain necessary support, information, resources or services.

- **Building Winning Management Team**

To develop effective management teams, organizations must help managers build the skills they will need in the different phases of their careers. By anticipating the requirements for each level, they can help candidates start developing the necessary skills early, so that they are prepared as they reach the next level.

- **Socialization & orientation of Employees**

Socialization: Socialization refers to a process through which the individual becomes familiarized to the society and social group.

Orientation: Orientation refers to a process through which the individual is introduced to the new environment.

Process of Organizational Socialization Encounter Stage Pre-arrival Stage Metamorphosis Stage Career Turnover Socialization Process consists three stages.

1. Pre-arrival Stage
2. Encounter Stage.



3. Metamorphosis Stage

➤ **Why Organisational Socialisation Programme ? (Benefits)**

- Reduce newcomer stress
- Reduce start-up costs
- Reduce turnover Expedite proficiency
- Helps newcomer to adjust
- Enhance adjustment to work with groups and the norms
- Encourage positive attitude Information about company as a whole
Job-specific information Job Satisfaction

➤ **Main Barriers to Organisational Socialization**

- Cost
- Time
- Resources

● **Designing and Implementing an Orientation Programme**

- Set objectives
- Research orientation as a concept
- Interview recent new hires
- Survey other company practices



- Review existing practices
- Select content and delivery method
- Pilot and revise materials
- Produce and package the printed and audiovisual materials
- Train supervisors and install programmed
- Evaluate programme effectiveness Improve and update program

● Employee Counseling and wellness Services Reasons for Employee Counseling

- Job dissatisfaction and lowered motivation
- Stress and burnout
- Performance and delivery
- Poor organizational skills
- Poor people's management skills
- Poor communication skills
- Work-life balance problems
- Anxieties, fears, aggression, self confidence related issues
- Poor problem solving at workplace
- Conflict management with seniors, juniors and colleagues
- Handling team pressures and team building
- Managing and leading teams
- Familial & relationship stressors
- Financial stressors



- Goal and career confusions
- Loss of enthusiasm at work
- Poor time management skills

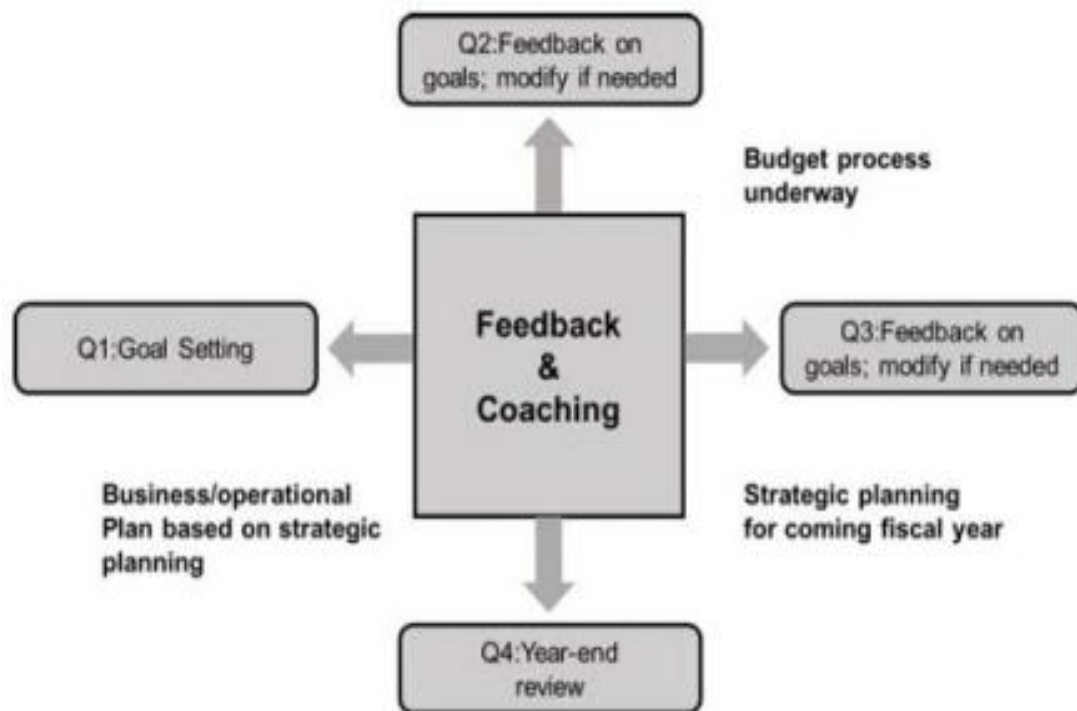
- **Employee wellness Services**

- Anger management
- Overcoming shyness
- Healthy parenting
- Overcoming depression
- Maintaining work-life balance
- Developing fulfilling relationships and intimacy
- Dealing with stress of a new marriage and meeting familial expectations
- Dating and Relating to partners
- Healthy weight management attitudes
- Body image and self confidence concerns
- Examining what is gender equality and choice making
- Assessing fundamental sexual attitudes result in repressive behaviours, among others.

