

**SREENIVASA INSTITUTE of TECHNOLOGY and  
MANAGEMENT STUDIES (Autonomous)**

**Department of Management Studies (MBA)**

# **LECTURE NOTES**

**Subject Name**

***TRAINING AND DEVELOPMENT***

**Year / Branch**

***II MBA I SEM***

**Regulations: *R22***



**Prepared By**

***DR.JYOSHNA.C,  
Associate Professor & HoD***

**II MBA – Semester – I**

| Course Code | TRAINING AND DEVELOPMENT | L | T | P | C |
|-------------|--------------------------|---|---|---|---|
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**Course Educational Objectives (CEO):**

**CEO1 :** To make students understand the basic perspectives of training and development and various models of training.

**CEO2 :** To provide the basic knowledge on career management concepts.

**CEO3 :** To provide the conceptual knowledge and adaptive vocational and generic skills, reflect essential knowledge, skills or attitudes, focus on results of the learning experience.

**CEO4 :** To provide the students with the conceptual framework and theories that are essential in organizational behavior

**CEO5 :** To Make the students understand about the various methods of training program and process of evaluation of training.

| UNIT – I                                                                                                                               | Training and Development | Lecture Hrs: 10 |
|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------|
| Introduction, Significance - Training Process - Models of Training - Systematic Model, Transition Model, Systems Approach to Training. |                          |                 |

| UNIT – II                                                                                                                                                        | Career Management | Lecture Hrs: 12 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------|
| Concept and Significance - Models of Career Development (Career Stages) - Roles of Employees, Managers, Human Resource Managers and Company in Career Management |                   |                 |

| UNIT – III                                                                                                                                                                                                          | Managers Training Centre in Organisation | Lecture Hrs:12 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|----------------|
| Role of External Agency in T & D, Training as Consultancy - Issues on Training: Location, Duration, Assumptions, Goals and Techniques –Cost of Training – Training Budget - Selection of Trainees and its Criteria. |                                          |                |

| UNIT - IV                                                                                                                                                                                                                                                                                                                                                                                         | Training Needs Assessment | Lecture Hrs:12 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------|
| Training Needs Analysis - Organization Analysis, Person Analysis, Task Analysis, Need Assessment Techniques and Advantages. <b>Training Design:</b> Designing a Training Module (Cross Cultural Leadership, Training the Trainer, Change), Lesson Plans. <b>Training Implementation:</b> Approaches, Seating Arrangements, Training of Trainees, Training Aids, Teaching and Facilitation Skills. |                           |                |

| UNIT - V                                                                                                                                                                                                                                                                                                  | Training and Development Methods | Lecture Hrs:12 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------|
| Methods for Different Levels of Employees -E-Learning – CBT - Multimedia Training - Distance Learning. <b>Evaluation of Training Program:</b> Principles, Criteria and Approaches of Evaluation - Return on Investment in Training-Cross Culture Training - Kirkpatrick Model of Evaluation – CIRO Model. |                                  |                |

**Course Outcomes:**

| On successful completion of the course the student will be able to, |                                                                                           | POs & PSOs related to COs           |
|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------|
| CO1                                                                 | <b>Outline the</b> basic concepts of training and development program and its models.     | PO1, PO2, PO6, PSO1, PSO2           |
| CO2                                                                 | <b>Identify</b> the various career management concepts to choose their career objectives. | PO1, PO2, PO3, PO4, PO6, PSO1, PSO2 |



- CO3 **Demonstrate** the various responsibilities and issues of training program. PO1, PO2, PO5, PO6, PSO1, PSO2
- CO4 **Lead** themselves and others in the achievement of organizational goals, contributing effectively to a team environment. PO1, PO2, PO5, PO6, PSO1, PSO2
- CO5 **Analyze** the HR activities and provides the opportunities to develop their knowledge and skills in all areas of human resource management. PO1, PO2, PO4, PO5, PO6, PSO1, PSO2

#### Text Books:

1. Training And Development (Text And Cases), 1/e, Amita Yadav Dr. Rajanikant Verma, Bharti Publications, New Delhi, 2022.
2. Training in Organizations, 4/e, Irwin L Goldstein, J Kevin Ford, Thomson, Wadsworth, 2009.
3. Employee Training & Development, 6/e Raymond A Noe, Tata McGraw-Hill, New Delhi, 2013.

#### Reference Books:

1. Effective Training, 5/e, James Thacker, Nick P. Blanchard, V Anand Ram, Prentice Hall India, New Delhi, 2012.
2. Training and Development, 3/e, Rolf P Lynton and UdaiPareek, SAGE Publications, New Delhi, 2011
3. Training in Organizations, 4/e, Irwin L Goldstein, J Kevin Ford, Thomson, Wadsworth, 2009.

#### Online Learning Resources:

<https://corehr.wordpress.com/2013/05/15/training-and-development-methods/>  
<https://www.valamis.com/hub/employee-development-methods>  
<https://www.managementstudyguide.com/career-management.htm>  
<https://www.marketing91.com/training-needs-assessment/>

#### COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

| Course                                   | PO<br>CO        | PO<br>1  | PO<br>2    | PO<br>3  | PO<br>4  | PO<br>5  | PO<br>6  | PO<br>7  | PO<br>8  | PSO1        | PSO2     |
|------------------------------------------|-----------------|----------|------------|----------|----------|----------|----------|----------|----------|-------------|----------|
| <b>C2304C : TRAINING AND DEVELOPMENT</b> | <b>C2304C.1</b> | 3        | 2          |          | -        | -        | 3        | -        | -        | 2.5         | 3        |
|                                          | <b>C2304C.2</b> | 3        | 2          | 3        | 3        | -        | 3        | -        | -        | 2.75        | 3        |
|                                          | <b>C2304C.3</b> | 3        | 3          | -        | -        | 3        | 3        | -        | -        | 3           | 3        |
|                                          | <b>C2304C.4</b> | 3        | 3          | -        | -        | 3        | 3        | -        | -        | 3           | 3        |
|                                          | <b>C2304C.5</b> | 3        | 3          | -        | 3        | 3        | 3        | -        | -        | 3           | 3        |
|                                          | <b>C2304C</b>   | <b>3</b> | <b>2.6</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>-</b> | <b>-</b> | <b>2.85</b> | <b>3</b> |

## UNIT- I

# **INTRODUCTION TO TRAINING AND DEVELOPMENT**

**"Training improves today's performance,  
while development prepares employees  
for tomorrow's challenges."**

**Peter Drucker**

## **UNIT- I INTRODUCTION TO TRAINING AND DEVELOPMENT**

## **Unit Overview**

This unit introduces the fundamental concepts of Training and Development in Human Resource Management. It explains the meaning, significance, and process of training and highlights how organizations enhance employee knowledge, skills, and performance through systematic training programs. The unit also examines important training models, namely the **Systematic Model**, **Transitional Model**, and **Systems Approach to Training**, which provide structured frameworks for planning, implementing, and evaluating training activities. Understanding these concepts helps students appreciate the strategic role of training in improving individual and organizational effectiveness.

## **OBJECTIVES OF THE UNIT**

After studying this unit, students should be able to:

1. Understand the concept and meaning of training and development.
2. Explain the significance of training in organizations.
3. Describe the various stages involved in the training process.
4. Analyze different models of training.
5. Differentiate between the Systematic Model, Transitional Model, and Systems Approach to Training.
6. Recognize the role of training in improving employee performance and organizational productivity.
7. Apply training concepts to real organizational situations.

## **LEARNING OUTCOMES**

- Upon successful completion of this unit, learners will be able to:
- Define training and development clearly.
- Explain why training is important for employees and organizations.
- Identify and describe the steps in the training process.
- Compare and contrast different training models.
- Evaluate the effectiveness of training programs.

## **IMPORTANCE OF STUDYING THIS UNIT**

Studying this unit is important because:

- Provides a strong foundation in Human Resource Management.
- Enhances understanding of employee learning and performance improvement.
- Develops analytical skills for evaluating training programs.

- Prepares students for managerial and HR roles.

### KEY CONCEPTS

| Concept                               | Simple Meaning                                                                                                   |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------|
| <b>Training</b>                       | Teaching employees the skills and knowledge needed for their current job.                                        |
| <b>Development</b>                    | Preparing employees for future roles and career growth.                                                          |
| <b>Training Need Assessment (TNA)</b> | Finding out what employees need to learn.                                                                        |
| <b>Training Objectives</b>            | Specific goals that training aims to achieve.                                                                    |
| <b>Training Design</b>                | Planning the content, methods, and activities of a training program.                                             |
| <b>Training Delivery</b>              | Conducting the actual training sessions.                                                                         |
| <b>Training Evaluation</b>            | Measuring whether training achieved its objectives.                                                              |
| <b>Feedback</b>                       | Information used to improve future training programs.                                                            |
| <b>Systematic Model of Training</b>   | A step-by-step approach involving needs assessment, design, implementation, evaluation, and feedback.            |
| <b>Transitional Model of Training</b> | A model that helps employees move from their current performance level to a desired performance level.           |
| <b>Systems Approach to Training</b>   | A holistic approach that views training as an interconnected system of inputs, processes, outputs, and feedback. |
| <b>Employee Performance</b>           | How effectively an employee performs assigned tasks.                                                             |
| <b>Learning Outcomes</b>              | The knowledge, skills, and attitudes gained after training.                                                      |

**Training and Development (T&D)** is a vital function of Human Resource Management (HRM) that focuses on enhancing employees' knowledge, skills, abilities, and attitudes to improve their performance and contribute effectively to organizational goals.

In today's dynamic and competitive business environment, organizations must continuously upgrade the competencies of their workforce to adapt to technological advancements, changing customer expectations, and evolving market demands. Training helps employees acquire specific skills required for their current jobs, while development prepares them for future responsibilities and career growth.

Training and Development is a systematic process that transforms employees by equipping them with the necessary competencies to perform efficiently and effectively. It not only improves individual productivity but also strengthens organizational performance, innovation, employee engagement, and long-term sustainability.

By investing in Training and Development, organizations create a culture of continuous learning, enabling employees to grow professionally while helping the organization achieve its strategic objectives.

#### **Key Outcomes of Training and Development:**

- Enhanced knowledge and skills
- Improved employee performance and productivity
- Greater job satisfaction and motivation
- Better adaptability to change
- Stronger leadership and managerial capabilities
- Increased organizational effectiveness and competitiveness



## 2

## TRAINING AND DEVELOPMENT IN HRM

In Human Resource Management (HRM), training and development is a systematic approach to employee education.

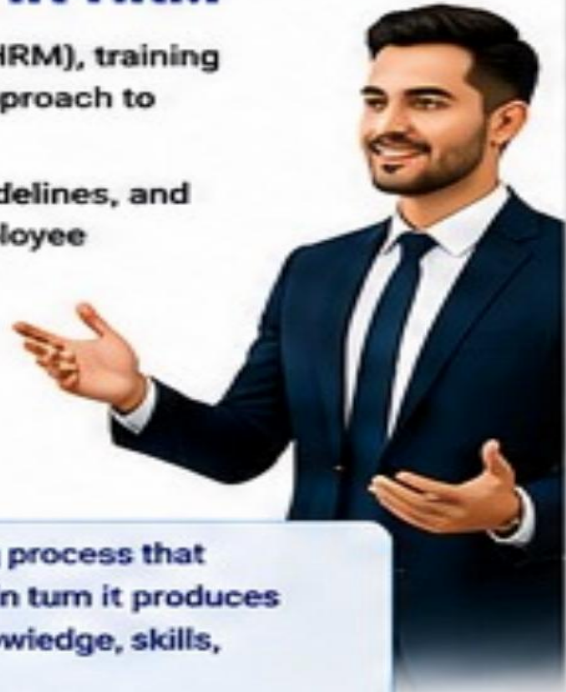
It involves a range of resources, guidelines, and exercises designed to enhance employee performance by improving their:

- ✓ Abilities and skills
- ✓ Behaviors and attitudes
- ✓ Expertise and knowledge



Training is a transforming process that requires some input and in turn it produces output in the form of knowledge, skills, and attitudes (KSAs).

This process is a key tool for cultivating a skilled and productive workforce, ensuring continuous improvement and adaptation to evolving business needs.



In Human Resource Management (HRM), a system of employee education is referred to as training and development. It contains various resources, guidelines, and exercises to enhance employee performance. Employees have the chance to broaden their knowledge and improve their abilities with the training methods in HRM.

It is a teaching tool that contains data and guidelines for honing already acquired abilities and introducing fresh ideas and information to boost worker productivity. An effective training and development plan built on an analysis of the training needs aids the business in raising the productivity and skill levels of its workforce.

Training is a transforming process that requires some input and in turn it produces output in the form of knowledge, skills, and attitudes (KSAs).

## Training and Development



Training and Development is the continuous process of improving skills, gaining knowledge, clarifying concepts and changing attitude through structured and planned education by which the productivity and performance of the employees can be enhanced.

It emphasize on the improvement of the performance of individuals as well as groups through a proper system within the organization which focuses on the skills, methodology and content required to achieve the objective.

Good & efficient training of employees helps in their skills & knowledge development, which eventually helps a company improve its productivity leading to overall growth.



### **Relation and Difference between Training and Development**

There is a relation between training and development, and there is clear difference between the two based on goals to be achieved. Development is made to answer the **training problems**

### **Importance of Training and Development**

For companies to keep improving, it is important for organizations to have continuous training and development programs for their employees.



## UNDERSTANDING THE KEY DIFFERENCES: TRAINING VS. DEVELOPMENT



### TRAINING

**Purpose:** Systematic procedure of imparting KSA for specific jobs.



**Duration:** Short-term process, like handling machines and tools.



**Level of Employees:** Meant for non-managerial personnel.



**Subject-matter:** Technical and mechanical processes.



**Initiative:** Organised by managers for non-managerial positions.



**Time Utilization:** Current requirements of the job.



### DEVELOPMENT

**Purpose:** Educational process aimed at growth and maturity.



**Duration:** Broader education for long-term purposes.



**Level of Employees:** Improves competence of managers.



**Subject-matter:** Focuses on conceptual ideas.



**Initiative:** Takes place on the basis of self-initiative.



**Time Utilization:** Future needs of organization, and individual satisfaction



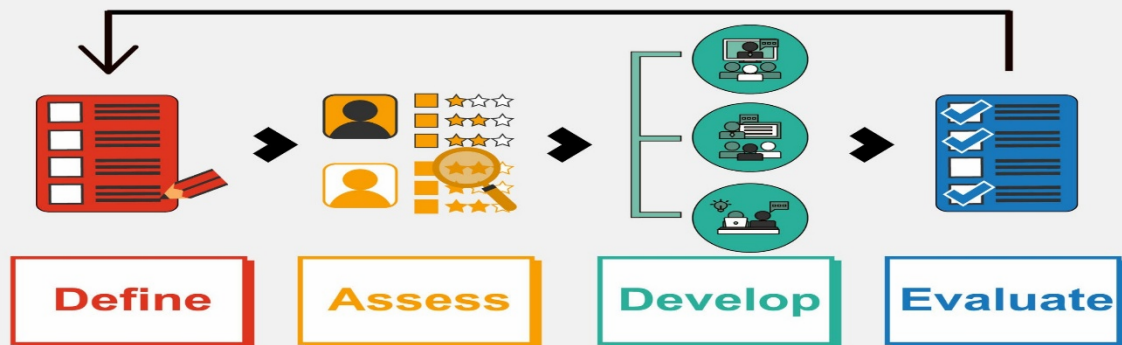
**TRAINING BUILDS SKILLS FOR TODAY; DEVELOPMENT CULTIVATES LEADERS FOR TOMORROW.**

Competition and the business environment keeps changing, and hence it is critical to keep learning and pick up new skills.

The importance of training and development is as follows:

1. Optimum utilization of resources
2. Development of skills like time management, leadership, team management etc.
3. To increase the performance, productivity and motivation
4. To imbibe the team spirit
5. For improvement of organization culture
6. To improve quality
7. To increase profitability and bottom line by acquiring new skills
8. Improving brand image by having well trained employees

# Training Need



**HR's job in training and development** is to help staff members realize their full potential. These responsibilities can be carried out to fulfill this important role:

- Employee mentoring and guidance
- Keeping an eye on staff performance
- Getting comments and analyzing the information gathered
- Providing educational opportunities and improvement activities
- Providing adequate on-the-job training
- Increasing employee motivation and spirit

## TRAINING AND DEVELOPMENT PROCESS

Training and development is a continuous process as the skills, knowledge and quality of work needs constant improvement. Since businesses are changing rapidly, it is critical that companies focus on training their employees after constantly monitoring them & developing their overall personality.

Steps for training and development processes are:



### **1. Determine the need of training and development for individuals or teams**

First of all the need has to be seen for training and development. It has to align with the company's goals and objectives.

### **2. Establish specific objectives & goals which need to be achieved**

The goals and objectives of the training and development have to be established. Whether the goal is awareness about new products or even installation is required to be learnt.

### **3. Select the methods of training**

Next, methods have to be defined. The training can be done as a :

1. Classroom Training
2. Online Self paced courses
3. Course with certification
4. Instructor led online training

### **4. Conduct and implement the programs for employees**

After the plan and methods are finalized, the training and development programs have to be executed where courses, instructions are taught to the employees, partners or vendors.

### **5. Evaluate the output and performance post the training and development sessions**

Training and Development is incomplete without proper monitoring. Monitoring can be done through evaluation of the instructor as well as attendees.

Instructor evaluation can be done through feedback or ratings but attendees can be evaluated through internal or external certifications or scores.

#### **6. Keep monitoring and evaluating the performances and again see if more training is required**

Based on the evaluation results in the previous step, management needs to ascertain that if the training and development program was sufficient for now or more training and enablement would be required. Also, if future trainings are to be planned.

