

CHAPTER - I INTRODUCTION

I. Introduction : Training and Development :

In all training there is some education and in all education there is some training. The two processes cannot be separated from development. Precise definitions are not possible and can be misleading but different persons have used these terms in different ways.

Training : Process of learning application of knowledge improving performance.

Development: Improving job performance growth of personality not good but better men and women.

Education : Education is understanding of knowledge. It imparts qualities of mind and character. Distinction between training and development.

- i) Training - A short term process,
- ii) Development - A long term educational process.

Need of Training -

- i) To increase productivity
- ii) To improve quality
- iii) To help fulfilling future Needs.
- iii) Improve organisational climate.
- iv) To improve health and safety.
- v) Prevention of obsolescence.
- vi) For personal Growth.

Responsibility of Training :

Training refers to any organized effort at behaviour change, not skill training. An important question that has to be answered is who is responsible for bringing

about this change. Sometimes in a spirit of newly found awareness a few would say "Managers are responsible for training of course" Managers are responsible for assuring that employees are trained in their jobs. Trainers should function as a resource to assist the managers in training their employees but should not assume that total responsibility for the training. Find manager who recognizes the need for training and apply the training process to the managers's problem.

In order to focus the trainers effort during, the needs analysis, an overall model is necessary. The work done by Robert manger in California and Geary Rummier in New Yorke, provide such a model.

1) Behavior Diserepancy indentification

2) Cost valve Analysis

3) Skill/Knowledge

Difficiency

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Yes

No

Can't Do

Don't Do

4) Job Aid	(9) Reward/Punishment
5) Trahing	Incongruence
6) Practice	(10) Lack of Inadequate Feed
7) Change the job	back
8) Transfer or Terminate	(11) Dbstacles in system.

II. Human Resource Development :

Human resource development is the process of increasing knOwledge skill and capacities of all the people in a given society.

Man power is essential in every country. for successful use of physical capital. Man power planning is the first

step in any effective personnel programme.

The importance of development of human resources was keenly felt at the national level leading to formation of a separate Human resource Development, ministry by the present prime minister.

The long term development of human resources as distinct from training for a specific job is of growing concern to personnel departments. Through the development of present employees the personnel department reduces the company's dependence on hiring new workers. If employees are developed properly the job openings found through human resources planning are more likely to be filled internally. Promotions and transfers also show the employees that they have a career, not just a job. The employer benefits from increased continuity in operations and from employees who feel a greater commitment to the firm.

Human resource development is also an effective way to meet several challenges faced by most large organisations.

These challenges include employee obsolescence, Sociotechnical changes, affirmative action and employee turnover. By meeting these challenges the personnel department can help maintain an effective work force.

Challenges to Human resource Development :

1) Employee obsolescence :

Obsolescence results when an employee no longer possesses the knowledge or abilities to perform successfully. In the fast changing and highly technical fields such as engineering and medicine, obsolescence can occur quickly. Among managers, the change may take

place more slowly and be more difficult to determine. Other people in the organization may not notice obsolescence until it has advanced considerably.

Although obsolescence may develop on account of change in the individual it more likely results from that person's failure to adapt to new technology, new procedures, or other changes. The more rapidly, the environment changes, the more likely employees will become obsolete. To avoid obsolescence before it occurs is therefore a major challenge for the personnel department.

ii) Social and Technological changes :

Social and technological changes also challenges the personnel department. e.g. cultural attitudes toward woman in the work force caused many companies such as the American Telephone and Telegraph, to redesign their development programmes in order to meet society's pressure for equal employment opportunities. The social changes brought about by equal employment opportunity and the company's affirmative action programme even led to a redesign of the equipment used by outside craft people in order to better accommodate more female workers while providing and training for foreign nationals the content and delivery must consider local customs and expectations even down to seating arrangements duration and ending times meals and accommodations.

Likewise rapid changes in technology require technology based firms to engage in nearly continuous development.

iii) Development and Affirmative Action :

Many large and small corporations alike have developed affirmative action plans as remedial or preventive