- **Coaching and performance management- Competency Mapping**

Coaching is a personal (usually one-to-one) on-the-job approach that helps people develop their skills and levels of competence. The need for coaching may arise from formal or informal performance reviews but opportunities for coaching will emerge during normal day-to-day activities.

● The Coaching Process



Coaching as part of the normal process of management consists of –

- Making people aware of how well they are performing by, for example, asking them questions to establish the extent to which they have thought through what they are doing.
- Controlled delegation – ensuring that individuals not only know what is expected of them but also understand what they need to know and be



able to do to complete the task satisfactorily. This gives managers an opportunity to provide guidance at the outset – guidance at a later stage may be seen as interference.

- Using whatever situations may arise as opportunities to promote learning.
- Encouraging people to look at higher-level problems and how they would tackle them.

Performance management can be defined as a systematic process to improve organizational performance by developing the performance of individuals and teams working with an organization.

In other words, performance management is the process of managing an organization's management strategy. This is how plans are converted into desired outcomes in organizations.

The main points of view towards achieving the aims of performance managements are –

- Empowering, motivating and rewarding employees to perform their best for the organization.
- Focusing on employees' tasks, the right things and make them doing right. Aligning everyone's individual goals towards the goals of the organization.

- Proactively managing and resourcing performance against objectives of the organizations.
- Linking job performance to the achievement of the council's corporate strategy and service plans.
- The alignment of individual objectives with team, department and corporate plans. The presentation of objectives with clearly defined goals using measures, both soft and numeric. The monitoring of performance and tasking of continuous action as required.
- All individuals being clear about what they need to achieve and expected standards, and how that contributes to the overall success of the organization; receiving regular, fair, accurate feedback and coaching to stretch and motivate them to achieve their best.

● Performance Management – Characteristics

Performance management is a pre-planned process of which the primary elements are agreement, measurement and feedback.

➤ **The following are the characteristics of performance management**

1. Measures outputs of delivered performance

It is concerned with measuring outputs of delivered performance compared with expectations expressed as objectives. Its complete focus



is on targets, standards and performance measures. It is based on the agreement of role requirements, objectives and performance improvement and personal development plans.

2. Concerned with inputs and values

Performance management is also concerned with inputs and values. The inputs are the knowledge, skills and behaviors required to produce the expected results from the individuals.

3. Continuous and flexible process

Performance management is a continuous and flexible process that involves managers and those whom they manage acting as partners within a framework that sets out how they can best work together to achieve the required results.

4. Based on the principle of management by contract and agreement

It is based on the principle of management by contract and agreement rather than management by command. It relies on consensus and cooperation rather than control or coercion.

5. Focuses on future performance planning and improvement

Performance management also focuses on future performance planning and improvement rather than on retrospective performance appraisal. It functions as a continuous and evolutionary process, in which performance improves over the period of time; and provides the basis for regular and frequent dialogues between managers and individuals about performance and development needs.

- **Performance Management – Concerns**

➤ **The following are the main concerns of performance management**

1. Concern with outputs, process and inputs

Performance management is concerned with outputs (the achievement of results) and outcomes (the impact made on performance). But it is also concerned with the processes required to achieve these results (competencies) and the inputs in terms of capabilities (knowledge, skill and competence) expected from the teams and individuals involved.

2. Concern with planning

Performance management is concerned with planning ahead to achieve success in future. This means defining expectations expressed as objectives and in business plans.

3. Concern with measurement and review



If you can't measure it, you can't manage it. Performance management is concerned with the measurement of results and with reviewing progress towards achieving objectives as a basis for action.

4. Concern with continuous improvement

Concern with continuous improvement is based on the belief that continuously striving to reach higher standards in every part of the organization will provide a series of incremental gains that will build superior performance.