### **MODELS OF TRAINING**

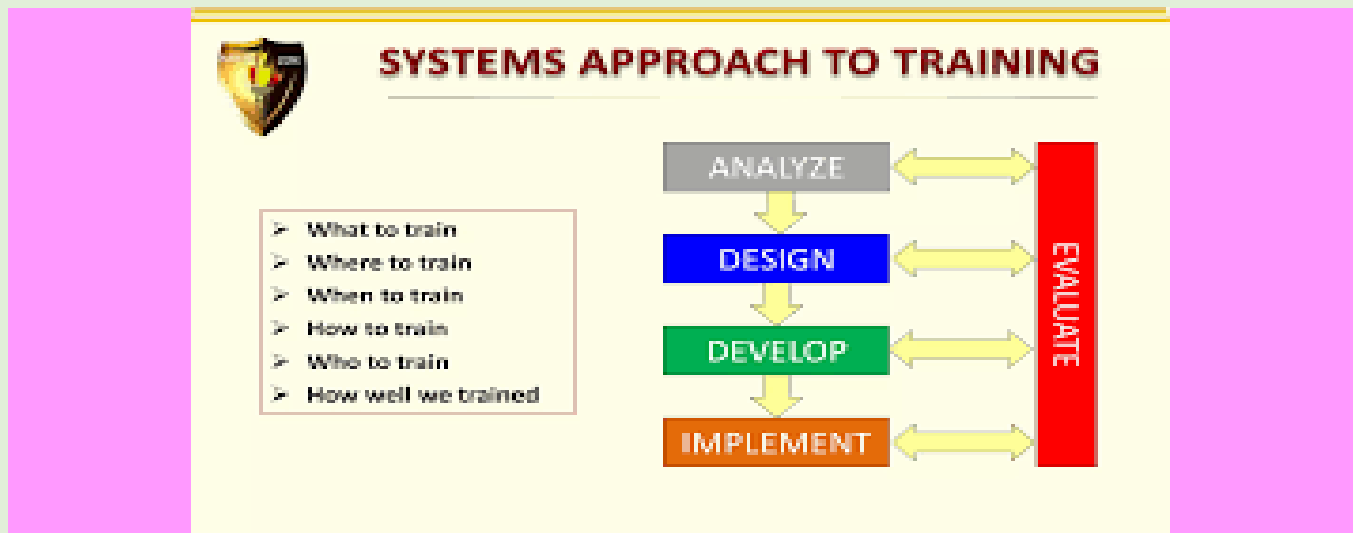
#### **A systematic approach to training**

In today's highly competitive business environment, organisations need to constantly adapt to changing market conditions, consumer preferences, and technological advancements.

This requires a well-trained and competent workforce that can drive innovation, increase efficiency, and deliver excellent customer service.

A systematic approach to training helps organisations achieve these goals by providing a structured and consistent framework for employee development.

## Key components of a systematic approach to training



Stage 1: Identify and define training needs

Stage 2: Design learning and development programme

Stage 3: Implementing learning events and programmes

Stage 4: Systematically evaluate training

### Stage 1: Identify and define training needs

The first stage is to identify and define the training needs of the employees. For example, some employees may lack communication skills while some others lack leadership skills.

Managers can identify the training needs of employees in a number of ways. For example, a conversation with an employee may sometimes be enough to identify his/her training needs.

### Stage 2: Design learning and development programme

Once the training needs are identified, the next stage is to design training programmes and select training methods.

For example, a basic health and safety programme may be designed for new employees in organisations. The question is now how to deliver this programme.

### Stage 3: Implementing learning events and programmes

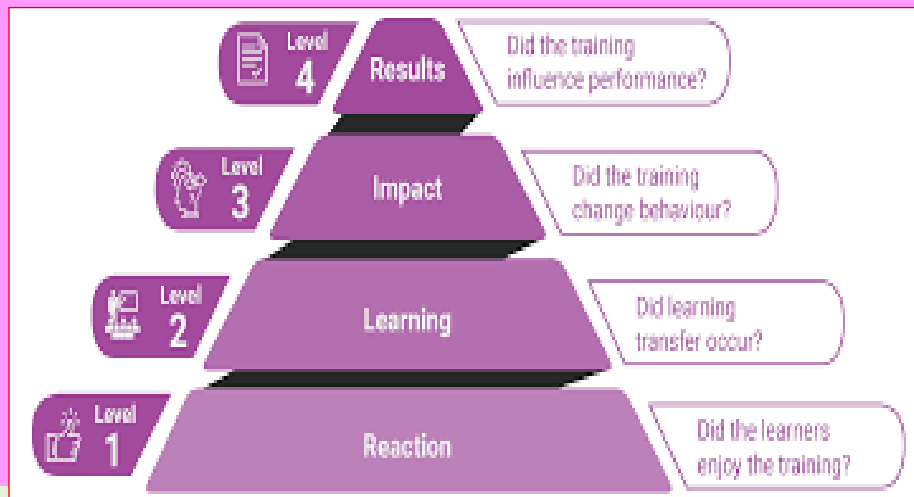
The third stage is about implementing the training programme designed in the preceding stage. There are a number of issues to consider here.

For example, starting the programme according to the published time, safety of the participants, making the event enjoyable and many more should be taken into account.

### Stage 4: Systematically evaluate training

Training programmes need to be evaluated to assess their effectiveness. Top management is often interested to see the results produced by training programmes as well. A training programme can be evaluated in a number of ways. A number of theoretical models are available to help managers on how to evaluate a training programme.

Kirkpatrick model, ROI, and CIRO are some of the well-known evaluation models.



### **Benefits of using a systematic approach to training**

- Improved performance
- Higher employee engagement
- Better alignment with organizational goals
- Cost-effectiveness
- Easier evaluation and measurement

### **Challenges in implementing a systematic approach to training**

Despite its many benefits, implementing a systematic approach to training can be challenging for some organisations. Some of the common challenges include:

- Resource constraints
- Resistance to change
- Lack of expertise
- Keeping training content up to date
- Evaluating training effectiveness

## **TRANSITIONAL TRAINING**

**Transitional Training** is a type of training provided to employees when they are moving from one role, responsibility, process, or work environment to another.

It helps individuals acquire the knowledge, skills, and competencies required to successfully adapt to new situations and perform effectively during periods of change.

Organizations frequently experience transitions due to promotions, technological advancements, restructuring, mergers, job rotations, policy changes, or the introduction of new systems.

It ensures that employees can smoothly navigate these changes with minimal disruption to productivity and performance.

**Transitional Training** refers to a structured learning process designed to bridge the gap between an employee's current capabilities and the skills required for a new role, technology, process, or organizational change.

### **Objectives of Transitional Training**

- Facilitate smooth adaptation to change.
- Minimize employee resistance during transitions.
- Develop new skills and competencies.
- Improve confidence and job performance.
- Ensure continuity of operations.
- Enhance organizational agility and flexibility.

### **Need for Transitional Training**

Transitional training becomes necessary when:

- Employees are promoted to higher positions.
- New technologies or software are introduced.
- Organizational restructuring takes place.
- Employees are transferred to different departments.
- Mergers and acquisitions occur.
- Employees are assigned new responsibilities.

### **Process of Transitional Training**

#### **1. Identify Skill Gaps**

Assess the difference between existing competencies and new job requirements.

#### **2. Set Training Objectives**

Define clear and measurable learning outcomes.

#### **3. Design the Training Program**

Develop training content, methods, and schedules.

#### **4. Implement Training**

Deliver training through workshops, mentoring, simulations, or on-the-job learning.

#### **5. Provide Support and Coaching**

Offer continuous guidance through mentors and supervisors.

#### **6. Evaluate Effectiveness**

Measure employee adaptation, performance improvement, and training outcomes.

### **Benefits of Transitional Training**

#### **For Employees**

- Reduces anxiety and uncertainty.
- Increases confidence and competence.
- Enhances career growth opportunities.
- Improves job satisfaction.

#### **For Organizations**

- Minimizes disruption during change.
- Increases productivity and efficiency.
- Improves employee retention.
- Enhances organizational adaptability.
- Supports successful implementation of change initiatives.

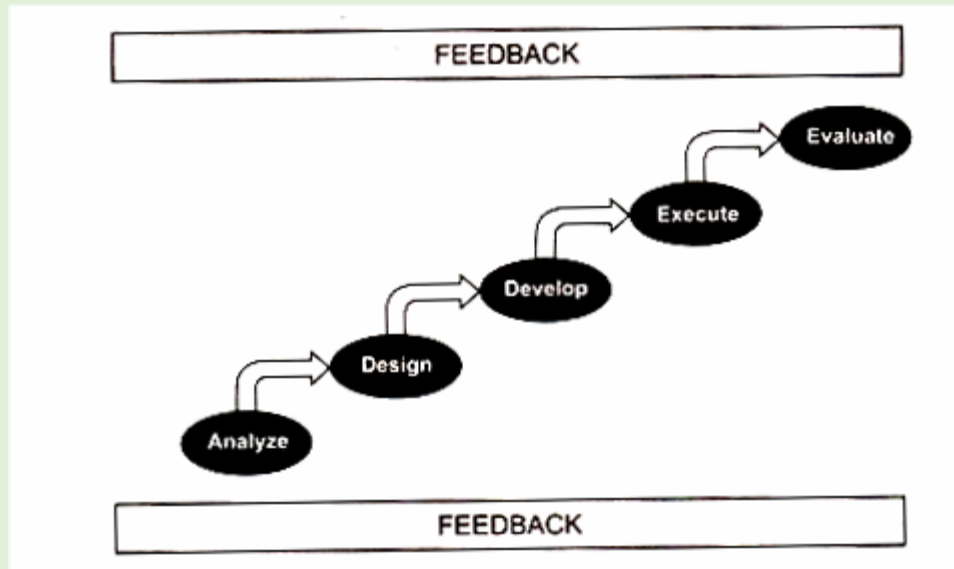
#### **Example**

When a company implements a new Enterprise Resource Planning (ERP) system, employees must learn new software, workflows, and procedures. Transitional training helps them acquire the necessary skills to use the new system effectively, ensuring a smooth transition and minimal impact on productivity.

### **System Model Training:**



The system consists of five phases. It should be on a regular basis to make further improvements. The training should achieve the purpose of helping the employees to perform their required work to standards.



model phases. repeated basis to achieve helping to work to

**The steps involved in System Model of training are as follows:**

**1. Analysis and Identification:**

Analyze and identify the training needs i.e. to analyze the department, job, employees requirement, who needs training, what do they need to learn, estimating training cost, etc.

**2. Designing:**

Design and provide training to meet identified needs. This step requires developing objectives of training, identifying the learning steps, sequencing and structuring the contents.

**3. Developing:**

This phase requires listing the activities in the training program that will assist the participants to learn, selecting delivery method, examining the training material and validating information to be imparted to make sure it accomplishes all the goals and objectives.

**4. Implementation:**

Implementing is the hardest part of the system because one wrong step can lead to the failure of whole training programme.

**5 Evaluation :**Evaluating each phase so as to make sure it has achieved its aim in terms of subsequent work performance. Making necessary amendments to any of the previous stage in order to remedy or improve failure practices.

**UNIT HIGHLIGHTS**

- ✓ **Introduction to the concept of Training and Development.**
- ✓ **Significance of training for employee and organizational growth.**
- ✓ **Understanding the stages of the Training Process.**
- ✓ **Importance of Training Needs Assessment (TNA).**
- ✓ **Setting training objectives and designing training programs.**
- ✓ **Methods of training implementation and delivery.**
- ✓ **Evaluation of training effectiveness and feedback mechanisms.**
- ✓ **Study of the Systematic Model of Training.**

### **Case Study: Tata Consultancy Services (TCS) – Upskilling Employees for Digital Transformation**

#### **Background**

Tata Consultancy Services (TCS), one of India's largest IT services companies, faced a major challenge as technologies such as Artificial Intelligence (AI), Cloud Computing, Data Analytics, and Automation rapidly transformed the IT industry.

Many employees possessed strong traditional programming skills, but clients increasingly demanded expertise in emerging digital technologies. TCS realized that without continuous learning and development, employee skills could become outdated, affecting organizational competitiveness.

#### **Training Initiative**

To address this challenge, TCS launched a large-scale digital learning and development program. The company:

- Identified skill gaps through performance assessments and project requirements.
- Designed online and classroom-based training modules.
- Offered certifications in AI, Machine Learning, Cloud Computing, and Data Analytics.
- Created a self-learning platform allowing employees to learn at their own pace.
- Encouraged managers to mentor employees during the learning process.

#### **Results**

After implementing the training program:

- Employees acquired new digital skills and certifications.
- Productivity and project delivery improved.
- Employee confidence and job satisfaction increased.
- TCS successfully met client demands for digital transformation projects.
- The organization strengthened its competitive position in the global IT market.

#### **Discussion Questions**

1. What was the main reason TCS introduced the training program?
2. Which emerging technologies were included in the training initiative?
3. How did TCS identify employee training needs?

Publications, New Delhi, 2022.

2. Training in Organizations, 4/e, Irwin L Goldstein, J Kevin Ford, Thomson, Wadsworth, 2009.
3. Employee Training & Development, 6/e Raymond A Noe, Tata McGraw-Hill, New Delhi,

2013.

| S.No.                                                   | CO | Questions                                                                                                             | BT |
|---------------------------------------------------------|----|-----------------------------------------------------------------------------------------------------------------------|----|
| <b>Unit I: Introduction to Training and Development</b> |    |                                                                                                                       |    |
| <b>PART- A (TWO MARKS QUESTIONS)</b>                    |    |                                                                                                                       |    |
| 1                                                       | 1  | Define Training.                                                                                                      | L1 |
| 2                                                       | 1  | What is meant by Employee Development?                                                                                | L1 |
| 3                                                       | 1  | State any two objectives of training.                                                                                 | L1 |
| 4                                                       | 1  | Mention two benefits of training to employees.                                                                        | L2 |
| 5                                                       | 1  | What is Training Need Assessment (TNA)?                                                                               | L1 |
| 6                                                       | 1  | List the stages involved in the training process.                                                                     | L2 |
| 7                                                       | 1  | What is a Training Model?                                                                                             | L1 |
| 8                                                       | 1  | What is training evaluation?                                                                                          | L2 |
| <b>PART-B (TEN MARKS QUESTIONS)</b>                     |    |                                                                                                                       |    |
| 1                                                       | 1  | Explain the concept, significance, and objectives of training in modern organizations.                                | L2 |
| 2                                                       | 1  | Discuss the various stages involved in the training process with suitable examples.                                   | L4 |
| 3                                                       | 1  | Examine the different models of training and explain their relevance in employee development.                         | L4 |
| 4                                                       | 1  | Describe the Systematic Model of Training and evaluate its advantages and limitations.                                | L5 |
| 5                                                       | 1  | Explain the Transitional Model of Training and analyze its role in organizational change and performance improvement. | L4 |
| 6                                                       | 1  | Discuss the Systems Approach to Training and assess how it contributes to organizational effectiveness.               | L5 |

## UNIT – II

# CAREER MANAGEMENT

**“Train people well enough so they can leave, treat them well enough so they don’t want to.” – *Richard Branson***



#### **UNIT OVERVIEW**

Career Management is a systematic process through which employees plan, develop, and manage their careers while organizations provide opportunities and support for career growth. This unit introduces the concept and significance of career management, explores various models of career development based on career stages, and examines the roles of employees, managers, human resource managers, and

organizations in managing careers effectively. Understanding career management helps individuals achieve professional success and enables organizations to develop and retain talented employees.

### **OBJECTIVES OF THE UNIT**

After studying this unit, learners will be able to:

1. Understand the concept and significance of career management.
2. Explain the need and importance of career development in organizations.
3. Describe the various models of career development and career stages.
4. Analyze the different stages of an employee's career life cycle.
5. Understand the role of employees in managing their careers.
6. Examine the responsibilities of managers in supporting employee career growth.
7. Explain the role of Human Resource Managers in career management.
8. Apply career management concepts in real-world organizational settings.

### **LEARNING OUTCOMES**

Upon successful completion of this unit, students will be able to:

- Define career management and career development.
- Explain the significance of career management in organizations.
- Identify and describe the major career development models.
- Analyze the different stages of career development.
- Differentiate the roles of employees, managers, HR managers, and organizations in career management.
- Develop an understanding of career planning and progression.
- Recognize the importance of continuous learning and career growth.

### **IMPORTANCE OF STUDYING THE UNIT**

- Helps individuals plan and manage their careers effectively.
- Enhances understanding of career growth opportunities.
- Develops awareness of career planning and development processes.

- Improves employability through continuous skill development.
- Supports personal and professional growth.
- Helps organizations retain talented employees.
- Facilitates succession planning and leadership development.
- Prepares employees to adapt to changing business environments.

## **KEY CONCEPTS**

### **Career**

The sequence of work-related experiences and positions held by an individual throughout life.

### **Career Management**

A continuous process of planning, developing, implementing, and monitoring career goals.

### **Career Development**

The process of enhancing skills, knowledge, and competencies to achieve career objectives.

### **Career Planning**

Setting career goals and identifying the steps required to achieve them.

### **Career Stages**

Different phases of career growth, including Exploration, Establishment, Mid-Career, Late Career, and Decline/Retirement.

### **Self-Assessment**

Evaluating personal strengths, weaknesses, interests, values, and career aspirations.

### **Career Progression**

Advancement through promotions, transfers, and increased responsibilities.

### **Career Counseling**

Guidance provided to employees regarding career opportunities and development.

### **Succession Planning**

Identifying and preparing employees for future leadership positions.

**Career:** Career can be defined as a general course of action a person chooses to pursue throughout his or her working life.

