

CHAPTER VI : STRATEGIES OF TRAINING & DEVELOPMENT :

6.1 Strategies of Employee Development :

(Several strategies of employee development are possible and, in point of fact, utilised. One of the strategies may be to train and develop all the employees within the organisation itself through in-company formal training and development programmes and on-the-job development experiences. This would have served implications for the organisation. First of all, it would mean considerable investment in training and development expertise, facilities, and aids. It would also amount to considerable investment, time and effort on this area by top and line management.) (But in the longrun, this may be not only cheaper but also more effective strategy, because the problems of relevancy, numbers, and time can be taken care of much better.

Another strategy is to utilise the external professional and educational agencies in the country. It would appear that in the first glance this would be less costly. First of all, out-company programmes are expensive in training fees and they are constantly on the increase. In addition, there are the problems of relevancy, balance, training etc.

(The third strategy is to use both internal and external facilities and this is considered to be the best strategy all over, completely in tune with global pattern. An effective planned judicious use of both internal and external development effort would yield maximum benefits in this areas. Another reason is neither only in-company nor only out-company effort can be totally effective.)<sup>1</sup>

The fourth strategy is to use out-country training and development facilities and this is also a very effective one, provided proper care is taken in the selection of individuals and out-country programmes and it is followed up vigorously and effectively to see that there is a transference of learning abroad on to the job.

**Table No. 6.1** Showing Strategy of Training and Employee Development in Selected Undertakings.

S.No.	Strategy	Number of Units.	Percentage.
1	In-Company Programmes	7	100
2	Out-Company Programmes	7	100
3	Both In-Company and Out-Company Programmes	7	100
4	Out-Country Programmes	6	86

1-M.N.Rudrabasavraj. Executive Development in India, Himalaya Publishing House, Bombay, 1977, p.129.

The selected undertakings indicate that all these strategies are used by some one or the other. The response is shown in the Table No.6.1.

Keeping in step with the global pattern, (the strategy of selected undertakings is to use both in-company and out-company training and development effort which is a sound policy. Since it is always necessary to supplement in-company effort with out-company effort) because, either of them alone will fail to meet with optimum effectiveness.

In addition, 6 undertakings(86 %) utilise out-country agencies to meet their training and employee development needs.

#### \*6.2 Who does Training :

Evidence suggests that, university training is more valuable for men who have just been promoted, since they are the ones who are most in need of an expanded view point, confronted by a new job, they are anxious to develop new skills and willing to discard old points of view. Due to this reason the SCI, CCI, H.A.Ltd; (43 %) sponsor executives (Though a limited number) to such programmes.

However, university training is not a cure-all. RCF, IOC (Marketing Division) Ltd; R & C (1972) Ltd Byculla Iron Works are among the selected units, have genuinely unique problems, and the patterns of behavior that the

executives learn at ~~an~~ such university / management institute may not be consistent with management policy. Therefore, these units do not sponsor the executives to the university/management<sup>a</sup> institute's executive development programmes.

RCF, IOC(Marketing Division) Ltd; H.A.Ltd; have their own training institutes. SCI's training institute is under construction. These institutes provide training to employees at different levels.

Outsiders generally work under heavy handicaps, however, for they know very little about the company, its problems or its policies.

But outsiders often make a real contribution in teaching content courses ~~w~~ such as consultants in helping companies think through and set up their training.

Like other forms of teaching, coaching by one's superior right on the job is most effective when it encourages the trainees~~d~~ to learn by himself.

Table Np.6.2 shows who does<sup>the</sup> training in selected units.

**Table No. 6.2**      **Showing Who Does Training In The Selected Public Sector Undertakings.**

S.No-	Particulars	U N I T S							Percen- -tage.
		1	2	3	4	5	6	7	
1	2	3							4
I	University/ Engineering/ Management Institute's Executive Development Programme.		*			*	*		43
II	Company Run Institutes		*1	*	*		*		57
III	Out-siders	*	*	*	*	*	*		86
IV	Line Personnel	*	*	*	*	*	*	*	100
V	Coaching by Superior.	*	*	*	*	*	*	*	100

\*1-SCI's training institute is under construction.

Outsiders for the purpose of training are exploited by 6 (86 %) undertakings.

It has found that, line personnel and coaching by supervisor do the training in case of all the selected units (100 %).

**6.3 : Provision for Management Trainees And Apprentices**

**Practices :**

**Management Trainees :**

The need for trained managers is gradually realised in India, and some of the forward looking enterprises are recruiting products of the schools of management.

Table No. 6.3 shows Management Trainees and Apprentices Practices in selected units.

In SCI to induct the fresh blood at regular intervals, as a matter of policy, it has been decided to recruit every year a few M.B.A.s or post graduates in management. This is the practice followed by the corporation helps to keep pace with modern management techniques.

The SCI appoints on Fleet side the candidates as IV Officer and V Engineer Trainees, they will be provided on the job training. Under the specific observation of III Officer and IV Engineer respectively, they will be trained.