This means clarifying what organizational, team and individual effectiveness look like and taking steps to ensure that those defined levels of effectiveness are achieved. Establishing a culture in which managers, individuals and groups take responsibility for the continuous improvement of business processes and of their own skills, competencies and contribution.

5. Concern with continuous development

Performance management is concerned with creating a culture in which organizational and individual learning and development is a continuous process. It provides means for the integration of learning and work so that everyone learns from the successes and challenges inherent in their day-to-day activities.



6. Concern for communication

Performance management is concerned with communication. This is done by creating a climate in which a continuing dialogue between managers and the members of their teams takes place to define expectations and share information on the organization's mission, values and objectives. It establishes mutual understanding of what is to be achieved and a framework for managing and developing people to ensure that it will be achieved.

7. Concern for stakeholders

Performance management is concerned with satisfying the needs and expectations of all the organization's stakeholders, management, employees, customers, suppliers and the general public. In particular, employees are treated as partners in the enterprise whose interests are respected, whose opinions are sought and listened to, and who are encouraged to contribute to the formulation of objectives and plans for their team and for themselves.

➤ **Four ethical principles that should govern the operation of the performance management process.**

- Respect for the individual
- Mutual respect
- Procedural fairness



· Transparency of decision making

● **What Is Competency Mapping?**

Competency mapping is the process of identifying key competencies for an organization and including them throughout various organizational functionalities like onboarding, training, performance evaluation etc. It identifies the strengths and weaknesses of an individual.

Though competency mapping requires lot of time, effort and money, it is said to be one of the best practices for performance management. It is recommended for every organization to have a proper competency model or a framework based on their organizational requirements and the industry they belong to.

➤ **The process of competency mapping usually consists of the following steps:**

· Employees fill a job analysis questionnaire. This questionnaire asks them to fill out information like the skills required to do their jobs effectively, various behavioural and functional skills that help them do their jobs effectively.

· Using the above information, a competency based job description is created.



- Now, competencies will be mapped. These job competencies will be later used to assess employee performance.
- After the assessment, a report with possible development opportunities will be given to employees.

- **Assessment centers:**

These days many organisations use assessment centres to select the right people for their job vacancies. If you are looking for a job it is more than likely that at some stage you will have to participate in such a process in order to get the position you want. People often find the experience quite uncomfortable at first so it useful to prepare as much as you can.

Multiple selection methods An assessment centre is any combination of more than one objective selection technique used to measure suitability for a job. It usually involves attending a venue along with other candidates for a day or a half day. Assessment centres use a combination of objective selection methods to measure suitability for a job.

- **The tests and exercises you are likely to meet**

The exercises and tests you will come across at an assessment centre in almost all cases fall into the following categories:



- Group exercise
- In-tray exercise
- Role play exercise
- Case study based analysis exercise
- Psychometric personality questionnaire
- Psychometric ability test
- Competency based interview

➤ **Types of Assessment Centre Exercises/ Working of assessment centre:**

(a) In-basket Exercises:

- An assessment centre measures ability to perform job-related tasks through simulation techniques. One, the 'in basket', places the candidate in the role of manager of an imaginary organisation who has 4 hours to decide how to respond to various types of letters, memos and information.
- During this time the candidate must make decision, communicate with subordinates in writing, delegate authority, arrange meeting, assign priorities and so on. On various occasions following the in-basket simulation, candidates are asked to justify their actions.



(b) Leaderless Group Discussions:

· Another technique is a leaderless simulated organisation meeting. In this meeting, candidates participate in group discussions about a job problem, such as promotion, discipline, group management skills. People are rated on such characteristics as verbal ability, persuasiveness and inter-personal skills.

(c) Management Games:

· These measure technical skills involving manufacturing, finance, or personnel. More often than not they involve computer simulations.

(d) Individual Presentations:

· People are asked to make a presentation on a prescribed topic or idea and their communication skills, persuasiveness and poise are measured therefrom.

(e) Others Techniques:

· Other assessment center techniques are: making oral presentation to groups, role playing, intelligence and psychological tests, interviews and written communications, all designed around specific job dimensions.



➤ **Types of Assessment Centre:**

The four types are:

- The Elite Graduate Assessment Centre.
- The Graduate Assessment Centre.
- The Management Assessment Centre.
- The Development Centre.

● **Career planning and development**

(Career Planning: Definition, Features, Objectives and Benefits)

➤ **Definitions:**

1. A career may be defined as ‘a sequence of jobs that constitute what a person does for a living’.
2. According to Schermerborn, Hunt, and Osborn, ‘Career planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment’.
3. Career planning is the process of enhancing an employee’s future value.