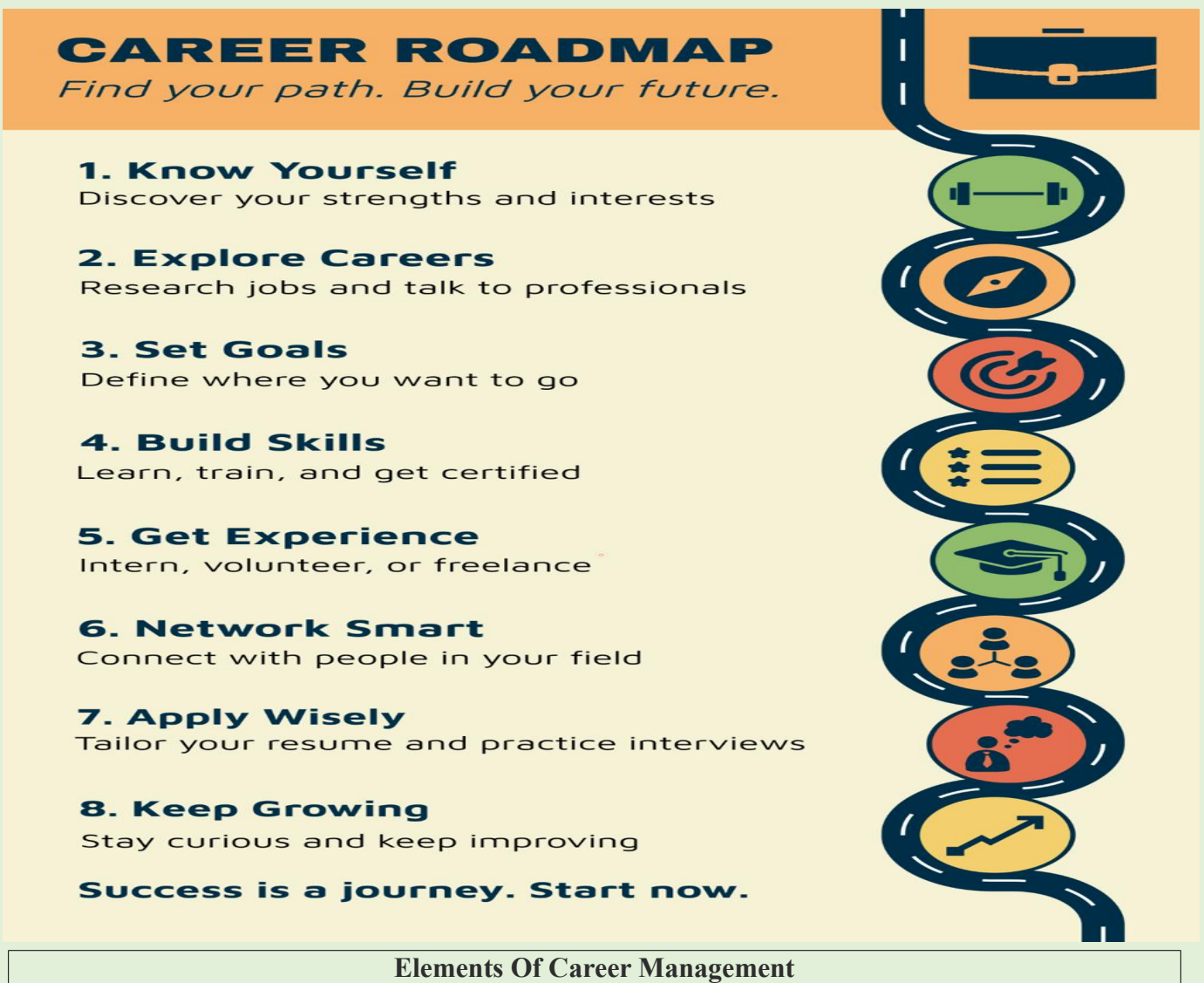
We may define career as the "occupational positions a person has had over many years."

Career planning is the deliberate process through which someone becomes aware of his or her personal skills, interests, knowledge, motivations, and other characteristics; acquires information about

opportunities and choices; identifies career-related goals; and establishes action plans to attain specific goals.

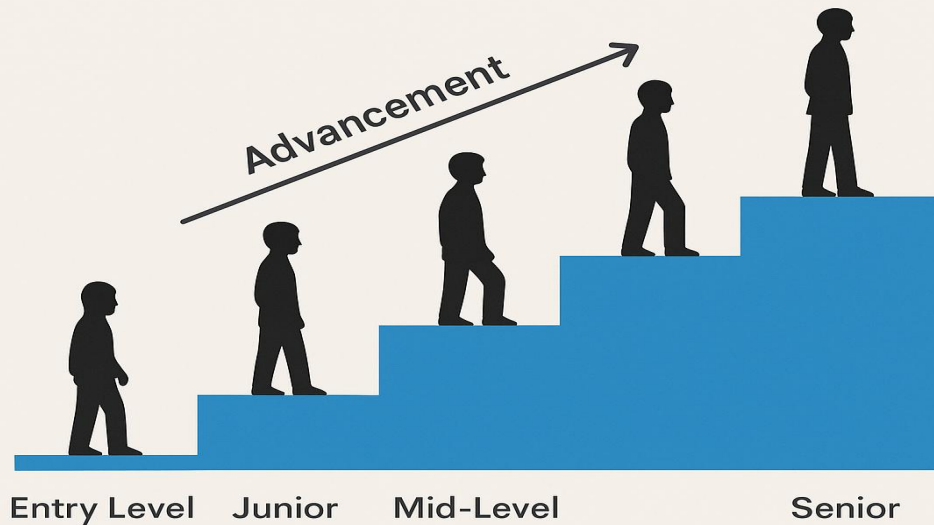
Career Management is the process of planning, developing, and monitoring an individual's career path through continuous learning, skill enhancement, performance improvement, and goal achievement.

**Career management** as a process for enabling employees to better understand and develop their career skills and interests, and to use these skills and interests most effectively both within the company and after they leave the firm.



Below are the three elements of occupational management programmes:

# CAREER PROGRESSION



## Career planning

Career planning is an intentional process involving determining career goals, understanding the opportunities and potential constraints and making decisions, while also considering their consequences and taking active steps to achieve those goals.

Typically, the employee and their supervisor do this together. The employee usually requires assessing their skills and experience to better understand their strengths and areas to improve to become more proficient as a professional. They may then discuss with their supervisors about the opportunities in those areas or fields.

## Career pathing

A career path is similar to a roadmap that lets employees know their progress opportunities within an organisation in the long term. By looking at the career expectations that are set during the planning process, employees and their supervisors can monitor and consider potential paths for the employee.

As an employee may likely have several career path options available to them, companies often try to have a clear career development structure in place to encourage employees to join their organisation.

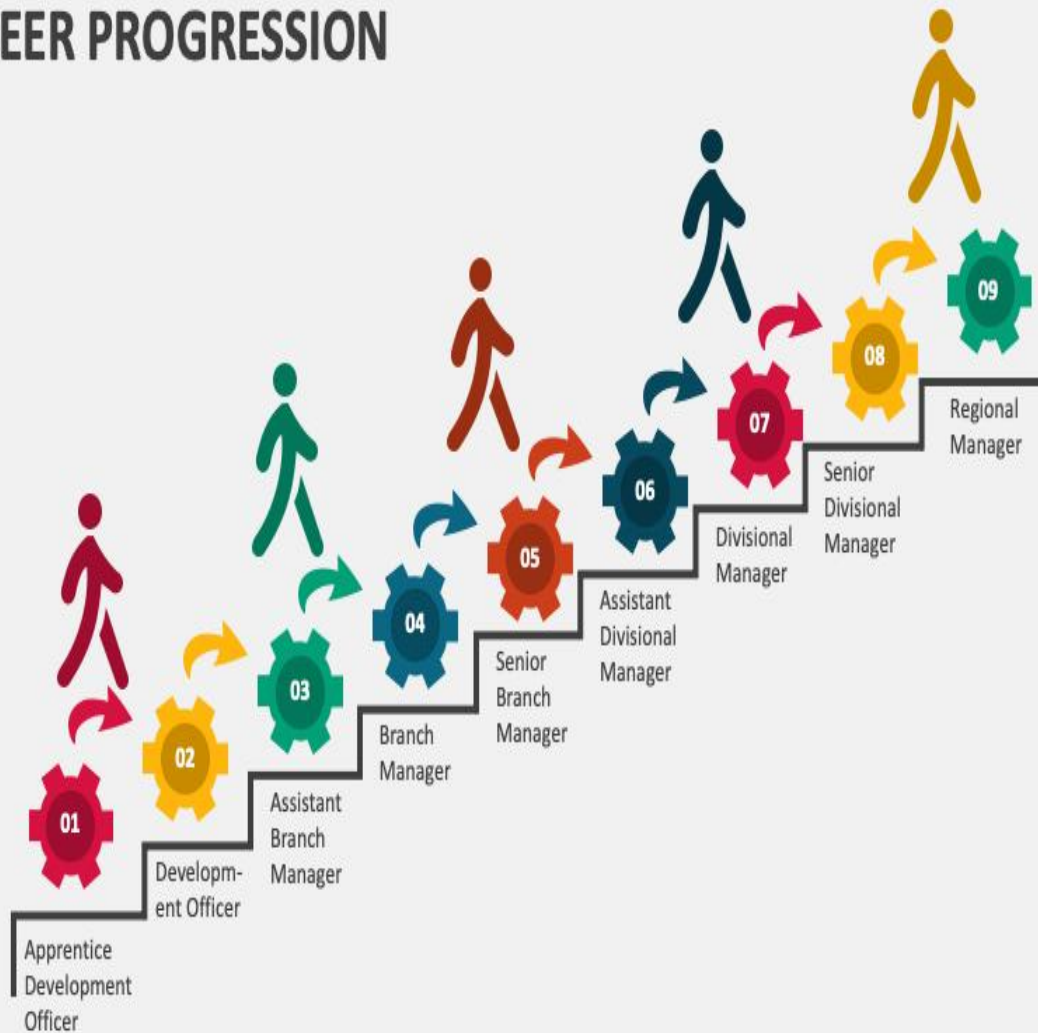
## Career development

Career development is a process that helps individuals plan careers that match the company's requirements and help them meet their objectives. It is an ongoing process for each employee where the organisation's duty is to share training and development programmes that may help employees progress along their career paths.



Besides helping the individual upskill, it also helps ensure the company benefits from the acquired skills and proficiencies. It is also a strategic approach to retaining quality employees and reducing talent acquisition costs in the future.

## CAREER PROGRESSION





# SIGNIFICANCE OF CAREER MANAGEMENT



Effective career management benefits both employees and the organization.



01

Helps employees identify career goals and growth opportunities.



02

Enhances employee motivation and job satisfaction.



03

Improves employee performance and productivity.



04

Reduces employee turnover and absenteeism.



05

Facilitates succession planning and leadership development.



06

Encourages continuous learning and skill development.



07

Aligns individual career aspirations with organizational objectives.



08

Strengthens employee commitment and organizational loyalty.



**Invest in careers today,  
build a successful organization tomorrow.**







# BENEFITS OF CAREER MANAGEMENT



Career management benefits both employees and organizations by promoting growth, satisfaction and success.

- **1 Helps employees identify career goals and growth opportunities.**

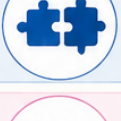
It helps individuals understand their strengths, interests and goals, enabling them to plan a clear career path.
- **2 Enhances employee motivation and job satisfaction.**

When employees see growth and development opportunities, they feel motivated and more satisfied with their jobs.
- **3 Improves employee performance and productivity.**

Clear goals, continuous development and proper guidance help employees perform better and achieve high productivity.
- **4 Reduces employee turnover and absenteeism.**

Employees are more likely to stay with an organization that values their growth and career development.
- **5 Facilitates succession planning and leadership development.**

It helps organizations identify and prepare future leaders, ensuring a strong pipeline of talent.
- **6 Encourages continuous learning and skill development.**

It promotes a learning culture and encourages employees to upgrade their skills and adapt to changes.
- **7 Aligns individual career aspirations with organizational objectives.**

It creates a win-win situation where employees' goals and organization's goals move in the same direction.
- **8 Strengthens employee commitment and organizational loyalty.**

When employees feel valued and supported, they develop a sense of belonging and long-term commitment.
- **9 Enhances organizational image and employer brand.**

A strong career management system improves the company's reputation and attracts top talent.
- **10 Supports overall organizational growth and success.**

Skilled, motivated and committed employees contribute to innovation, quality and sustainable growth.



**Invest in your career today for a better tomorrow.**

**Your growth is the foundation of our success!**



## **Organisation's Role in Career Management**

### **1) Skill application**

Your organisation plays a crucial role in facilitating the application of your skills within the workplace. The organisation enhances your job satisfaction by providing opportunities to utilise your talents effectively in your role.

### **2) Learning and development**

Your organisation is responsible for investing in your continuous learning and development. Through training, the organisation equips you with the necessary skills to excel in your current role and prepare for future opportunities.

### **3) Activities and resources**

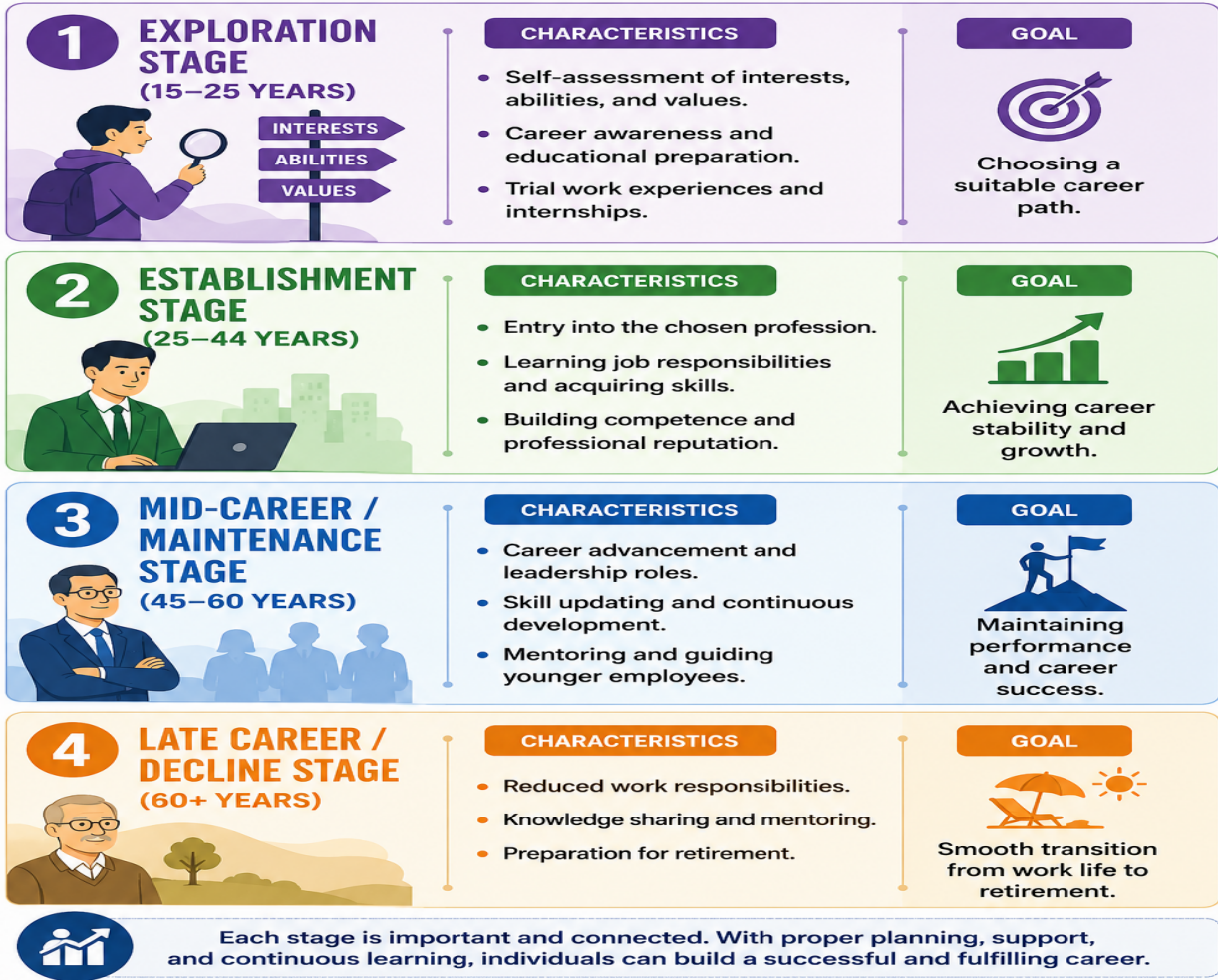
Your organisation offers various activities and resources to support your Career Management efforts. From mentorship programs to networking events, the organisation provides you with the tools and support needed to navigate your Career path successfully.

### **Career Management Model: 7 Components**

The career management model describes how people should manage their careers. It is the abstraction of reality. It is a standard or example for imitation or comparison. It contains a set of variables related to each other in a specified manner so that we can better understand some piece of the world.

# MODELS OF CAREER DEVELOPMENT

• Career development is a continuous process that happens in different stages of an individual's working life.



The career management model consists of a 7 important components.



# CAREER MANAGEMENT MODEL

A continuous and cyclical process that helps individuals plan, develop and achieve their career goals with the support of the organization.



## KEY FEATURES



Employee  
Centric



Shared  
Responsibility



Continuous  
Process



Goal  
Oriented



Focus on  
Growth



Aligned with  
Organizational  
Objectives

★ Right People • Right Skills • Right Opportunities • Right Time

*A well-managed career leads to a better future for individuals and the organization.*

## **1. Self-Assessment**

**The process of understanding one's strengths, weaknesses, interests, values, personality traits, and career aspirations.**

### **Activities**

- **Skill assessment**
- **Personality assessment**
- **Interest inventories**
- **SWOT Analysis**

### **Questions Asked**

- **What am I good at?**
- **What are my interests?**
- **What motivates me?**
- **What are my career expectations?**

### **Benefits**

- **Enhances self-awareness**
- **Helps identify suitable career paths**
- **Improves decision-making**

## **2. Career Exploration**

**Gathering information about various career opportunities and organizational requirements.**

### **Activities**

- **Researching occupations**
- **Studying job descriptions**
- **Networking with professionals**
- **Exploring career paths**

### **Benefits**

- **Broadens career options**
- **Identifies future opportunities**
- **Helps understand industry trends**

## **3. Goal Setting**

**Establishing clear and achievable career objectives.**

## **Types of Goals**

### **Short-Term Goals**

- **Complete a certification course**
- **Improve communication skills**

### **Long-Term Goals**

- **Become a department manager**
- **Reach executive-level positions**
- **Start an entrepreneurial venture**

## **4. Career Planning**

**Developing a roadmap to achieve career objectives.**

### **Activities**

- **Identifying skill gaps**
- **Planning educational requirements**
- **Determining training needs**
- **Selecting developmental opportunities**

### **Components**

- **Career path identification**
- **Training plans**
- **Promotion planning**

## **5. Development Activities**

**Improving knowledge, skills, and competencies necessary for career advancement.**

### **Methods**

#### **Formal Development**

- **Training programs**
- **Workshops, Seminars**
- **Professional certifications**

#### **Informal Development**

- **Coaching**
- **Mentoring**
- **Job rotation, Self-learning**



## **6. Performance Evaluation and Feedback**

**Assessing employee performance and providing constructive feedback.**

### **Methods**

- **Performance appraisal**
- **360-degree feedback**
- **Supervisor reviews**
- **Self-assessment**

### **Purpose**

- **Measure progress**
- **Identify strengths and weaknesses**
- **Improve future performance**

## **7. Career Progression**

**Advancement in an individual's career through promotions, transfers, expanded responsibilities, or leadership roles.**

### **Forms of Career Progression**

#### **Vertical Progression**

**Promotion to higher-level positions.**

#### **Example:**

**Executive → Senior Executive → Manager → Director**

#### **Horizontal Progression**

**Movement across departments to gain diverse experience.**

#### **Example:**

**HR Executive → Training Coordinator → Talent Acquisition Specialist**

## **8. Review and Reassessment**

**Periodically evaluating career achievements and adjusting career plans.**

### **Reasons for Reassessment**

- **Changing interests**
- **Technological advancements**
- **Organizational changes**
- **New career opportunities**

## **The Role and Significance of HR Management in Career Development**

Human Resource (HR) management plays a pivotal role in shaping the career development of employees within an organization. This function extends beyond traditional administrative responsibilities to include strategic involvement in enhancing employee skills, satisfaction, and career progression. Effective HR management not only benefits individual employees but also contributes to the overall success and competitiveness of the organization. Here's a detailed exploration of how HR management facilitates career development and why it is so significant.