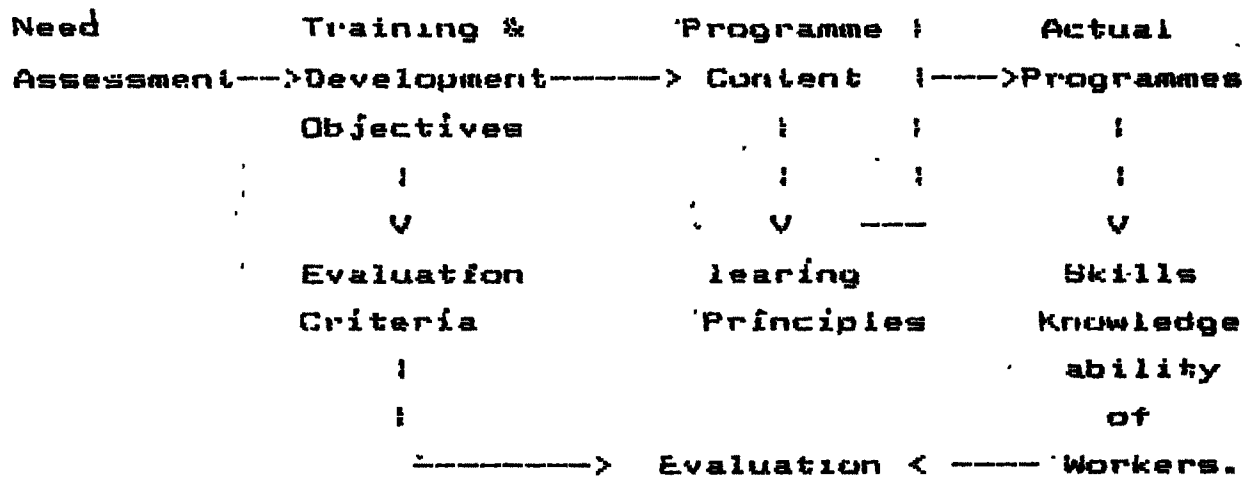
moves to deal with the issue of discrimination. However, the Civil Rights Act prohibits discrimination with respect to terms, conditions, or privileges of employment. As a result training and development activities must be conducted in such a way that they do not discriminate against protected classes.

iv) Employee Turnover :

Turnover the willingness of employees to leave one organization for another creates a special challenge for human resource development. Because these departures are largely unpredictable development activities must prepare present employees to succeed those who leave. Although research shows that leaders of very large industrial companies spend nearly all their careers with the firm, the same research found that mobility is widespread among other managers. Therefore development programmes must prepare other employees to replace these mobile managers. Sometimes an employer with excellent development programmes finds that these programmes actually contribute to employee turnover.

Training and developing employees may not be enough. Truly effective organisations require team work to deal with changes they face. Sometimes a change in the organisations strategy can create a need for training for example, new products or services.

Chart of Preliminary Steps in Training & Development Programme :



Training & Development objectives :

These objectives should state the desired behavior and conditions under which it is to occur. Objectives also serve as the standard against which individual performance and programme can be measured.

Training & Development Approaches :

Before reviewing the various training and development approaches it is important to remember that any method may be applied to both training and development. In selecting a particular technique to use in training or development, there are several trade offs

- i) Cost effectiveness
- ii) Desired programme content
- iii) Appropriateness of the facilities
- iv) Trainee preferences and capabilities
- v) Trainer preferences and capabilities
- iv) Learning principles.

The importance of these trade off depends upon the situation, for example cost-effectiveness may be a minor factor when training an airline pilot in emergency manoeuvres. But whatever method is selected it has certain learning principles associated with it.

Training and Development Approaches :

- i) Job Instruction Training
- ii) Job Rotation
- iii) Apprenticeships and Coaching
- iv) Lecture and Video presentations
- v) Vestibule Training
- vi) Role playing and behavior modeling
- vii) Case study
- viii) Simulation
- ix) Self -Study and Programmed Learning
- x) Laboratory Training

Human Resource Development prepares individuals for future job responsibilities. The personnel department is actively involved with change because it affects people.

The objective is to manage change in ways that increase the profits and reduce the costs. The personnel department is especially concerned with barriers to change and the psychic costs. Major personnel practices that tend to support change include careful planning participation communication and supplementary rewards. Organisation development is widely used to improve a

firm's skills for working with change.

iii) Objectives of the study :

The objectives of the study under consideration are as follows -

- i) To study the training activities and procedures followed in G.P.I. Ltd. UCHAGAON KOLHAPUR.
- ii) To understand types of training courses adopted to train the workers supervisors, and the executives.
- iii) To conclude on the basis of the data collected, which type of training will be suitable for workers and as well as the executives of G.P.I. UCHAGAON KOLHAPUR.
- iv) To study the safety measures undertaken by the management.

Methodology :

- i) To know the impact of training activities in G.P.I.Ltd UCHAGAON KOLHAPUR, a Questionnaires were prepared in consultation with the executives and administered amongst the workers and Supervisors to know their responses towards the training.
- ii) The executives who have attended various training and development courses were interviewed through structured and unstructured interviewed techniques.
- iii) To understand training practices and procedures relevant data was collected from the files and related document from the personnel department.
- iv) To acquaint safety measures undertaken by the management.

v) The library facility was vailed for survey of literature on various aspects of training.

Limitations of the Study :

i) The questionnaire method was used to collect the responses of the workers towards the training programme adopted by the mangement of S.P.T.Ltd. UCHAGADN KOLHAPUR.

ii) It was felt that few workers were casual in answering the Questions. So it was difficult to get their correct responses.