4. A career plan is an individual's choice of occupation, organization and career path.

Career planning encourages individuals to explore and gather information, which enables them to synthesize, gain competencies, make decisions, set goals and take action. It is a crucial phase of human resource development that helps the employees in making strategy for work-life balance.

➤ **Features of Career Planning and Career Development:**

1. It is an ongoing process.
2. It helps individuals develop skills required to fulfill different career roles.
3. It strengthens work-related activities in the organization.
4. It defines life, career, abilities, and interests of the employees.
5. It can also give professional directions, as they relate to career goals.

➤ **Objectives of Career Planning:**

1. To identify positive characteristics of the employees.
2. To develop awareness about each employee's uniqueness.
3. To respect feelings of other employees.
4. To attract talented employees to the organization.
5. To train employees towards team-building skills.
6. To create healthy ways of dealing with conflicts, emotions, and stress.

➤ **Benefits of Career Planning:**

1. Career planning ensures a constant supply of promotable employees.
2. Career planning encourages an employee's growth and development.
3. It discourages the negative attitude of superiors who are interested in suppressing the growth of the subordinates.
4. It ensures that senior management knows about the calibre and capacity of the employees who can move upwards.
5. It can always create a team of employees prepared enough to meet any contingency.
6. Career planning reduces labour turnover.
7. Every organization prepares succession planning towards which career planning is the first step.

● **Succession Planning and Career Management**

Succession planning is having in place measures to identify and develop potential successors for key or strategic posts in an organization. It is different from replacement planning which grades employees on the basis of their past performance. Succession planning nurtures future talent to lead the organization.

Career planning, on the other hand, is done for all positions in the organization. However, both succession and career planning are an integral part of career management policy.

Succession and career planning is the process of identifying, nurturing, developing, and training new leaders for future requirements



or replacement of the existing leaders to continue the trend of dependable leadership in the organization.

➤ **Following are the stages to follow to ensure fruitful succession and career planning –**

· **Identify the Critical Position** – Organization should always keep a watch on what are the key elements or contributors to their business, how to motivate and retain talent, and what will be the next step if the main contributors leave the organization due to any reason. Who are the specialized people to perform the critical role?

· **Analysis** – This stage tells about the requirements to fill with a fit successor. What are the gaps? What are the internal and external sources to fill the gaps, what will be the strategy? What will be the competencies required?

· **Development of Succession and Career Plan** – It is also called as backup plan to streamline the function of the organization. It identifies the requirements and outlines a strategy to fill the gap and make sure that functions are being performed well.

· **Evaluate, Monitor, and Observe** – This is the process of evaluation. It involves constant monitoring, even after the gap or requirement is fulfilled. Performance is observed to find out if any changes are required. In case if any changes are required, quick action is taken.



- **Employee skills and technical training (Basic Workplace Competencies, Basic Skill /literacy program, Interpersonal Skill training, Professional developments and Education etc)**

➤ **What Is A Competency?**

A competency is a set of specific skills or abilities required to do a job. It's the ability to complete a task effectively. A person should be able to perform various tasks at a target proficiency level to achieve competence in something.

Job competencies give employees a clear idea of what is expected of them in terms of their performance. Competencies give them an understanding of what behaviours they should cultivate at the workplace to be valued and rewarded.

These competencies are broadly categorized into two types:

1. Behavioral Competencies
2. Functional / Technical Competencies

(1) Behavioral Competency



Behavioral competencies help you define an employee's behavioral strengths that can contribute to organizational success. They define not just the ability to do something, but how something should be done.

When managers hire an employee they generally look for behavioral competencies like interpersonal skills, ability to accept constructive criticism, ability to understand the perspective of others, decision making skills, time management, taking responsibility for their actions etc.

➤ **Examples of behavioral competencies:**

1. Competency – Managerial Competencies

Description of behavior – Defines clear goals for team members, Creates work plan based on organizational objectives, provides honest and regular feedback

2. Competency – Commitment

Description of behavior – Widely trusted, Takes ownership, Delivers on commitments

3. Competency – Values and Ethics



Description of behavior – Adheres to code of conduct, Aligns with company values

2) Functional Competency

Functional competencies are more like technical skills of an employee that contribute to overall organizational productivity. It is more about skills that employees need to possess to perform technical operations in an organization.