- 1. Talent Identification and Acquisition**
- 2. Onboarding and Orientation**
- 3. Training and Development Programs**
- 4. Performance Management and Feedback**
- 5. Career Pathing and Succession Planning**
- 6. Employee Engagement and Retention**
- 7. Mentorship and Coaching**
- 8. Work-Life Balance and Well-being**



# THE ROLE AND SIGNIFICANCE OF HR MANAGEMENT IN CAREER DEVELOPMENT



HR Management plays a pivotal role in helping employees grow professionally and achieve their career goals while contributing to organizational success.

## THE ROLE OF HR MANAGEMENT

### 1. CAREER PLANNING & COUNSELING

HR helps employees identify their strengths, interests and goals and guides them in planning their career paths.

### 2. OPPORTUNITY CREATION

HR ensures equal access to growth opportunities such as promotions, lateral moves, special projects and new challenges.

### 3. LEARNING & DEVELOPMENT

HR designs and delivers training and development programs to enhance skills, competencies and future readiness.



### 4. PERFORMANCE MANAGEMENT

HR implements fair performance appraisal systems and provides feedback to help employees improve and grow.

### 5. CAREER INFORMATION & RESOURCES

HR provides career information, resources and tools to help employees make informed career decisions.

### 6. RECOGNITION & REWARDS

HR recognizes employee achievements and contributions, motivating them to pursue continuous growth.

### 7. TALENT MANAGEMENT & SUCCESSION PLANNING

HR identifies high-potential employees and prepares them for future leadership roles through succession planning.

## SIGNIFICANCE OF HR MANAGEMENT IN CAREER DEVELOPMENT



### 1. EMPLOYEE GROWTH & SATISFACTION

Effective career development improves employees' skills, confidence and job satisfaction.



### 2. HIGHER PERFORMANCE & PRODUCTIVITY

Employees with growth opportunities are more motivated and perform better.



### 3. EMPLOYEE RETENTION

Clear career paths and support reduce turnover and increase employee loyalty.



### 4. STRONGER ENGAGEMENT

Career development initiatives build a sense of belonging and commitment among employees.



### 5. LEADERSHIP PIPELINE

HR prepares future leaders through continuous development and succession planning.



### 6. ALIGNMENT WITH ORGANIZATIONAL GOALS

HR ensures individual career goals are aligned with the organization's mission and objectives.



### 7. OPTIMAL UTILIZATION OF TALENT

HR places the right people in the right roles, maximizing their potential and contribution.



### 8. ADAPTABILITY & FUTURE READINESS

HR helps build new skills and capabilities, enabling the organization to adapt to change.



### 9. ENHANCED ORGANIZATIONAL IMAGE

Organizations known for employee development attract top talent and build a positive reputation.



### 10. LONG-TERM ORGANIZATIONAL SUCCESS

Investing in careers today creates a skilled, motivated and future-ready workforce for tomorrow.



When HR builds careers,  
employees build the future of the organization.



## **The Role Employees in Career Development**

In career development, employees and companies have distinct yet complementary roles. Employees are primarily responsible for their own career growth, actively seeking opportunities, developing skills, and aligning their goals with the company's needs. Companies (or their managers) should support this by providing resources, feedback, and opportunities for training and development, creating a culture that values growth and providing a clear path for advancement.

### **Employee's Role:**

- **Self-Assessment and Goal Setting:**

Employees should regularly assess their skills, interests, and career aspirations, setting both short-term and long-term goals.

- **Seeking Opportunities:**

Employees should actively seek out opportunities for training, development, and advancement within the company.

- **Taking Initiative:**

Employees should take ownership of their career development, proactively seeking out information, resources, and guidance.

- **Developing Skills:**

Employees should focus on developing the skills and knowledge needed for their current role and future career aspirations.

- **Seeking Feedback:**

Employees should actively seek feedback from managers and peers to understand their strengths and areas for improvement.

- **Communicating Goals:**

Employees should communicate their career goals and aspirations to their managers, allowing for better alignment and support.





# THE ROLE OF EMPLOYEES & COMPANIES IN CAREER DEVELOPMENT



Career development is a shared journey. Employees drive their growth while companies provide the support, resources and opportunities to help them succeed together.



## THE ROLE OF EMPLOYEES IN CAREER DEVELOPMENT



### 1 SELF-ASSESSMENT AND GOAL SETTING

Employees should regularly assess their skills, interests, and career aspirations, setting both short-term and long-term goals.



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### 5 SEEKING FEEDBACK

Employees should actively seek feedback from managers and peers to understand their strengths and areas for improvement.



### 6 COMMUNICATING GOALS

Employees should communicate their career goals and aspirations to their managers, allowing for better alignment and support.



## THE ROLE OF COMPANIES IN CAREER DEVELOPMENT



### 1 PROVIDING RESOURCES AND SUPPORT

Companies should provide resources such as training programs, mentorship opportunities, and access to career development tools.



### 2 CREATING A SUPPORTIVE CULTURE

Companies should foster a culture that values learning, development, and career progression.



### 3 OFFERING CAREER PATHS

Companies should create clear career paths and opportunities for advancement within the organization.



### 4 PROVIDING FEEDBACK AND COACHING

Managers should provide regular feedback, coaching, and guidance to employees on their career development.



### 5 RECOGNIZING AND REWARDING GROWTH

Companies should recognize and reward employees who demonstrate a commitment to career development and progression.



### 6 ALIGNING BUSINESS NEEDS WITH EMPLOYEE GOALS

Companies should align their business needs with employee development goals, ensuring that employee growth contributes to the overall success of the organization.

## TOGETHER, WE BUILD SUCCESS



Stronger  
Performance



Higher  
Engagement



Greater  
Retention



Continuous  
Growth



Long-term  
Success

★ Invest in your career. Support each other. **Grow together.** ★

## **The Role Company in Career Development**

On the whole it is the responsibility of the organization to monitor and check the career management system and assess that employees and the managers are using the career management system as desired and periodically check whether the system is facilitating to meet the objectives of the organization. Apart, from this it is the bounden responsibility of the organization to provide opportunities for workshops, conduct career counseling workshops, develop career paths etc. for employees so that the set goals are achieved.

### **Company's Role:**

- **Providing Resources and Support:**

Companies should provide resources such as training programs, mentorship opportunities, and access to career development tools.

- **Creating a Supportive Culture:**

Companies should foster a culture that values learning, development, and career progression.

- **Offering Career Paths:**

Companies should create clear career paths and opportunities for advancement within the organization.

- **Providing Feedback and Coaching:**

Managers should provide regular feedback, coaching, and guidance to employees on their career development.

- **Recognizing and Rewarding Growth:**

Companies should recognize and reward employees who demonstrate a commitment to career development and progression.

- **Aligning Business Needs with Employee Goals:**

Companies should align their business needs with employee development goals, ensuring that employee growth contributes to the overall success of the organization.



## **UNIT HIGHLIGHTS**

- **Career Management is a continuous process that supports employee growth and organizational success.**
- **Effective career management aligns individual aspirations with organizational goals.**
- **Career development occurs through various stages, including Exploration, Establishment, Mid-Career, Late Career, and Retirement.**
- **Career Development Models provide frameworks for understanding career progression.**
- **Employees are responsible for self-assessment, goal setting, and continuous learning.**
- **Managers support employees through coaching, mentoring, and performance feedback.**
- **HR Managers facilitate career planning, training, development, and succession planning.**
- **Organizations create opportunities for career advancement and professional growth.**
- **Career management improves employee motivation, retention, productivity, and job satisfaction.**
- **Continuous learning and skill development are essential for long-term career success.**

## **Case Study: Career Management at IBM**

### **Career Development and Continuous Learning at IBM**

#### **Background**

IBM is one of the world's leading technology companies. With rapid technological advancements in artificial intelligence, cloud computing, and data analytics, IBM recognized that employees needed continuous career development to remain relevant and competitive.

To address this challenge, IBM implemented a comprehensive career management system that focuses on employee growth, skill development, career planning, and internal mobility.

#### **The Situation**

Many employees possessed skills that were becoming outdated due to technological changes. At the same time, IBM needed employees with expertise in emerging technologies. The company faced the challenge of closing skill gaps while retaining talented employees.

#### **Career Management Initiatives**

1. Career Planning :IBM encouraged employees to assess their career goals and identify future career paths within the organization.
2. Continuous Learning: Employees were provided access to online learning platforms, certifications, workshops, and skill-development programs.
3. Internal Mobility
4. Mentoring and Coaching
5. Performance Feedback

#### **Results**

- Improved employee skills and competencies.
- Higher retention of talented employees.
- Better succession planning for leadership positions.
- Enhanced organizational adaptability to technological changes.

#### **Lessons Learned**

- Career management benefits both employees and organizations.
- Continuous learning is essential in a dynamic business environment.
- Organizations that invest in employee development achieve higher productivity and retention.

#### **Discussion Questions**

1. What was the primary career management challenge faced by IBM?
2. How did mentoring contribute to employee career development at IBM?
3. Name any two career management initiatives adopted by IBM.

**Text Books:**

1. Training And Development (Text And Cases), 1/e, Amita Yadav Dr. Rajanikant Verma, Bharti Publications, New Delhi, 2022.
2. Training in Organizations, 4/e, Irwin L Goldstein, J Kevin Ford, Thomson, Wadsworth, 2009.
3. Employee Training & Development, 6/e Raymond A Noe, Tata McGraw-Hill, New Delhi, 2013.

| S.No.                                | CO | Questions                                                                                                  | BT |
|--------------------------------------|----|------------------------------------------------------------------------------------------------------------|----|
| <b>Unit II: CAREER MANAGEMENT</b>    |    |                                                                                                            |    |
| <b>PART- A (TWO MARKS QUESTIONS)</b> |    |                                                                                                            |    |
| 1                                    | 2  | Define Career Management.                                                                                  | L1 |
| 2                                    | 2  | What is meant by Career Development?                                                                       | L1 |
| 3                                    | 2  | List any two stages of the Career Development Model.                                                       | L1 |
| 4                                    | 2  | State any two roles of an employee in career management.                                                   | L2 |
| 5                                    | 2  | What is succession planning in career management?                                                          | L1 |
| 6                                    | 2  | Mention any two responsibilities of HR managers in career development.                                     | L2 |
| <b>PART-B (TEN MARKS QUESTIONS)</b>  |    |                                                                                                            |    |
| 1                                    | 2  | Explain the concept and significance of Career Management in modern organizations.                         | L2 |
| 2                                    | 2  | Discuss the Career Development Model and explain the various career stages in detail)                      | L2 |
| 3                                    | 2  | Analyze the role of employees, managers, HR managers, and the organization in effective career management. | L4 |
| 4                                    | 2  | Examine the importance of career planning and career development for both employees and organizations.     | L4 |
| 5                                    | 2  | Explain the concept of career development and discuss its importance in modern organizations.              | L2 |
| 6                                    | 2  | Describe the various stages of career development with suitable examples.                                  | L5 |

# **UNIT-III**

## **MANAGERS TRAINING CENTRE IN ORGANISATION**

**“Take care of your employees  
and they will take care of your  
business.” – Richard Branson**

## **UNIT OVERVIEW**

This unit focuses on the strategic aspects of Training and Development (T&D) by examining the role of external agencies, training consultancy, key issues involved in designing training programs, training costs and budgeting, and the selection of trainees. It provides an understanding of how organizations collaborate with external experts to enhance employee competencies and organizational effectiveness. The unit also discusses important decisions regarding training location, duration, assumptions, goals, and techniques, along with methods for managing training investments through budgeting and selecting suitable participants for training programs.

## **OBJECTIVES OF THE UNIT**

After studying this unit, students will be able to:

- Understand the role of external agencies in Training and Development.
- Explain training as a consultancy service.
- Identify major issues involved in planning and implementing training programs.
- Analyze factors such as training location, duration, assumptions, goals, and techniques.
- Understand the concept and significance of training costs.
- Examine the process of selecting trainees and the criteria used for selection.
- Evaluate the effectiveness of external training interventions in organizations.

## **LEARNING OUTCOMES**

Upon successful completion of this unit, learners will be able to:

- Describe the contribution of external agencies to employee development.
- Assess various factors affecting training design and delivery.
- Calculate and evaluate training costs and budget requirements.
- Develop appropriate trainee selection criteria for different training programs.
- Recommend suitable training methods based on organizational requirements.
- Analyze the impact of training investments on organizational performance.
- Apply training planning concepts in real-world organizational settings.

## **IMPORTANCE OF STUDYING THE UNIT**

- Helps understand the growing role of external experts in employee development.
- Provides knowledge of effective training planning and implementation.
- Enhances decision-making regarding training investments and resource allocation.
- Supports the development of cost-effective training programs.
- Improves understanding of trainee selection and training effectiveness.

- Develops skills required for managing training consultancy projects.
- Contributes to overall organizational productivity and competitiveness.

## **KEY CONCEPTS**

### **Role of External Agency in Training and Development**

External organizations, consultants, educational institutions, and professional trainers that provide specialized training expertise and resources.

### **Training as Consultancy**

A process where training experts diagnose organizational problems and recommend suitable learning interventions to improve performance.

### **Training Location**

The venue where training is conducted, either on-the-job, off-site, virtual, or hybrid.

### **Training Duration**

The length of time allocated for training programs based on objectives and learner needs.

### **Training Assumptions**

Underlying beliefs regarding trainee capabilities, learning requirements, and expected outcomes.

### **Training Goals**

Specific objectives that training programs aim to achieve in terms of knowledge, skills, and attitudes.

### **Training Techniques**

Methods used to deliver training, such as lectures, simulations, case studies, role plays, e-learning, and workshops.

### **Cost of Training**

The total expenditure incurred in planning, designing, delivering, and evaluating training programs.

### **Training Budget**

A financial plan that allocates resources for training activities and development initiatives.

### **Selection of Trainees**

The process of identifying employees who should participate in training programs.

### **Criteria for Selection of Trainees**

Factors such as job requirements, performance gaps, skill deficiencies, career potential, and organizational needs used to select trainees.



## MANAGER TRAINING

The definition of manager training is a type of learning and development program that focuses on developing the skills and knowledge of individuals who are responsible for leading and managing others in the workplace.

Manager training is a critical component of an organization's overall training and development strategy. Managers play a key role in driving organizational success by leading teams, making strategic decisions, and fostering a productive work environment. Effective manager training equips managers with the skills and knowledge needed to excel in their roles, adapt to changing business environments, and support the development of their teams.





# MANAGEMENT TRAINING

Developing Today's Managers for Tomorrow's Success



## MEANING



Management Training refers to the systematic process of developing the knowledge, skills, abilities, and attitudes of managers to perform their present and future responsibilities effectively.

## DEFINITION



Management Training is a planned effort by an organization to improve the managerial effectiveness of employees by providing learning experiences that enhance their managerial knowledge, skills, and leadership capabilities.

## OBJECTIVES



- Develop managerial and leadership skills.
- Improve decision-making and problem-solving abilities.
- Enhance communication and interpersonal skills.
- Prepare managers for higher responsibilities.
- Increase organizational effectiveness and productivity.
- Support succession planning and leadership development.

## IMPORTANCE OF MANAGEMENT TRAINING



Enhances managerial competence and confidence.



Improves organizational performance and efficiency.



Develops future leaders for the organization.



Helps managers cope with changing business environments.



Strengthens employee relations and teamwork.



Encourages innovation and strategic thinking.



Reduces managerial errors and operational inefficiencies.



Promotes continuous learning and professional growth.

## METHODS OF MANAGEMENT TRAINING

### A. ON-THE-JOB TRAINING METHODS



#### 1. Coaching

Senior managers guide and mentor subordinates in performing their duties.



#### 2. Job Rotation

Managers are moved across different departments to gain broader experience.



#### 3. Understudy Assignment

Employees work under experienced managers to learn managerial functions.



#### 4. Committee Assignments

Managers participate in committees to develop decision-making and teamwork skills.



#### 5. Multiple Management

Junior managers participate in organizational decision-making processes.

### B. OFF-THE-JOB TRAINING METHODS



#### 1. Case Study Method

Managers analyze real or hypothetical business situations and suggest solutions.



#### 2. Role Playing

Participants act out managerial situations to develop interpersonal skills.



#### 3. Management Games

Simulated business situations help improve decision-making abilities.



#### 4. Sensitivity Training

Focuses on understanding personal behavior and improving relationships.



#### 5. Lectures and Seminars

Experts provide knowledge on managerial concepts and practices.



#### 6. Conferences and Workshops

Interactive sessions for discussion, learning, and skill development.



#### 7. E-Learning and Online Training

Digital platforms used for flexible managerial development.

## BENEFITS OF MANAGEMENT TRAINING



Better leadership and supervision.



Improved productivity and efficiency.



Enhanced employee motivation and engagement.



Greater adaptability to organizational changes.



Effective conflict resolution and communication.



Strong succession planning and talent development.



Increased innovation and strategic thinking.



Improved organizational competitiveness.



**Well-trained managers build strong teams and successful organizations.**

## LIMITATIONS OF MANAGEMENT TRAINING



High training costs.



Time-consuming process.



Results may not be immediately visible.



Transfer of learning to the workplace may be limited.