RCF recruits management trainees who have engineering degrees and professional degrees. During the training period of 18 months management trainees operate <sup>d</sup> under the direct observation of top executives, who are personally responsible for evaluating the trainee's

performance. They will be assigned to capital budgeting, product <sup>marketing</sup> development, study a problem area and human relations training, decision making training.

IOC(Marketing Division) appoints officer trainees- engineering graduates, M.B.A.s, C.A.s (First Class). They will have to work under the direct observation of Asstt. Manager. They will be familiarised with capital budgeting, product marketing, study a problem area. They will be assigned prepare recommendations and to see the working of the long-range-planning committees. They will be provided with human relations training. During the period of training they are expected to learn technical ability, a skill to obey orders, skill in dealing with people.

In H.A.Ltd; Pimpri, graduates from institutes of management and professionals are appointed as management trainees. In addition to (practical) on-the-job training, they will be provided theoretical knowledge to some extent.

R. & C.(1972) Ltd;, CCI and Shri Shahu Mills do not appoint management trainees.

Uniformally managements are expected to learn the following---

- Technical ability, Study a problem area,
- A skill to obey orders, capital budgeting,
- human relations and decision making.

The SCI appoints on fleet side IV officer trainees, and V Engineers Trainee (equivalent to JETs). But they will not be rotated from department to department. Instead they will be trained in a particular department. This facilitates the development of specialists. On the other hand on shore side corporation appoints management trainees who will be rotated from department to department. Thus making them generalists for the purpose of facilitating administration.

In RCF, IOC (Marketing Division) Ltd and H.A.Ltd; management trainees are rotated from department to department. This practice facilitates the transfers of managerial personnel, which ultimately result in efficient administration.

#### Apprentices Practices :

Apprentices will be provided training during the apprenticeship period, in the respective department. For example a commercial apprentices will be directly placed in accounts department. He will be made familiar with the accounting procedure and preparing statements. He will be shown how the documents are prepared and he will be asked to calculate figures and thus will be made familiar with the office practice.



Candidates wish to learn skilled trade will be appointed as trade apprentices. They will be given on-the-job training. They will be asked to observe the jobs operated by the experienced workers and then asked to do the same step by step.

In ~~the~~ R & C (1972) Ltd; Byculla Iron Works, unskilled workers (as learners), apprentices in skilled category and B.Com. graduates as commercial apprentices are appointed.

RCF appoints commercial apprentices, and learners. IOC (Marketing Division) Ltd; appoints the commercial apprentices.

In H.A.Ltd; in addition to practice, the trade apprentices will be provided with theory too. The undertaking appoints apprentices in the skilled category.

For most of the trades the duration of apprenticeship including basic training, is three years. But for some trades the training period varies from 6 months to 4 years. The period of training undergone by the candidate in Industrial Training Institute/ other institutes recognised by National Council for Training in Vocational Trade (NCTVT) is taken into account for allowing rebate in the training period.

RCF and H.A.Ltd; appoint Engineering Graduates and Diploma holders as apprentices under Apprenticeship (Second Amended Act) 1975.

In Shri Shahu Mills, appointing a substitute in the absence of a permanent employee, is the practice. The substitute will thus get on the job training. Shri Shahu Mills appoints pure trainees, without remuneration.

R. & C.(1972) Ltd; Byculla Iron Works, RCF and H.A.Ltd; appoint learners, in production department.

It is clear from the Table No.6.3 that of all the trainee schemes the management trainee scheme seems to be more popular one and no fewer than 4 units (57 %) operate this scheme. The four units are SCI, RCF, IOC(Marketing Division) and H.A.Ltd;. This scheme provides the immediate potential for the executive cadre.

The Trainee Engineers scheme and Trainee Officers scheme are practiced in SCI, specifically for fleet personnel.

Pure trainees (without remuneration) is followed in Shri Shahu Mills only. Similarly appointing substitutes is also a peculiar practice of Shri Shahu Mills, Kolhapur.

R. & C.(1972) Ltd; RCF, and H.A.Ltd; appoint

**Table No.6.3. Showing Management Trainees and Apprentices Schemes Practiced In Selected Undertakings.**

S.No.	Name of Scheme	Number of Units.	Percentage.
1	2	3	4
1	Management Trainee Scheme.	4	57
2	Trainee Engineers Scheme.	1	14
3	Trainee Officers Scheme.	1	14
4	Pure Trainees.	1	14
5	Substitutes.	1	14
6	Learners.	3	43
7	Under Apprenticeship Act. 1961.		
	A-Commercial Apprentices	4	57
	B-Trade Apprentices	3	43
8	Under Apprenticeship (Second Amended Act, 1975).		
	Engineering Degree Holders	2	28
	Engineering Diploma Holders.	2	28

learners in production department.

4 units (57 %) appoint commercial apprentices and only 3 units (43 %) appoint trade apprentices under Apprenticeship Act 1961.

2 units (28 %) appoint Engineering Graduates and Diploma Holders as apprentices under Apprenticeship (Second Amended) Act 1975.