➤ Examples of functional competencies:

1. Job Role: HR

Competencies – HR policies, Recruitment, HR strategy, Workflow planning, Employee retention, Performance management

2. Job Role: Computer Programmer

Competencies – Ruby on rails, desktop application development, mobile application development



Now that you've gained an understanding on what competencies are, now let's find out why it is important to have workplace competencies.

➤ **The Benefits Of Having Workplace Competencies**

Many companies are investing resources to align their organizational strategies and plans with the competencies of their employees. If you're wondering why workplace competencies are so important, here's a list of benefits of having workplace competencies.

1. They communicate performance expectations clearly and help HRs ease the recruitment process.
2. They help employees identify the behavioural standards of an organization and improve job satisfaction.
3. Managers can easily identify the need for development in the performance of their team members based on their fulfillment of the competency.
4. Competencies promote improved operational efficiency in the organization.



5. Having a clear list of workplace competencies helps you conduct better training sessions for employees.

6. They help HRs improve their talent planning strategies.

Sr. No.	Question	Answer
1	_____ is the challenge and opportunity in the field of HRD?	Globalisation
2	What is the another name of learners?	Trainees
3	_____ is a way of thinking, acting and living that is shared by members of a group.	Culture
4	Trainees possess different learning styles from that of there _____	Trainers
5	The economy may be booming or experiencing _____ growth .	Negative
6	Which of the following are the global HRD strategies?	All of the above
7	What is the full form of HRD?	Human resource department
8	Continuous development & learning environment promote _____ of employees.	self-development



9	Employees accountability & ownership leads to	higher
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	_____ & customer acceleration.	productivity
10	Globalisation is an _____ integration.	International
11	_____ is adaptation to change in the environment.	Adjustment
12	_____ has a clear & direct impact on all forms of communication among team members.	Geographic distance
13	Trust needs _____.	Touch
14	_____ also affects coordination & control.	Distance
15	What is the fullform of ISO?	International standards organisation
16	Who were previously expected to plan, direct, staff & control.	Managers
17	_____ practices are also contributing to the erosion of full-time employment.	flexible work
18	_____ indicates cultural differences within the nation.	Cultural diversity
19	Which of the following factors constituting cultural diversity?	All of the above
20	_____ is also resulted from ethnocentricity.	Stereotyping



21	Knowledge management is the _____ type of structured access.	Formal
22	What is essential to make the organisation creative& productive.	Knowledge management
23	How many are the basic elements of KM?	Two
24	Management development is defined as a _____ process.	systematic process

25	How many types of management roles are there?	Five
26	Which role is related to collecting, receiving, & disseminating information?	Informational role
27	Transmits all import information received from outsiders to the members of the organisation.	Disseminator
28	At which level strategic management defines the value & mission of the organisation.	Corporate level
29	_____ is a crucial mechanism of HRD spectrum.	management education
30	Induction is just an element of entire _____ process.	Socialisation
31	The impact of these changes is _____	enormous.
32	_____ is the process of rapid integration or interconnection of countries.	Globalization



33	What is the amalgamation and rapid unification between countries identified as?	Globalisation
34	Globalisation has improved the living structure of which of the following?	People living in developing countries
35	Environmental uncertainties is one of the factor that affects _____	HRP
36	Which are the five basic functions of a manager?	Setting objectives Organizing Motivating the team Devising systems of measurement

		Developing people
37	_____ involves a discussion of an emotional problem with an employee with the general objective of decreasing it.	<i>Employee counselling</i>
38	This type of Globalization refers to global markets and the flow of capital, technology & goods is	Economic Globalization
39	The human resource planning is done based on the	Organization plan
40	Resistance from employees is _____ to HRD.	Disadvantage



41	_____ focuses on the problem, not the employee, and is positive and constructive.	Counselling
42	Counselling is a _____ straight, face-to-face conversation between a supervisor and an employee concerning conduct, and performance.	Formal
43	_____ is process by which an organization should move from its current manpower position to its desired manpower position.	HRP
44	Collection or aggregation of tasks, duties & responsibilities is known as _____	Job
45	Which Indian industries have been hit by globalisation?	Toy making
46	Knowledge management is the _____ process.	Conscious
47	The focus of a _____ is to offer support and encouragement to the employee.	Counsellor
48	Which of the statements are true about the impact of Globalization?	Globalization has been uneven in its impact on states & societies