Resistance from participants.



Difficulty in measuring training effectiveness.

## CONCLUSION



Management Training is a vital component of organizational development. It equips managers with the knowledge, skills, and attitudes required to lead people, make effective decisions, and achieve organizational goals. Well-designed management training programs contribute significantly to employee development, leadership effectiveness, and long-term organizational success.



**INVEST IN MANAGEMENT TRAINING TODAY,  
FOR A STRONGER TEAM AND A BETTER TOMORROW!**





# TRAINING AS CONSULTANCY

Partnering for Performance, Developing for Excellence



**Training as Consultancy** is a systematic process in which external or internal experts work with an organization to identify performance gaps, design and deliver learning solutions, and help build capabilities to achieve organizational goals.

## WHAT IS TRAINING CONSULTANCY?



Training Consultancy is a professional service that involves diagnosing training needs, recommending appropriate solutions, designing and implementing tailored training programs, and evaluating their impact to improve individual and organizational performance.

## OBJECTIVES



- Identify training and development needs accurately.
- Provide expert advice on learning strategies.
- Design customized training interventions.
- Improve employee competencies and performance.
- Enhance organizational effectiveness and productivity.
- Support change management and business goals.

## THE TRAINING CONSULTANCY PROCESS

### 1 NEED ASSESSMENT



Understand organizational goals, challenges and performance gaps through data collection and analysis.

### 2 DIAGNOSIS



Identify the root causes of performance gaps and determine the training requirements.

### 3 DESIGN SOLUTION



Recommend learning strategies and design customized training programs and materials.

### 4 IMPLEMENTATION



Deliver training programs using suitable methods and ensure active participation.

### 5 EVALUATION



Measure learning outcomes and impact on performance; provide feedback and recommend improvements.

### 6 FOLLOW-UP & SUPPORT



Provide post-training support, coaching and monitor long-term results.

## ROLE OF A TRAINING CONSULTANT



- Acts as a change partner and advisor.



- Brings specialized knowledge and best practices.



- Provides an objective and unbiased perspective.



- Designs practical and result-oriented solutions.



- Builds capacity and develops talent.



- Ensures effective implementation and follow-up.

## BENEFITS OF TRAINING CONSULTANCY



- Access to expert knowledge and experience.



- Customized solutions to meet specific needs.



- Improved performance and productivity.



- Cost and time efficiency.



- Enhanced employee engagement and retention.



- Measurable impact and continuous improvement.

## TYPES OF TRAINING CONSULTANCY



- Needs-Based Training Consultancy



- Management Development Consultancy



- Technical / Functional Training Consultancy



- Behavioral Skills Training Consultancy



- Compliance & Regulatory Training Consultancy

## EXAMPLE AREAS WHERE TRAINING CONSULTANCY ADDS VALUE



Leadership Development



Sales & Customer Service Excellence



Communication Skills



Change Management



Time Management & Productivity



Compliance & Ethics

★ THE RIGHT TRAINING PARTNER TODAY, BUILDS A BETTER ORGANIZATION TOMORROW. ★



# ROLE OF EXTERNAL AGENCY IN TRAINING & DEVELOPMENT (T&D)



## PARTNERING FOR GROWTH, PERFORMANCE & SUCCESS

External agencies bring expertise, objectivity, flexibility and innovative solutions to help organizations develop their people and achieve business goals effectively.

1

### EXPERTISE AND SPECIALIZED KNOWLEDGE



- Access to experts with specialized knowledge and skills not available internally.
- Up-to-date information on trends, tools, technologies and best practices ensures relevant and current training.

2

### OBJECTIVITY AND FRESH PERSPECTIVES



- Unbiased assessment of training needs, identifying gaps and suggesting improvements without internal biases.
- Introduce new approaches, methodologies and innovative ideas for better outcomes.

3

### SCALABILITY AND FLEXIBILITY



- Handle large-scale training programs and organization-wide initiatives efficiently.
- Offer customized solutions tailored to specific needs—short-term or long-term.

4

### COST-EFFECTIVENESS



- More cost-effective than hiring full-time training staff, especially for specialized or occasional training.
- Optimize resources and reduce costs of developing training materials and programs internally.

5

### FOCUS ON CORE ACTIVITIES



- Outsourcing training allows organizations to focus on core business activities.
- Saves time by quickly deploying ready-made, high-quality training solutions.

6

### COMPLIANCE AND STANDARDIZATION



- Specialized in compliance training to ensure employees meet the latest regulations and standards.
- Ensure consistent training quality across departments or locations with standardized methods and content.

7

### DEVELOPMENT OF INTERNAL TRAINERS



- Conduct train-the-trainer programs to build internal training capability.
- Ensure continuous knowledge transfer and sustainable learning culture within the organization.

8

### MEASURING EFFECTIVENESS



- Use robust evaluation tools and methodologies to measure training effectiveness.
- Provide insights into training impact on performance and recommend areas for improvement.

### KEY BENEFITS TO ORGANIZATIONS



Improved employee  
skills and performance



Increased productivity  
and efficiency



Access to best practices  
and innovation



Better ROI on training  
investments



Stronger workforce and  
competitive advantage



EXTERNAL EXPERTISE, INTERNAL GROWTH – TOGETHER FOR SUCCESS!







# ISSUES IN TRAINING

Challenges to Plan, Implement and Sustain Effective Training

Training is essential for improving employee performance and achieving organizational goals. However, organizations face several issues that can limit the effectiveness and impact of training.

## 1 LACK OF TRAINING NEEDS ANALYSIS

- Training is often conducted without proper assessment of needs.
- Leads to irrelevant programs and wastage of resources.



## 2 INADEQUATE MANAGEMENT SUPPORT

- Lack of support reduces the importance of training.
- Training may not get priority in terms of time, budget and participation.



## 3 UNREALISTIC TRAINING OBJECTIVES

- Setting unclear or unrealistic goals leads to poor program design.
- Difficult to measure outcomes or justify results.



## 4 POOR TRAINING DESIGN AND CONTENT

- Content may be outdated, irrelevant or too theoretical.
- Poorly designed programs fail to engage learners.



## 5 INADEQUATE TRAINING METHODS

- Wrong or limited training methods may not suit learners or objectives.
- Results in low participation and retention.



## 6 LACK OF TRAINER EFFECTIVENESS

- Trainers may lack subject knowledge, teaching skills or industry experience.
- Affects the quality and credibility of training.



## 7 LACK OF PARTICIPANT MOTIVATION

- Employees may not see the relevance of training.
- Low motivation leads to poor engagement and learning.



## 8 INADEQUATE TIME

- Employees are often too busy to attend training.
- Short duration may not be enough for meaningful learning.



## 9 HIGH TRAINING COSTS

- Training can be expensive in terms of money, time and resources.
- High cost may restrict the number or frequency of programs.



## 10 LACK OF TRANSFER OF TRAINING

- Learning may not be applied on the job due to lack of support or opportunities.
- Results in no visible improvement in performance.



## 11 LACK OF EVALUATION

- Without proper evaluation, effectiveness of training remains unknown.
- Difficult to identify strengths and areas for improvement.



## 12 RESISTANCE TO CHANGE

- Employees may resist new knowledge or skills.
- Changes in attitude and behavior are difficult to achieve.



## 13 TECHNOLOGICAL AND INFRASTRUCTURE CONSTRAINTS

- Lack of training facilities, IT systems or digital tools hampers delivery.
- Especially a challenge in remote or multi-location organizations.



## 14 LACK OF FOLLOW-UP AND SUPPORT

- No post-training support or coaching.
- Learners forget quickly or fail to apply new skills.



### KEY TAKEAWAY

Identifying and addressing these issues helps organizations design effective training programs that improve learning, enhance performance and deliver greater return on investment.



★ RIGHT TRAINING. RIGHT PEOPLE. RIGHT RESULTS. ★





# KEY COMPONENTS OF TRAINING AND DEVELOPMENT

★★ Five Essential Elements for Effective Learning and Growth ★★



## LOCATION

The place where training occurs can impact participation, focus, and learning outcomes.

- On-the-job
- Off-the-job (classroom, workshops, seminars)
- Online / Virtual
- Hybrid (blended learning)



## DURATION

The length of training should match the content, objectives, and learners' needs.

- Short-term (hours to days)
- Medium-term (days to weeks)
- Long-term (weeks to months)
- Consider attention span and availability



**EFFECTIVE TRAINING  
BUILDS SKILLS,  
CONFIDENCE, AND  
ORGANIZATIONAL  
SUCCESS.**



## ASSUMPTIONS

These are the beliefs about learners, the subject, and the environment that influence training design.

- Learners are motivated to learn
- They have basic knowledge or experience
- Training will address identified needs
- Support and resources will be available



## GOALS

Clear goals give direction, focus, and a basis for evaluating success.

- Improve knowledge, skills, and attitudes
- Enhance performance
- Support organizational objectives
- Measurable and time-bound



## TECHNIQUES

The methods and activities used to deliver content and engage learners.

- Lectures / Presentations
- Discussions
- Case Studies
- Simulations / Role Plays
- Group Activities
- E-Learning / Multimedia
- On-the-Job Training
- Coaching / Mentoring



When these five components are carefully planned and aligned, training becomes more engaging, relevant, and impactful—leading to individual growth and organizational excellence.

**PLAN WELL ★ TRAIN SMART ★ GROW TOGETHER ★ SUCCEED TOGETHER**

## **COST OF TRAINING**

### **Meaning**

The **Cost of Training** refers to all expenses incurred by an organization in planning, designing, delivering, and evaluating training programs for employees. These costs represent the investment made to enhance employee knowledge, skills, and performance.

### **Types of Training Costs**

#### **1. Direct Costs**

These are expenses directly related to conducting the training program.

- Trainer fees
- Training materials and manuals
- Venue or classroom rental
- Audio-visual equipment
- Software and technology licenses
- E-learning platform charges

#### **2. Indirect Costs**

These are expenses that arise indirectly from training activities.

- Employee salaries during training time
- Administrative support costs
- Utility expenses
- Opportunity cost of lost productivity
- Supervision and coordination costs

#### **3. Participant Costs**

Expenses incurred for trainees.

- Travel expenses
- Accommodation charges
- Meals and refreshments
- Training allowances

#### **4. Development Costs**

Costs involved in creating training programs.

- Training needs assessment

- Content development
- Course design
- Learning material preparation

## **5. Evaluation Costs**

Costs associated with measuring training effectiveness.

- Feedback surveys
- Assessment tests
- Performance evaluation
- ROI analysis

## **Factors Influencing Training Costs**

- Number of participants
- Duration of training
- Type of training (online, offline, hybrid)
- Trainer expertise
- Training location
- Technology requirements
- Complexity of the subject matter

## **Importance of Calculating Training Costs**

- Helps in budget preparation
- Ensures efficient use of resources
- Facilitates cost-benefit analysis
- Measures return on investment (ROI)
- Supports strategic decision-making

## **Formula for Calculating Training Cost**

**Total Training Cost = Direct Costs + Indirect Costs + Development Costs + Participant Costs + Evaluation Costs**

## **Example**

Suppose an organization conducts a training program for 50 employees:

- Trainer Fee = ₹40,000
- Training Materials = ₹10,000

- Venue Charges = ₹15,000
- Employee Time Cost = ₹20,000
- Travel & Refreshments = ₹10,000
- Evaluation Cost = ₹5,000

**Total Training Cost = ₹1,00,000**

### **Conclusion**

Training costs represent an investment in human capital. Proper estimation and control of these costs help organizations conduct effective training programs while maximizing employee development and organizational performance.





# TRAINING BUDGET

## INVESTING IN PEOPLE, DRIVING PERFORMANCE

### MEANING

A Training Budget is a financial plan that estimates and allocates the resources required for designing, implementing, and evaluating training and development programs within an organization. It ensures that adequate funds are available to meet employee learning and organizational development needs.



### OBJECTIVES OF A TRAINING BUDGET



Ensure effective utilization of training resources.



Support employee skill development.



Improve organizational performance and productivity.



Control training costs.



Facilitate planning and evaluation of training activities.

### COMPONENTS OF A TRAINING BUDGET

#### 1 TRAINING NEEDS ASSESSMENT COSTS



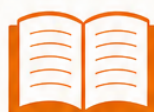
- Surveys and assessments
- Skill gap analysis
- Consultancy fees

#### 2 TRAINER COSTS



- Internal trainer remuneration
- External trainer fees
- Guest speaker expenses

#### 3 TRAINING MATERIALS



- Manuals and handbooks
- Learning resources
- Software and digital content

#### 4 VENUE AND INFRASTRUCTURE COSTS



- Training halls and classrooms
- Equipment and technology
- Internet and audio-visual facilities

#### 5 EMPLOYEE PARTICIPATION COSTS



- Travel expenses
- Accommodation
- Meals and refreshments

#### 6 TECHNOLOGY COSTS



- Learning Management Systems (LMS)
- E-learning platforms
- Virtual training tools

#### 7 EVALUATION COSTS



- Feedback collection
- Assessment tools
- Training effectiveness measurement

### FACTORS AFFECTING TRAINING BUDGET



Organization size



Number of employees to be trained



Nature of training program



Training duration



Availability of internal trainers



Technology requirements



Organizational goals and priorities



A WELL-PLANNED TRAINING BUDGET IS AN INVESTMENT IN EMPLOYEES THAT CREATES A MORE SKILLED, MOTIVATED AND HIGH-PERFORMING ORGANIZATION.



★ PLAN WISELY ★ SPEND SMARTLY ★ TRAIN EFFECTIVELY ★ GROW TOGETHER



# SELECTION OF TRAINEES AND ITS CRITERIA

## RIGHT PEOPLE IN THE RIGHT TRAINING FOR THE RIGHT RESULTS

### MEANING

Selection of Trainees is the process of identifying and choosing employees who are most likely to benefit from a training program and apply the learning effectively for the achievement of individual and organizational goals.

### OBJECTIVES

- Ensure training reaches the right people.
- Maximize the return on training investment.
- Improve individual performance and career growth.
- Achieve organizational goals effectively.
- Ensure fairness and transparency in selection.

### STEPS IN SELECTION OF TRAINEES

#### 1 Identify Training Needs

Analyze organizational and individual needs to determine training requirements.

#### 2 Define Selection Criteria

Determine the key criteria based on the objectives of the training program.

#### 3 Communicate and Nominate

Inform employees and invite nominations from managers or self-nominations.

#### 4 Screen and Shortlist

Evaluate nominations based on criteria and prepare a shortlist of candidates.

#### 5 Final Selection

Review the shortlisted names and finalize the list of trainees.

#### 6 Intimate and Plan

Inform selected trainees and plan their participation in the program.

### CRITERIA FOR SELECTION OF TRAINEES

#### 1 Relevance to Job

- Training should be relevant to the employee's current or future job.
- Helps in applying learning to job responsibilities.

#### 2 Performance Record

- Good performers are more likely to benefit and apply learning.
- Consider past performance appraisals.

#### 3 Potential for Growth

- Employees with high potential can take on greater responsibilities.
- Supports career development and succession planning.

#### 4 Skill or Knowledge Gap

- Select those who have identified skill gaps.
- Ensures the training addresses real learning needs.

#### 5 Motivation and Interest

- Interested employees are more engaged and learn better.
- Assessed through interviews or surveys.

#### 6 Educational Background

- Relevant educational qualifications may be required.
- Ensure basic eligibility for the program.

#### 7 Work Experience

- Appropriate experience helps in understanding and applying concepts.
- Consider the required experience for the training.

#### 8 Attendance and Discipline

- Good attendance and disciplinary record indicate seriousness and commitment.

#### 9 Manager's Recommendation

- Managers know their team's strengths and development needs.
- Their recommendation adds value to selection.

#### 10 Diversity and Inclusion

- Ensure fair opportunity across departments, genders and levels.
- Promotes inclusive development.

### IMPORTANT POINTS

- Selection should be fair, transparent and based on objective criteria.
- Avoid favoritism, bias or political influence.
- Communicate the selection process clearly.
- Provide equal opportunities for all eligible employees.
- Review and update criteria as per organizational needs.

### BENEFITS OF PROPER TRAINEE SELECTION

- Ensures effective use of training resources.
- Improves training outcomes and application.
- Boosts employee motivation and satisfaction.
- Supports organizational growth and productivity.
- Builds a strong pipeline of skilled and future-ready employees.

**SELECT RIGHT. TRAIN RIGHT. GROW TOGETHER.**

## UNIT HIGHLIGHTS

- External agencies provide specialized knowledge, expertise, and training support.
- Training consultancy helps organizations solve performance and skill-related challenges.
- Training effectiveness depends on proper decisions regarding location, duration, goals, and techniques.
- Training costs must be carefully monitored to ensure maximum return on investment.
- Training budgets help organizations allocate resources efficiently.
- Selection of trainees should be based on objective and performance-related criteria.
- Effective training planning contributes to employee development and organizational success.
- Proper management of training investments enhances productivity, competitiveness, and long-term growth.

### Real-World Case Study: Training and Development at Toyota

Toyota Motor Corporation is known for its commitment to employee training and continuous improvement. As the company expanded its manufacturing operations worldwide, it faced challenges in maintaining consistent quality standards across different plants.

To address this issue, Toyota introduced structured training programs for employees at all levels. New employees received orientation and on-the-job training, while existing employees participated in skill development and problem-solving workshops. The company also trained employees in the principles of the Toyota Production System (TPS), which emphasizes quality, efficiency, and continuous improvement.

As a result of these training initiatives, employees became more skilled, production errors decreased, product quality improved, and overall productivity increased. Toyota's investment in employee training helped the company maintain its competitive advantage in the global automobile industry.

### Questions

1. Analyze the impact of training and development on organizational performance with reference to Toyota.
2. Evaluate how continuous employee training contributed to Toyota's global success.
3. Discuss the relationship between training, productivity, and quality improvement using the Toyota case study.

| S.No.                                                     | CO | Questions                                                                                                      | BT |
|-----------------------------------------------------------|----|----------------------------------------------------------------------------------------------------------------|----|
| <b>Unit III: MANAGERS TRAINING CENTRE IN ORGANISATION</b> |    |                                                                                                                |    |
| <b><i>PART- A (TWO MARKS QUESTIONS)</i></b>               |    |                                                                                                                |    |
| 1                                                         | 3  | Define the role of external agencies in Training and Development (T&D).                                        | L1 |
| 2                                                         | 3  | What is meant by training as consultancy?                                                                      | L2 |
| 3                                                         | 3  | List any two issues related to training design.                                                                | L1 |
| 4                                                         | 3  | What is the meaning of training budget?                                                                        | L2 |
| 5                                                         | 3  | State any two components of the cost of training.                                                              | L1 |
| 6                                                         | 3  | Mention any two criteria used for the selection of trainees.                                                   | L2 |
| <b><i>PART-B (TEN MARKS QUESTIONS)</i></b>                |    |                                                                                                                |    |
| 1                                                         | 3  | Explain the role of external agencies in Training and Development.                                             | L2 |
| 2                                                         | 3  | Discuss training as a consultancy service and its significance in organizations.                               | L2 |
| 3                                                         | 3  | Explain the major issues in training with reference to location, duration, assumptions, goals, and techniques. | L4 |
| 4                                                         | 3  | Describe the various components involved in the cost of training.                                              | L2 |
| 5                                                         | 3  | Discuss the importance of a training budget in organizational development.                                     | L4 |
| 6                                                         | 3  | Explain the criteria for selecting trainees for training programs.                                             | L3 |

# **UNIT IV**

## **TRAINING NEEDS ASSESSMENT**

**“The way your employees feel is  
the way your customers will  
feel.” – Sybil F. Stershic**

## **UNIT-IV**

### **TRAINING NEED ASSESMENT**

#### **UNIT OVERVIEW**

This unit focuses on important aspects of Training and Development (T&D) that contribute to employee growth and organizational effectiveness. It explains the role of external agencies in training, the concept of training as consultancy, key issues involved in designing training programs such as location, duration, assumptions, goals, and techniques, and the financial aspects including training costs and training budgets. The unit also discusses the selection of trainees and the criteria used to identify employees who will benefit most from training programs.

#### **OBJECTIVES OF THE UNIT**

After studying this unit, learners will be able to:

- Understand the role of external agencies in Training and Development.
- Explain the concept of training as consultancy.
- Identify major issues involved in planning and conducting training programs.
- Analyze factors related to training location, duration, assumptions, goals, and techniques.
- Understand the components and significance of training costs.
- Explain the preparation and importance of training budgets.
- Understand the process of trainee selection.
- Examine various criteria used for selecting trainees.
- Evaluate the effectiveness of training investments in organizations.

#### **LEARNING OUTCOMES**

Upon successful completion of this unit, students will be able to:

- Describe the contribution of external agencies to organizational training.
- Explain how consultancy services support employee development.
- Identify and analyze key issues in training design and implementation.
- Calculate and interpret various training costs.
- Prepare and assess a training budget.
- Apply trainee selection criteria in organizational settings.
- Evaluate training decisions from a managerial perspective.



## **IMPORTANCE OF STUDYING THE UNIT**

- Helps understand how organizations utilize external expertise for employee development.
- Provides knowledge about planning and managing effective training programs.
- Enhances understanding of training-related costs and budgeting processes.
- Develops skills for selecting appropriate employees for training.
- Improves decision-making regarding training investments.
- Supports efficient utilization of organizational resources.
- Contributes to employee competency development and organizational success.
- Builds a foundation for strategic human resource development.

## **KEY CONCEPTS**

- Training and Development (T&D)
- External Training Agencies
- Training Consultancy
- Training Location
- Training Duration
- Training Assumptions
- Training Goals
- Training Techniques
- Cost of Training
- Direct and Indirect Training Costs
- Training Budget
- Budget Allocation
- Trainee Selection
- Selection Criteria
- Training Effectiveness
- Return on Investment (ROI)

## **TRAINING NEED ASSESMENT**

Training needs assessment: An assessment focuses on individual training needs within an organization. It involves the systematic evaluation of employees' skills, knowledge, and performance to determine the specific areas where training is required. The assessment results provide a foundation for designing and delivering training programs that address the identified gaps and improve performance.

### **Training Needs Assessment Levels**



# TRAINING NEED ANALYSIS

## THE FOUNDATION OF EFFECTIVE TRAINING

Training Need Analysis (TNA) is the systematic process of identifying the gap between current and desired performance and determining the training required to bridge that gap. It ensures that training is relevant, targeted and delivers maximum impact.

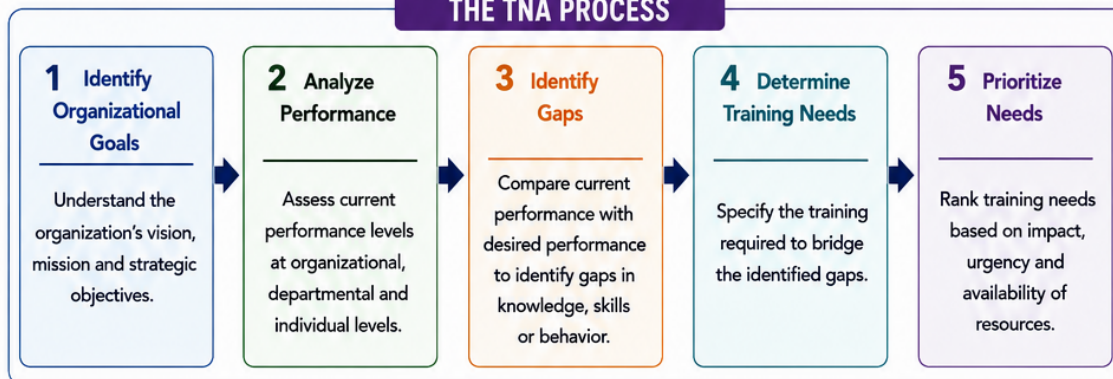
### OBJECTIVES

- Identify performance gaps and their root causes.
- Determine the knowledge, skills and competencies required.
- Ensure training aligns with organizational goals.
- Optimize use of training resources.
- Improve employee performance and productivity.

### IMPORTANCE

- Helps in planning relevant and need-based training.
- Avoids wastage of time and resources.
- Increases training effectiveness.
- Supports employee development and career growth.
- Enhances organizational performance.

### THE TNA PROCESS



### METHODS OF CONDUCTING TNA

- |                                                                                                                                                    |                                                                                                                                                      |                                                                                                                                                     |                                                                                                                                                      |                                                                                                                                |                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• <b>Surveys</b><br/>Collect data from employees, managers or stakeholders through questionnaires.</li></ul> | <ul style="list-style-type: none"><li>• <b>Interviews</b><br/>Discuss with employees, supervisors or experts to understand training needs.</li></ul> | <ul style="list-style-type: none"><li>• <b>Observation</b><br/>Observe employees on the job to identify skill gaps and improvement areas.</li></ul> | <ul style="list-style-type: none"><li>• <b>Performance Appraisal</b><br/>Use appraisal reports to identify areas where training is needed.</li></ul> | <ul style="list-style-type: none"><li>• <b>Job Analysis</b><br/>Review job descriptions and competency requirements.</li></ul> | <ul style="list-style-type: none"><li>• <b>Document Review</b><br/>Analyze reports, policies, data and other relevant documents.</li></ul> |
|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|

### AREAS OF TNA

- **Organizational Analysis** – Alignment with goals, resources, culture.
- **Task Analysis** – Tasks, processes and systems involved in the job.
- **Person Analysis** – Knowledge, skills, abilities and attitudes of employees.

### OUTCOMES OF TNA

- Clear understanding of training requirements.
- Basis for designing effective training programs.
- Better allocation of training budget.
- Measurable improvement in performance.

A well-conducted Training Need Analysis ensures the right training for the right people at the right time, leading to individual growth and organizational success.

# THREE LEVELS OF TRAINING NEED ANALYSIS (TNA)

1

## ORGANIZATIONAL LEVEL TNA

*(Why Training is Needed?)*

Focuses on the organization as a whole to identify training needs that align with business goals and strategic objectives.

### PURPOSE

- Identify organizational goals and priorities.
- Analyze external and internal factors affecting performance.
- Determine broad training needs across the organization.

### EXAMPLES / METHODS

- Business analysis
- Organizational analysis
- SWOT analysis
- Review of policies and reports

2

## TASK / JOB LEVEL TNA

*(What Employees Need to Do?)*

Focuses on specific jobs or tasks to identify the knowledge, skills and abilities required to perform them effectively.

### PURPOSE

- Analyze jobs and key responsibilities.
- Identify required competencies and performance standards.
- Determine task-specific training needs.

### EXAMPLES / METHODS

- Job analysis
- Task analysis
- Work process review
- Observation and checklists

3

## INDIVIDUAL LEVEL TNA

*(What Individual Needs to Learn?)*

Focuses on individual employees to identify performance gaps and learning needs based on their current capability.

### PURPOSE

- Assess individual performance.
- Identify knowledge, skills and attitude gaps.
- Determine training needs for individual development.

### EXAMPLES / METHODS

- Performance appraisal
- Interviews and discussions
- Questionnaires and surveys
- Tests and assessments

THREE LEVELS. ONE GOAL – EFFECTIVE TRAINING FOR IMPROVED PERFORMANCE.



# TRAINING NEED ASSESSMENT



## – TECHNIQUES & ADVANTAGES –



Identifying the right training need leads to the right training and the right results.

### TECHNIQUES OF TRAINING NEED ASSESSMENT

1



#### ORGANIZATIONAL ANALYSIS

Examines organizational goals, strategies, resources and challenges to identify the skills and knowledge required.

2



#### TASK / JOB ANALYSIS

Analyzes specific jobs to determine the skills, knowledge and abilities required to perform them effectively.

3



#### PERFORMANCE ANALYSIS

Compares actual employee performance with the desired standards to identify performance gaps.

4



#### EMPLOYEE INTERVIEWS

One-to-one discussions with employees to understand their difficulties, expectations and training needs.

5



#### QUESTIONNAIRES & SURVEYS

Collects information from a large number of employees through structured questionnaires or online surveys.

6



#### OBSERVATION

Observes employees on the job to identify skill gaps, mistakes and areas that need improvement.

7



#### RECORDS & DOCUMENT ANALYSIS

Reviews performance appraisal, training records, complaints, customer feedback and quality reports.

8



#### FOCUS GROUP DISCUSSION

Group discussion with employees and managers to explore training needs collectively.



Use a combination of these techniques for accurate identification of training needs.

### ADVANTAGES OF TRAINING NEED ASSESSMENT



#### FOCUSED TRAINING

Ensures training is based on actual needs, not assumptions.



#### BETTER PERFORMANCE

Addresses performance gaps and improves employee effectiveness.



#### COST EFFECTIVE

Helps in utilizing training budget efficiently and avoids unnecessary expenses.



#### TIME SAVING

Identifies priority areas and saves time by focusing on critical needs.



#### IMPROVED PRODUCTIVITY

Well-trained employees contribute to higher productivity and quality.



#### HIGHER EMPLOYEE SATISFACTION

Employees feel valued when their real needs are identified and addressed.



#### BETTER TRAINING PLANNING

Helps in designing relevant training programs with clear objectives.



#### SUPPORTS ORGANIZATIONAL GOALS

Aligns training with organizational goals and future skill requirements.



**Right Need → Right Training → Right Skills → Right Results**

A strong start for a strong organization!





## **LESSON PLAN**

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. Before you plan your lesson, you will first need to identify the learning objectives for the class meeting.

Lesson planning in training and development is a vital part of creating effective and consistent training. A well-constructed lesson plan can help ensure that the training is structured and that the learning experience is successful. It can also make it easier for other trainers to pick up the course if the original trainer is unable to teach.

There are seven steps and activities to carry out consider when delivering training:

1. Develop a lesson plan
2. Choose a trainer
3. Decide on the trainees (who should attend the training)
4. Determine the training materials and equipment required
5. Prepare the training site
6. Schedule the training
7. Facilitate the training

# TRAINING IMPLEMENTATION

## APPROACHES • SEATING ARRANGEMENTS • TRAINING OF TRAINEES

### 1. APPROACHES TO TRAINING IMPLEMENTATION

#### 1. ON-THE-JOB TRAINING

Learning while doing the actual job under the guidance of experienced employees.

#### 2. OFF-THE-JOB TRAINING

Learning outside the work environment through structured programs and activities.

#### 3. ONLINE / E-LEARNING

Technology-based learning through virtual platforms, webinars and LMS.

#### 4. BLENDED LEARNING

Combination of on-the-job, off-the-job and online learning methods.

#### 5. EXPERIENTIAL LEARNING

Learning through experience, simulations, case studies and role plays.

### 2. SEATING ARRANGEMENTS

Proper seating encourages participation, interaction and effective learning.

| SEATING STYLE | PURPOSE / ADVANTAGE                         |
|---------------|---------------------------------------------|
| Classroom     | Suitable for lectures and presentations.    |
| U-Shape       | Encourages discussion and interaction.      |
| Round Table   | Promotes group discussion and equality.     |
| Theatre Style | Best for large groups and one-way delivery. |
| Herringbone   | Encourages participation and team learning. |
| Open Circle   | Builds trust, openness and involvement.     |

### 3. TRAINING OF TRAINEES

#### 1. PREPARE THE TRAINEES

- Communicate objectives and expectations
- Motivate and encourage positive attitude
- Share pre-reading materials

#### 2. ENGAGE THE TRAINEES

- Use interactive methods
- Encourage questions and participation
- Relate content to real-life situations

#### 3. PRACTICE AND APPLY

- Provide hands-on practice
- Use case studies, role plays and simulations
- Allow trainees to apply learning

#### 4. FEEDBACK AND SUPPORT

- Give constructive feedback
- Clarify doubts
- Offer guidance and support for improvement

#### 5. EVALUATE AND FOLLOW UP

- Assess learning outcomes
- Get feedback from trainees
- Reinforce learning on the job
- Measure impact on performance

### KEY PRINCIPLES FOR SUCCESSFUL IMPLEMENTATION

Align training with organizational goals

Understand trainee needs and levels

Use the right methods and resources

Create an engaging and supportive learning environment

Evaluate and improve continuously

### TIPS FOR TRAINERS

- Be well-prepared and organized
- Communicate clearly and simply
- Encourage interaction and teamwork
- Be patient, positive and flexible

- Use examples and real-life situations
- Manage time and keep sessions focused
- Respect diversity and individual differences
- Inspire and motivate learners

### BENEFITS OF EFFECTIVE TRAINING IMPLEMENTATION

Improved Skills and Knowledge

Better Performance and Productivity

Higher Motivation and Confidence

Quality Work and Customer Satisfaction

Organizational Growth and Success

**RIGHT APPROACH + RIGHT SETUP + RIGHT TRAINING = EXCEPTIONAL RESULTS**



# TRAINING AIDS, TEACHING AND FACILITATION SKILLS

Effective Tools • Effective Teaching • Effective Learning

## 1. TRAINING AIDS

### MEANING

Training aids are tools, materials, and equipment used by trainers to improve learning, understanding, participation, and retention during training programs.

### TYPES OF TRAINING AIDS



#### VISUAL AIDS

- Whiteboard and Flip Charts
- Posters
- Charts and Graphs
- Photographs
- PowerPoint Presentations



#### AUDIO AIDS

- Microphones
- Audio Recordings
- Podcasts
- Speakers



#### AUDIO-VISUAL AIDS

- Videos
- Webinars
- Animations
- Multimedia Presentations



#### DIGITAL AIDS

- Learning Management Systems (LMS)
- E-Learning Platforms
- Mobile Learning Apps
- Virtual Reality (VR) Tools



#### DEMONSTRATION AIDS

- Models and Prototypes
- Simulators
- Equipment and Machines
- Role Plays

### ADVANTAGES OF TRAINING AIDS

- ✓ Improve learner attention and interest.
- ✓ Enhance understanding and retention.
- ✓ Simplify complex concepts.
- ✓ Encourage active participation.
- ✓ Make training more interactive and effective.

## 2. TEACHING SKILLS

### MEANING

Teaching skills refer to the abilities required by trainers to effectively communicate knowledge, develop understanding, and facilitate learning among trainees.

### ESSENTIAL TEACHING SKILLS



#### 1. COMMUNICATION SKILLS

- Clear explanation of concepts
- Effective verbal and non-verbal communication
- Active listening



#### 2. PRESENTATION SKILLS

- Organized content delivery
- Effective use of voice and body language
- Audience engagement



#### 3. QUESTIONING SKILLS

- Asking relevant questions
- Encouraging learner participation
- Checking understanding



#### 4. DEMONSTRATION SKILLS

- Showing procedures and techniques
- Providing practical examples
- Conducting hands-on activities



#### 5. ASSESSMENT SKILLS

- Evaluating learner progress
- Providing constructive feedback
- Measuring learning outcomes

### GOOD TEACHING RESULTS IN

- ★ Better understanding
- ★ Higher retention
- ★ Increased confidence
- ★ Improved performance

## 3. FACILITATION SKILLS

### MEANING

Facilitation skills are the abilities used by trainers to guide discussions, encourage participation, and create a positive learning environment where learners actively contribute to the learning process.

### KEY FACILITATION SKILLS



#### 1. GROUP MANAGEMENT

- Managing group dynamics
- Maintaining discipline
- Encouraging teamwork



#### 2. ACTIVE LISTENING

- Understanding participant viewpoints
- Clarifying doubts
- Responding appropriately



#### 3. CONFLICT RESOLUTION

- Handling disagreements
- Promoting mutual respect
- Building consensus



#### 4. ENCOURAGING PARTICIPATION

- Involving all learners
- Stimulating discussion
- Creating an inclusive environment



#### 5. PROBLEM-SOLVING

- Guiding learners toward solutions
- Supporting decision-making
- Encouraging critical thinking

### BENEFITS OF FACILITATION SKILLS

- ✓ Increases learner engagement.
- ✓ Improves knowledge sharing.
- ✓ Promotes collaborative learning.
- ✓ Enhances problem-solving abilities.
- ✓ Creates a positive learning atmosphere.

## UNIT HIGHLIGHT

**Training Aids** provide support for learning, **Teaching Skills** ensure effective knowledge transfer, and **Facilitation Skills** promote active participation and collaborative learning, leading to successful training outcomes.

## UNIT HIGHLIGHTS

- External agencies provide specialized expertise, resources, and professional training support.
- Training as consultancy helps organizations identify skill gaps and develop customized training solutions.
- Effective training depends on appropriate decisions regarding location, duration, goals, assumptions, and techniques.
- Training costs include direct, indirect, development, participant, and evaluation expenses.
- A training budget ensures proper allocation and control of training resources.
- Selection of trainees should be based on job requirements, performance gaps, potential, and organizational objectives.
- Proper planning and budgeting improve training effectiveness and return on investment.