49	Knowledge management refers to a _____ approach to achieve organisational objectives by making the best use of knowledge.	multidisciplinary approach
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50	Which of these organisations emphasises on the liberalization of foreign investment and foreign trade?	World Trade Organization
51	Knowledge management efforts typically focus on _____ such as improved _____ performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organisation.	organization objectives
52	_____ is the process of creating, sharing, using and managing the knowledge and information of an organization	Knowledge management (KM)
53	KM stands for _____	Knowledge management
54	Which of the statements are true about the causes of Globalization?	Technology is an important cause of Globalization
55	_____ is an enabler of organizational learning.	Knowledge Management
56	_____ is considered to be the underlying values that direct how people behave.	Culture
57	What is the integration between countries through foreign trade and foreign investments by multinational corporations (MNCs)?	Globalization



58	_____ in the workplace practices, Cultu	
	values, traditions, or beliefs of employees based on race, age, ethnicity, religion, or gender.	
59	Cultural diversity also known as _____	Multiculturalism
60	What are the key ideas behind understanding the process of globalisation and its impact?	A. Integration of production B. Integration of gross profits
61	_____ involves a series of one-on-one interaction between a manager or executive and external coach.	Executive coaching
62	Counseling refers to _____	A professional advice by counseling
63 have been a major force in the globalisation process connecting distant regions of the world?	Multinational corporations
64	_____ frequently identify counselling as a task that they have trouble implementing.	Managers
65	Counselling is a _____ process.	two-way
66	_____ provides help to the workers by way of advice and guidance.	Counsellor



67	From the following option which objective is true for counselling____	It is concerned with both personal and work problems.
68	Which factors has globalization been facilitated by?	a. Liberalisation of trade and investment

		<p>policies</p> <p>b. Pressures from international organisations</p>
69	The goal of _____ is to equip people with the knowledge and opportunities they need to develop themselves and become more effective.	Coaching
70	From the following option which type is true for employee counselling?	Participative Counselling
71	Globalisation, by connecting countries, shall result in?	greater competition among producers.
72	_____ is a directive process by a manager to train and orient an employee to the realities to the workplace and help the employee remove barriers to optimum work performance.	Coaching



73	Globalization has led to the flow of ideas across	National boundaries
74	With the Globalization of markets, the tastes and preferences of consumers world-wide are	Converging upon a global norm
75	Employee coaching _____	Providing feedback on results
76	How many countries of the world are currently members of the WTO?	164
77	Which are the good coach qualities?	Supportive

		Empowering Respectful
78	_____ are change experts who help individuals take responsibilities to act and maximize their own potential.	Coaches
79	Coaching entered the workplace in the which year	1950
80	What has been one major factor that has stimulated the globalisation process?	Rapid improvement in technology
81	Coaching includes a variety of activities _____	Observing performance, providing instruction



82	_____ is the companion skill to awareness.	Attitude
83	_____ enables people to examine their values and beliefs about cultural differences, and understand their origins.	Attitude
84	According to the rightist view in India, Globalization tends to	Weakens the state
85	_____ is the act of imitating the character and behaviour of someone who is different from yourself, for example as a training exercise.	Role play
86	Should you as the teacher, do more of the role-playing than the students?	False
87	_____ is concerned with creating a culture in which organizational and individual learning and development is a continuous process.	Performance management

88	Which of the following is available in India due to Globalization?	Coca cola & pepsi, foreign TV channels
89	Training refers to the process of imparting _____ skills.	Specific
90	A _____ is an expenditure required to produce or sell a product or get an asset ready for normal use.	Cost



91	_____ research indicates that our values and beliefs about equality may be inconsistent with behavior.	Social science
92	How many types of cost?	Fixed & variable cost
93	A _____ is something that can be used for making profits or benefits, whether that be a source, supply, or support.	Resource
94	_____ is the formal and systematic modification of behavior through learning.	Training
95	Role playing is often used to _____	Change attitudes
96	The chain of command from the highest authority to the lowest level in the organization is _____	Scalar chain
97	Control system of an organization has no influence over the _____	External environment
98	When the likelihood of carrying out a behavior is increased by simply watching the behavior and its consequences being reinforced by someone else, this is known as:	Vicarious reinforcement
99	The practice of management written by _____	Peter F. Drucker



100	Management functions include:	Planning, organizing, staffing, leading or directing, and controlling an organization
101	Extrinsic & intrinsic are two types of what?	Motivation
102	_____ is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively.	Management
103	_____ is training activity that focuses on improving an individual's skills as a leader and manager.	Management training
104	Social Learning can be direct via instruction or indirect (eg., role models with no direct instruction).	True