### Case Study: Training Aids, Teaching and Facilitation Skills at Google

Google invests heavily in employee learning and development through its internal training initiatives. As the company expanded globally, it needed effective methods to train employees with diverse backgrounds and job roles.

Google adopted a combination of modern training aids such as interactive presentations, videos, online learning platforms, virtual classrooms, and collaborative digital tools. Trainers focused on strong teaching skills by presenting concepts clearly, encouraging questions, and providing practical demonstrations.

In addition, facilitators played a key role in guiding group discussions, managing team activities, and promoting knowledge sharing among employees. Rather than relying only on lectures, trainers encouraged participation through workshops, case studies, and problem-solving exercises.

As a result, employees gained knowledge more effectively, collaboration improved, innovation increased, and the organization maintained a strong learning culture.

#### Questions

1. Analyze the importance of training aids, teaching skills, and facilitation skills with reference to Google's training practices.
2. Evaluate the impact of interactive learning methods on employee development at Google.
3. Discuss how effective training and facilitation contribute to organizational success using the Google case study.

| S.No.                                       | CO | Questions                                                                                                                       | BT |
|---------------------------------------------|----|---------------------------------------------------------------------------------------------------------------------------------|----|
| <b>Unit IV: TRAINING NEEDS ASSESMENT</b>    |    |                                                                                                                                 |    |
| <b><i>PART- A (TWO MARKS QUESTIONS)</i></b> |    |                                                                                                                                 |    |
| 1                                           | 4  | What is Training Needs Analysis (TNA).                                                                                          | L1 |
| 2                                           | 4  | Define Organization Analysis in Training Needs Analysis.                                                                        | L2 |
| 3                                           | 4  | What is meant by Task Analysis?                                                                                                 | L1 |
| 4                                           | 4  | What is a lesson plan in training design?                                                                                       | L2 |
| 5                                           | 4  | Mention any two seating arrangements used in training programs.                                                                 | L1 |
| 6                                           | 4  | State any two training aids used during training implementation.                                                                | L1 |
| <b><i>PART-B (TEN MARKS QUESTIONS)</i></b>  |    |                                                                                                                                 |    |
| 1                                           | 4  | Explain the concept of Training Needs Analysis and discuss its importance in organizational training.                           | L4 |
| 2                                           | 4  | Analyze the three levels of Training Needs Analysis: Organization Analysis, Person Analysis, and Task Analysis.                 | L4 |
| 3                                           | 4  | Discuss various Need Assessment Techniques and explain their advantages in identifying training requirements.                   | L4 |
| 4                                           | 4  | Explain the process of designing a training module and illustrate it with a Cross-Cultural Leadership training program.         | L2 |
| 5                                           | 4  | Design a training module for "Training the Trainer" or "Managing Change" and explain its key components.                        | L5 |
| 6                                           | 4  | Discuss the importance of lesson plans in training design and explain the steps involved in preparing an effective lesson plan. | L5 |
| 7                                           | 4  | Examine various approaches to training implementation, seating arrangements, and the process of training trainees.              | L4 |
| 8                                           | 4  | Evaluate the role of training aids, teaching skills, and facilitation skills in ensuring successful training outcomes.          | L5 |



## UNIT V

# IHRM IN PRESENT CONTEXT

**“Culture is more often a source of conflict than of synergy; cultural differences are a nuisance at best and often a disaster.”**

**— Geert Hofstede**

## **UNIT-V**

### **TRAINING AND DEVELOPMENT METHODS**

#### **UNIT OVERVIEW**

This unit focuses on modern methods of training and development adopted for employees at different organizational levels. It explains technology-enabled learning approaches such as E-Learning, Computer-Based Training (CBT), Multimedia Training, and Distance Learning. The unit also discusses the evaluation of training programs through various principles, criteria, and approaches. Special emphasis is given to measuring training effectiveness through Return on Investment (ROI), Cross-Cultural Training, the Kirkpatrick Evaluation Model, and the CIRO Evaluation Model. The unit enables learners to understand how organizations design, deliver, and assess training interventions to improve employee performance and organizational effectiveness.

#### **OBJECTIVES OF THE UNIT**

After studying this unit, students will be able to:

1. Understand training methods suitable for different levels of employees.
2. Explain the concepts and applications of E-Learning, CBT, Multimedia Training & Distance Learning.
3. Analyze the advantages and limitations of technology-based training methods.
4. Understand the principles, criteria, and approaches used in training evaluation.
5. Assess the effectiveness of training programs using various evaluation techniques.
6. Explain the concept and significance of Return on Investment (ROI) in training.
7. Understand the need and importance of Cross-Cultural Training in global organizations.
8. Apply the Kirkpatrick and CIRO models for evaluating training outcomes.

#### **LEARNING OUTCOMES**

Upon successful completion of this unit, learners will be able to:

- Identify appropriate training methods for employees at different organizational levels.
- Differentiate between E-Learning, CBT, Multimedia Training, and Distance Learning.
- Evaluate the effectiveness of training programs using established evaluation models.
- Calculate and interpret the ROI of training initiatives.
- Recognize the importance of Cross-Cultural Training in managing a diverse workforce.
- Apply the Kirkpatrick and CIRO evaluation frameworks in organizational settings.

- Analyze training outcomes and suggest improvements for future programs.

## **IMPORTANCE OF STUDYING THE UNIT**

- Helps organizations select suitable training methods for different categories of employees.
- Provides knowledge of digital and technology-enabled learning systems widely used in modern workplaces.
- Enhances understanding of training effectiveness and performance improvement.
- Supports evidence-based decision-making in training and development activities.
- Enables organizations to justify training investments through ROI measurement.
- Promotes global workforce readiness through Cross-Cultural Training.
- Assists HR professionals in evaluating training outcomes systematically.
- Improves organizational productivity, employee competence, and competitive advantage.

## **KEY CONCEPTS**

### Training Methods for Different Levels of Employees

- Executive Training
- Managerial Training
- Supervisory Training
- Operative/Worker Training

### Technology-Based Training Methods

- E-Learning
- Computer-Based Training (CBT)
- Multimedia Training
- Virtual Learning
- Distance Learning

### Evaluation of Training Programs

#### Financial Evaluation

- Return on Investment (ROI)
- Cost-Benefit Analysis

- Training Effectiveness Measurement

#### Specialized Training

- Cross-Cultural Training
- Global Workforce Development
- Cultural Sensitivity Training

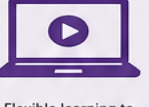
#### Evaluation Models

- Kirkpatrick Four-Level Model
- CIRO Model

## T&D METHODS FOR DIFFERENT LEVELS OF EMPLOYEES

# TRAINING AND DEVELOPMENT METHODS • FOR DIFFERENT LEVELS OF EMPLOYEES •

★ Right Training. Right Level. Stronger Organization. ★

| EMPLOYEE LEVEL                                                                                                                                                                                      | TRAINING & DEVELOPMENT METHODS                                                                                                                                                                                    |                                                                                                                                                                                                                         |                                                                                                                                                                                                                       |                                                                                                                                                                                                        |                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SENIOR LEADERSHIP (EXECUTIVES)</b><br><br>Focus: Strategic Thinking, Leadership, Vision & Organizational Growth | <b>EXECUTIVE COACHING</b><br><br>1:1 coaching to enhance leadership effectiveness and decision making.                           | <b>LEADERSHIP DEVELOPMENT PROGRAMS</b><br><br>Custom programs to build strategic leadership and drive organizational impact.           | <b>STRATEGIC WORKSHOPS &amp; SEMINARS</b><br><br>Workshops on emerging trends, innovation, change management and business strategy. | <b>PEER NETWORKING &amp; ROUNDTABLES</b><br><br>Share insights, best practices and learn from industry peers.       | <b>ACTION LEARNING &amp; BUSINESS PROJECTS</b><br><br>Apply learning to real business challenges and drive results. |
| <b>MIDDLE MANAGEMENT (MANAGERS)</b><br><br>Focus: People Management, Problem Solving & Performance Management     | <b>MANAGEMENT DEVELOPMENT PROGRAMS</b><br><br>Build skills in planning, delegation, performance management and team leadership. | <b>WORKSHOPS &amp; TRAINING SESSIONS</b><br><br>Topics like communication, conflict resolution, time management, and decision making. | <b>CASE STUDIES &amp; SCENARIO LEARNING</b><br><br>Strengthen analytical thinking and practical problem solving.                   | <b>MENTORING &amp; COACHING</b><br><br>Learn from experienced leaders and get guidance for growth.                 | <b>FEEDBACK &amp; PERFORMANCE COACHING</b><br><br>Continuous feedback to improve performance and develop others.   |
| <b>FRONTLINE / SUPERVISORS</b><br><br>Focus: Team Supervision, Operational Excellence & Employee Support         | <b>SUPERVISORY SKILLS TRAINING</b><br><br>Build skills in leading teams, setting goals and solving day-to-day problems.        | <b>ON-THE-JOB TRAINING (OJT)</b><br><br>Learn by doing under guidance to build confidence and competence.                            | <b>STANDARD OPERATING PROCEDURES (SOP) TRAINING</b><br><br>Ensure clarity, consistency and quality in daily operations.           | <b>SAFETY &amp; COMPLIANCE TRAINING</b><br><br>Promote a safe, compliant and responsible work environment.        | <b>TEAM BRIEFINGS &amp; TOOLBOX TALKS</b><br><br>Short, focused sessions to align, motivate and solve problems.   |
| <b>INDIVIDUAL CONTRIBUTORS / NON-MANAGERIAL STAFF</b><br><br>Focus: Job Skills, Productivity & Personal Growth   | <b>TECHNICAL SKILLS TRAINING</b><br><br>Build role-specific knowledge and skills to perform better.                            | <b>E-LEARNING / ONLINE COURSES</b><br><br>Flexible learning to enhance knowledge at own pace.                                        | <b>JOB AIDS &amp; QUICK REFERENCE GUIDES</b><br><br>Easy access to key information for better performance.                        | <b>CROSS-TRAINING / MULTI-SKILLING</b><br><br>Learn multiple skills to increase flexibility and support teamwork. | <b>PERSONAL DEVELOPMENT TRAINING</b><br><br>Improve communication, time management and build a growth mindset.    |



INVEST IN LEARNING AT EVERY LEVEL.  
EMPOWER PEOPLE. DRIVE PERFORMANCE. ACHIEVE EXCELLENCE.



 Aligned People

 Stronger Teams

 Sustainable Success



## E-LEARNING

# E-LEARNING

## Learn Anytime, Anywhere

— Your Pace. Your Place. Your Future. —

E-Learning uses digital technology to deliver high-quality learning experiences that are flexible, engaging and effective.



### FLEXIBLE

Learn on your own schedule



### ACCESSIBLE

Anywhere, any device



### EFFECTIVE

Interactive content for better learning



### COST-EFFECTIVE

Save time and training costs



“ Empowering minds.  
Enriching lives.  
Building better futures.”

### WHAT IS E-LEARNING?

E-Learning is the delivery of education and training through digital platforms and electronic resources. It provides an interactive and engaging way to gain knowledge and develop skills.



### KEY FEATURES



#### INTERACTIVE CONTENT

Engaging videos, quizzes, simulations and more.



#### LEARN AT YOUR PACE

Pause, rewind and revisit whenever you need.



#### TRACK YOUR PROGRESS

Monitor achievements and stay motivated.



#### MOBILE FRIENDLY

Learn on the go anytime, anywhere.



#### COLLABORATION

Connect, discuss and learn together.



#### SECURE & RELIABLE

Your data and learning are always protected.

### BENEFITS OF E-LEARNING



#### IMPROVE SKILLS

Gain in-demand knowledge and stay ahead in your career.



#### SAVE TIME

No commuting. Learn and grow wherever you are.



#### REDUCE COSTS

Lower training costs with high-quality digital resources.



#### PERSONALIZED LEARNING

Content tailored to your needs and learning style.



#### GLOBAL ACCESS

Learn from experts and connect with learners worldwide.



## LEARN TODAY. LEAD TOMORROW.

Start your e-learning journey now and unlock a world of opportunities!



SCAN TO EXPLORE  
COURSES



#### QUALITY CONTENT

Designed by experts for real results.



#### CONTINUOUS GROWTH

Keep learning. Keep improving.



#### BETTER YOU BETTER FUTURE

Invest in yourself. Inspire the world.



#### YOUR SUCCESS OUR MISSION

We are here to support your learning journey.

♥ Empower yourself with E-Learning!

# COMPUTER BASED TRAINING

**LEARN. PRACTICE. SUCCEED.**

Computer Based Training (CBT) delivers interactive, effective and flexible learning anytime, anywhere.



**ANYTIME  
ANYWHERE**



**ON ANY  
DEVICE**



**FOCUSED  
LEARNING**



**BETTER SKILLS  
BETTER FUTURE**



**EMPOWERING  
MINDS  
BUILDING  
FUTURES**

## • BENEFITS OF CBT •



**FLEXIBLE  
LEARNING**

Learn at your own pace, anytime and anywhere.



**INTERACTIVE &  
ENGAGING**

Multimedia, quizzes and simulations make learning effective and fun.



**TRACK YOUR  
PROGRESS**

Instant feedback and reports help you monitor and improve.



**COST  
EFFECTIVE**

Reduce training costs and save valuable time and resources.



**CONSISTENT &  
RELIABLE**

Standardized content ensures quality training every time.



**TRAIN TODAY  
ACHIEVE TOMORROW**



**INVEST IN LEARNING  
INVEST IN YOUR FUTURE**



**KNOWLEDGE AT YOUR FINGERTIPS.  
SUCCESS IN YOUR FUTURE.**



## MULTI MEDIA TRAINING

# MULTIMEDIA TRAINING

Engaging Minds. Enhancing Skills. Improving Performance.



**Multimedia Training** is a modern training method that uses a combination of text, graphics, audio, video, animation and interactive elements to deliver **engaging, effective and impactful** learning experiences.



### COMPONENTS

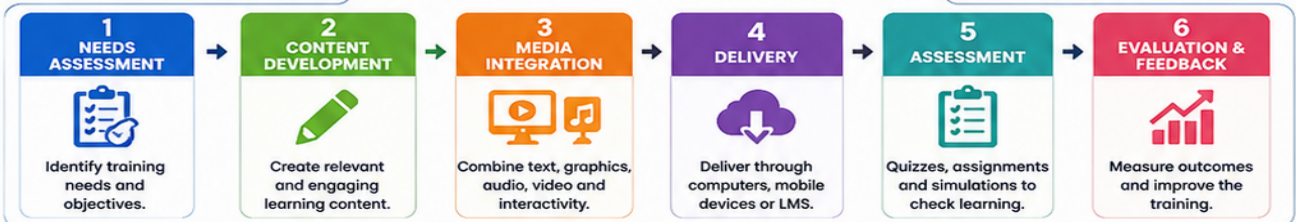
- T TEXT**
  - Provides information and explanations.
- G GRAPHICS**
  - Charts, diagrams and images for clarity.
- A AUDIO**
  - Voice narration, music and sound effects.
- V VIDEO**
  - Real-life examples and demonstrations.
- A ANIMATION**
  - Visualizes processes and complex ideas.
- I INTERACTIVE ELEMENTS**
  - Quizzes, simulations and activities for practice.



### ADVANTAGES

- Engages learners and improves retention.
- Supports different learning styles.
- Self-paced and flexible learning.
- Standardized training across the organization.
- Cost-effective and saves time.
- Accessible anytime, anywhere.
- Easy to update and maintain.
- Enhances practical understanding through simulations.

### THE MULTIMEDIA TRAINING PROCESS



### APPLICATIONS

- Employee Induction & Orientation
- Technical Skills Training
- Safety & Compliance Training
- Product Knowledge Training
- Customer Service Training
- Sales Training
- Leadership Development
- Software & IT Training
- and more...

### BEST PRACTICES

- Define clear learning objectives.
- Keep content simple, relevant and engaging.
- Use appropriate media and interactivity.
- Provide immediate feedback.
- Ensure accessibility on multiple devices.
- Regularly update content and measure results.

### LIMITATIONS

- High initial development cost.
- Requires technological infrastructure.
- Internet connectivity may be necessary.
- Technical issues can disrupt learning.
- Limited personal interaction with instructors.
- Some learners may need additional support.

### BENEFITS TO EMPLOYEES

- Improves knowledge and skills.
- Builds confidence in performing tasks.
- Encourages active participation.
- Supports continuous learning.
- Enhances career growth and opportunities.

★ **LEARN • PRACTICE • PERFORM • SUCCEED** ★  
**MULTIMEDIA TRAINING – THE SMART WAY TO LEARN!**

## DISTANCE LEARNING

# DISTANCE LEARNING

LEARN ANYTIME.  
ANYWHERE.  
ACHIEVE ANYTHING.



Education has no boundaries.  
Your future is just a click away!



## BENEFITS OF DISTANCE LEARNING



### FLEXIBLE SCHEDULE

Learn at your own pace and schedule.



### LEARN ANYWHERE

Study from the comfort of your home or any place.



### ACCESS TO RESOURCES

Get unlimited access to digital learning materials and resources.



### COST EFFECTIVE

Save time and money on commuting and accommodation.



### IMPROVE SKILLS

Upgrade your skills and stay ahead in your career.



### BALANCE LIFE

Manage your education along with personal and professional life.

## FEATURES



LIVE & INTERACTIVE CLASSES



ASSIGNMENTS & ASSESSMENTS



DISCUSSION FORUMS



CERTIFICATION PROGRAMS



24/7 STUDENT SUPPORT



START YOUR LEARNING JOURNEY TODAY!  
**LEARN BEYOND LIMITS.**



YOUR GOALS.  
OUR SUPPORT.  
**YOUR SUCCESS.**



*Learn Today. Lead Tomorrow.*





## EVALUATION OF TRAINING PROGRAM

# EVALUATION OF TRAINING PROGRAM

### PRINCIPLES, CRITERIA AND APPROACHES OF EVALUATION



#### WHAT IS TRAINING EVALUATION?

Training evaluation is the systematic process of collecting and analyzing information to determine the effectiveness, efficiency and impact of a training program in achieving its objectives.



#### WHY EVALUATE?

- Measure training effectiveness
- Justify training investment
- Identify strengths and weaknesses
- Improve future training programs
- Support organizational goals

#### PRINCIPLES OF TRAINING EVALUATION



##### Relevant

Evaluation should be aligned with training objectives and organizational goals.



##### Systematic

Use a planned and structured approach for collecting and analyzing data.



##### Fair and Objective

Ensure unbiased and accurate assessment based on facts and evidence.



##### Practical

Use simple, cost-effective methods that provide useful information.



##### Continuous

Use evaluation results to improve current and future training programs.

#### CRITERIA OF TRAINING EVALUATION



##### Effectiveness

To what extent the training achieved its objectives.



##### Efficiency

The relationship between results achieved and resources used.



##### Relevance

The extent to which training content is relevant to job needs.



##### Impact

The influence of training on individual, team and organizational performance.



##### Satisfaction

The level of satisfaction of participants with the training.



##### Transfer

The extent to which learning is applied on the job.

#### APPROACHES TO TRAINING EVALUATION



##### REACTION APPROACH

Measures participants' initial reaction and satisfaction with the training program.



##### LEARNING APPROACH

Assesses the increase in knowledge, skills and attitudes gained through the training.



##### BEHAVIOR APPROACH

Evaluates the extent to which participants apply what they learned on the job.



##### RESULTS APPROACH

Determines the impact of training on organizational results and performance indicators.



##### COST-BENEFIT APPROACH

Compares the monetary benefits of training with the total cost to determine its value.

#### THE EVALUATION PROCESS



##### 1. PLAN

Define objectives, identify what to evaluate and decide the methods.



##### 2. COLLECT DATA

Gather information using questionnaires, observations, tests, interviews, etc.



##### 3. ANALYZE

Analyze data to interpret results and measure outcomes.



##### 4. REPORT

Prepare and communicate evaluation findings.



##### 5. IMPROVE

Use the results to improve training programs and processes.



#### COMMON METHODS AND TOOLS



Questionnaires & Surveys



Tests & Assessments



Interviews



Observations (On-the-Job)



Behavior Checklists



Performance Metrics



Focus Group Discussions



Record & Report Analysis

#### BEST PRACTICES

- ✓ Evaluate at multiple levels and at the right time.
- ✓ Use a mix of qualitative and quantitative methods.
- ✓ Ensure participant feedback is honest and confidential.
- ✓ Focus on measurable outcomes and real impact.
- ✓ Communicate results and take action.



#### BENEFITS OF EVALUATING TRAINING PROGRAMS



Improves training effectiveness



Supports decision making



Enhances return on investment (ROI)



Identifies training gaps



Boosts employee performance



Achieves organizational success

"If you can't measure it, you can't improve it."



# CROSS-CULTURAL TRAINING

**BUILDING BRIDGES. RESPECTING DIFFERENCES. ACHIEVING TOGETHER.**

Cross-Cultural Training helps individuals understand, respect and collaborate effectively with people from diverse cultural backgrounds.



## WHAT IS CROSS-CULTURAL TRAINING?

It is a learning process that develops awareness, knowledge and skills to understand and work effectively with people from different cultures. It promotes cultural sensitivity, reduces misunderstandings and builds stronger global partnerships.



Understand Differences



Build Respect



Improve Communication



Work Effectively Globally



## OBJECTIVES

- ✓ Increase cultural awareness and sensitivity
- ✓ Improve interpersonal and communication skills
- ✓ Reduce cultural bias and stereotypes
- ✓ Enhance teamwork in diverse environments
- ✓ Support global business success



## IMPORTANCE

- Encourages respect and inclusion
- Enhances collaboration and trust
- Reduces conflicts and misunderstandings
- Improves adaptability in international assignments
- Strengthens organization reputation and performance



## BENEFITS

- Better communication across cultures
- Higher employee engagement and satisfaction
- Stronger relationships with clients and partners
- Smooth global operations
- Competitive advantage in a global marketplace



## CHALLENGES ADDRESSED

- Language barriers
- Different values and beliefs
- Different work styles and norms
- Stereotypes and prejudices
- Adjusting to new environments



## KEY OUTCOMES

- ✓ Inclusive and harmonious workplace
- ✓ Effective global teamwork
- ✓ Increased productivity and innovation
- ✓ Successful international assignments
- ✓ Sustainable business growth

## METHODS OF CROSS-CULTURAL TRAINING

### WORKSHOPS & SEMINARS



Interactive sessions to build awareness and understanding.

### ROLE PLAYS & SIMULATIONS



Experiential learning to practice real-life situations.

### CASE STUDIES & DISCUSSIONS



Learning from real cross-cultural challenges and experiences.

### E-LEARNING MODULES



Flexible online learning anytime, anywhere.

### CULTURAL ASSIGNMENTS



Exposure through international projects and assignments.

### MENTORING & COACHING



Guidance and support from experienced mentors.

“ When we understand cultures, we connect. When we connect, we succeed together. ”



THINK GLOBALLY.  
RESPECT LOCALLY.  
WORK TOGETHER  
SUCCESSFULLY.



EMBRACE DIVERSITY. BUILD UNDERSTANDING. CREATE A BETTER WORLD OF WORK.

# RETURN ON INVESTMENT IN TRAINING

— Invest in Learning. Measure the Impact. Grow Your Business. —

Training is more than an expense—  
it's an investment that drives performance,  
productivity and long-term success.



## WHY INVEST IN TRAINING?



Improves  
Employee  
Performance



Increases  
Productivity  
and Efficiency



Drives Innovation  
and Better  
Decision-Making



Enhances Employee  
Engagement and  
Retention



Supports Business  
Goals and  
Growth

## MEASURING THE IMPACT

Use data to track results and calculate the return.



Set Clear  
Objectives



Measure  
Performance  
Improvement



Calculate  
Costs and  
Benefits



Analyze  
Results



Communicate  
ROI

## THE ROI FORMULA

$$\text{ROI (\%)} = \left( \frac{\text{Benefits from Training} - \text{Costs of Training}}{\text{Costs of Training}} \right) \times 100$$

If ROI is positive, your training is paying off!

## HOW TRAINING DELIVERS ROI



### Builds Skills

Employees gain the knowledge and skills needed to perform better.



### Improves Performance

Better performance leads to higher productivity and quality.



### Creates Value

Improved results lead to increased revenue and reduced costs.



### Delivers ROI

The value created is greater than the cost of training.

## EXAMPLE

Benefits from Training = \$150,000

Costs of Training = \$30,000

$$\begin{aligned} \text{ROI (\%)} &= \frac{(150,000 - 30,000)}{30,000} \times 100 \\ &= \frac{120,000}{30,000} \times 100 \\ &= 400\% \end{aligned}$$

For every \$1 invested, \$4 is returned!

## AREAS WHERE TRAINING DRIVES RETURNS



### PRODUCTIVITY

- Faster time to competency
- Increased output
- Better quality work



### COST SAVINGS

- Fewer errors
- Less rework
- Lower turnover costs



### EMPLOYEE RETENTION

- Higher job satisfaction
- Stronger engagement
- Reduced turnover



### CUSTOMER SATISFACTION

- Better service
- Stronger relationships
- Increased loyalty



### BUSINESS GROWTH

- Innovation
- Agile workforce
- Competitive advantage

## BEST PRACTICES FOR MAXIMIZING TRAINING ROI



Align training with  
business goals



Know your audience  
and their needs



Design relevant,  
practical training



Measure and track  
results



Get feedback and  
continuously improve



Recognize and reinforce  
learning on the job



**INVEST IN LEARNING TODAY.**  
**REAP THE RETURNS TOMORROW.**

A well-trained team is your  
strongest asset—and your  
**best return on investment.**



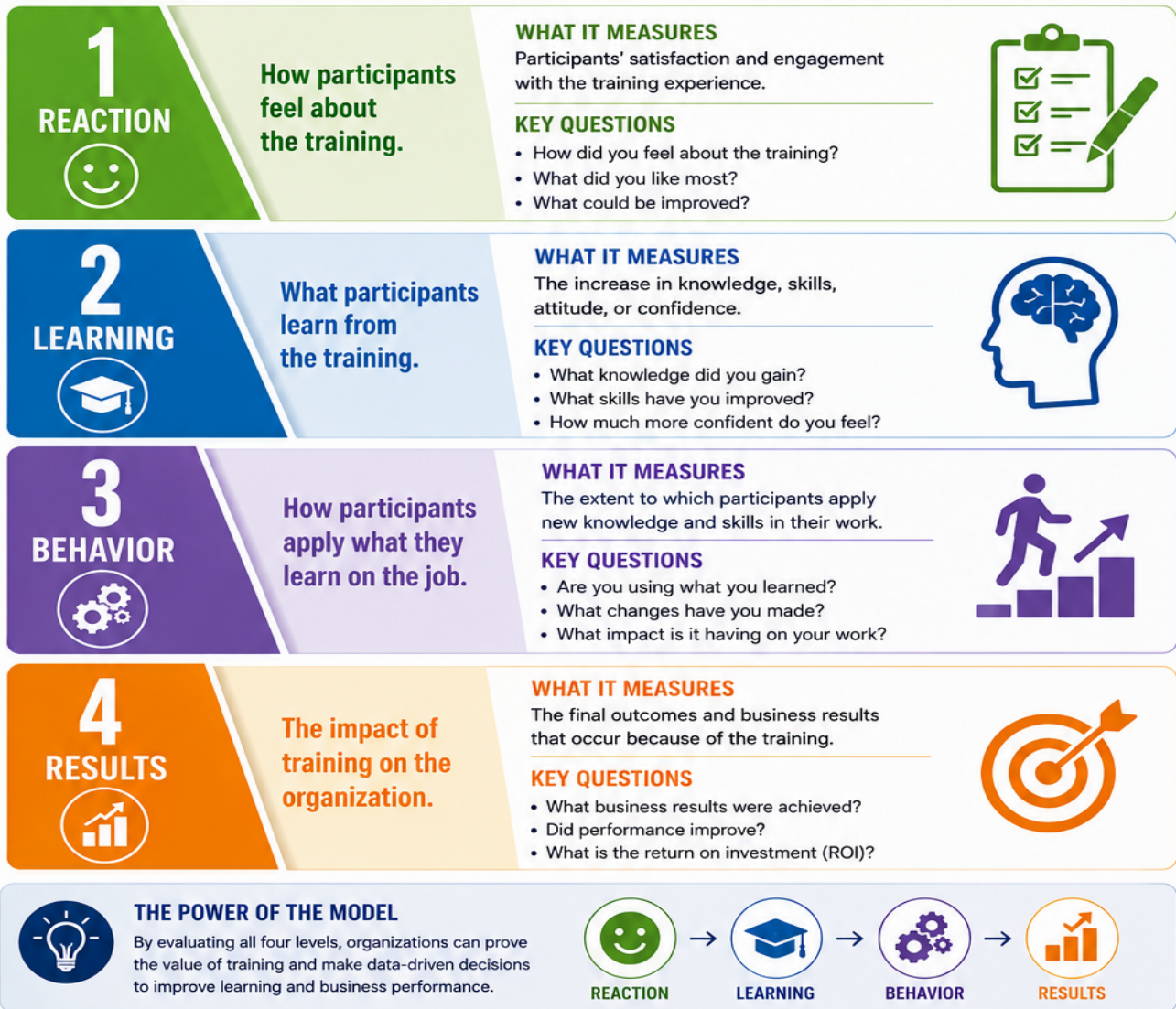


# KIRKPATRICK MODEL OF EVALUATION



## FOUR LEVELS. ONE POWERFUL FRAMEWORK.

The Kirkpatrick Model helps organizations evaluate training effectiveness and demonstrate the impact of learning at every level.



**MEASURE WHAT MATTERS.  
IMPROVE WHAT COUNTS.**

The Kirkpatrick Model turns learning into impact—at every level.



# CIRO MODEL

CONTEXT • INPUT • REACTION • OUTCOME

MEASURE WHAT MATTERS. IMPROVE WHAT COUNTS.

The CIRO Model is a four-level evaluation framework used to measure the effectiveness and impact of training and development programs.



## 1 CONTEXT



### WHAT IT IS

The environment, needs and factors surrounding the training program.

### KEY MEASURES

- Organizational goals and strategy
- Learner needs and performance gaps
- Target audience characteristics
- External environment and constraints



### PURPOSE

To ensure the training program is relevant, aligned and designed to address the right needs.

## 2 INPUT



### WHAT IT IS

The resources, strategies and plans put into designing and delivering the training.

### KEY MEASURES

- Training content and curriculum
- Facilitators and delivery methods
- Materials and technology used
- Time, budget and logistical support



### PURPOSE

To assess the quality and appropriateness of the design and delivery of the training program.

## 3 REACTION



### WHAT IT IS

Participants' satisfaction and engagement with the training experience.

### KEY MEASURES

- Overall satisfaction
- Relevance and usefulness of content
- Trainer effectiveness
- Engagement and learning environment



### PURPOSE

To understand how participants feel about the training and their immediate response to it.

## 4 OUTCOME



### WHAT IT IS

The results and impact of the training on individuals, teams and the organization.

### KEY MEASURES

- Learning application on the job
- Performance improvement
- Behavioral change
- Business results and ROI



### PURPOSE

To determine the value and impact of the training on performance and organizational goals.

### WHY USE THE CIRO MODEL?



Provides a complete view of training effectiveness.



Helps improve decision-making and program design.



Demonstrates the value and impact of learning.



Supports continuous improvement and accountability.



**CONTEXT**  
Understand needs and environment



**INPUT**  
Design and deliver the right learning solution



**REACTION**  
Capture participant feedback and satisfaction



**OUTCOME**  
Measure impact and drive business results



**BETTER INSIGHTS.  
BETTER LEARNING. BETTER RESULTS.**



**EVALUATE. IMPROVE.  
TRANSFORM.**



## UNIT HIGHLIGHTS

- ✓ Training methods vary according to employee level and organizational requirements.
- ✓ E-Learning provides flexibility, accessibility, and cost-effective learning opportunities.
- ✓ Computer-Based Training (CBT) offers self-paced and interactive learning experiences.
- ✓ Multimedia Training combines text, audio, video, graphics, and animations for effective learning.
- ✓ Distance Learning enables training irrespective of geographical barriers.
- ✓ Training evaluation determines whether training objectives have been achieved.
- ✓ ROI measures the financial benefits derived from training investments.
- ✓ Cross-Cultural Training prepares employees to work effectively in diverse and global environments.
- ✓ The Kirkpatrick Model evaluates training effectiveness through four levels: Reaction, Learning, Behavior, and Results.
- ✓ The CIRO Model evaluates training through Context, Input, Reaction, and Outcome dimensions.
- ✓ Effective evaluation helps organizations improve future training programs and maximize organizational performance.

## CASE STUDY: TATA CONSULTANCY SERVICES (TCS) – DIGITAL LEARNING AND EMPLOYEE DEVELOPMENT

Tata Consultancy Services regularly trains its employees to keep up with changing technologies such as cloud computing, artificial intelligence, and cybersecurity. The company uses **E-Learning**, **Computer-Based Training (CBT)**, and **Multimedia Training** through its digital learning platforms. Employees working at different client locations also participate in **Distance Learning** through virtual classrooms and webinars.

To evaluate the effectiveness of these training programs, TCS collects employee feedback, conducts online assessments, and measures improvements in job performance. Managers monitor whether employees apply their newly acquired skills in real projects. The company also evaluates the **Return on Investment (ROI)** by comparing training costs with improvements in productivity, project quality, and customer satisfaction. Using the **Kirkpatrick Model**, TCS measures employee reaction, learning, behavioral changes, and business results to ensure that training contributes to organizational success.

### Questions

- Explain the training methods adopted by TCS and discuss their benefits.
- Describe how TCS evaluates the effectiveness of its training programs using the Kirkpatrick Model and ROI.

| S.No.                                           | CO | Questions                                                                                                                                                                                       | BT |
|-------------------------------------------------|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| <b>Unit V: TRAINING AND DEVELOPMENT METHODS</b> |    |                                                                                                                                                                                                 |    |
| <b>PART- A (TWO MARKS QUESTIONS)</b>            |    |                                                                                                                                                                                                 |    |
| 1                                               | 5  | Define E-Learning. Mention any two advantages of E-Learning.                                                                                                                                    | L1 |
| 2                                               | 5  | What is Computer-Based Training (CBT)? State any two features.                                                                                                                                  | L1 |
| 3                                               | 5  | Define Multimedia Training and Distance Learning.                                                                                                                                               | L1 |
| 4                                               | 5  | Define Cross-Cultural Training. Mention any two objectives of Cross-Cultural Training.                                                                                                          | L1 |
| 5                                               | 5  | What is Return on Investment (ROI) in Training? Write the formula used to calculate ROI.                                                                                                        | L2 |
| 6                                               | 5  | List the four levels of the Kirkpatrick Model. What does CIRO stand for?                                                                                                                        | L1 |
| <b>PART-B (TEN MARKS QUESTIONS)</b>             |    |                                                                                                                                                                                                 |    |
| 1                                               | 5  | Explain the various training and development methods for different levels of employees. Discuss their objectives, advantages, and limitations with suitable examples.                           | L4 |
| 2                                               | 5  | Compare E-Learning, Computer-Based Training (CBT), Multimedia Training, and Distance Learning in terms of features, advantages, limitations, and organizational applications.                   | L4 |
| 3                                               | 5  | Explain the principles, criteria, and approaches used in the evaluation of training programs. How do they help organizations improve training effectiveness?                                    | L4 |
| 4                                               | 5  | Evaluate the significance of Return on Investment (ROI) in Training. Explain the steps involved in ROI calculation.                                                                             | L2 |
| 5                                               | 5  | Examine the need for Cross-Cultural Training in multinational organizations. Discuss its objectives, methods, benefits, and challenges.                                                         | L5 |
| 6                                               | 5  | Compare and evaluate the Kirkpatrick Model and the CIRO Model of training evaluation. Which model is more suitable for evaluating modern organizational training programs? Justify your answer. | L5 |

**Text Books:**

1. Training And Development (Text And Cases), 1/e, Amita Yadav Dr. Rajanikant Verma, Bharti Publications, New Delhi, 2022.
2. Training in Organizations, 4/e, Irwin L Goldstein, J Kevin Ford, Thomson, Wadsworth, 2009.
3. Employee Training & Development, 6/e Raymond A Noe, Tata McGraw-Hill, New Delhi, 2013.