

HUMAN RESOURCE MANAGEMENT

M.COM SEM-II

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Training and Development (T&D)

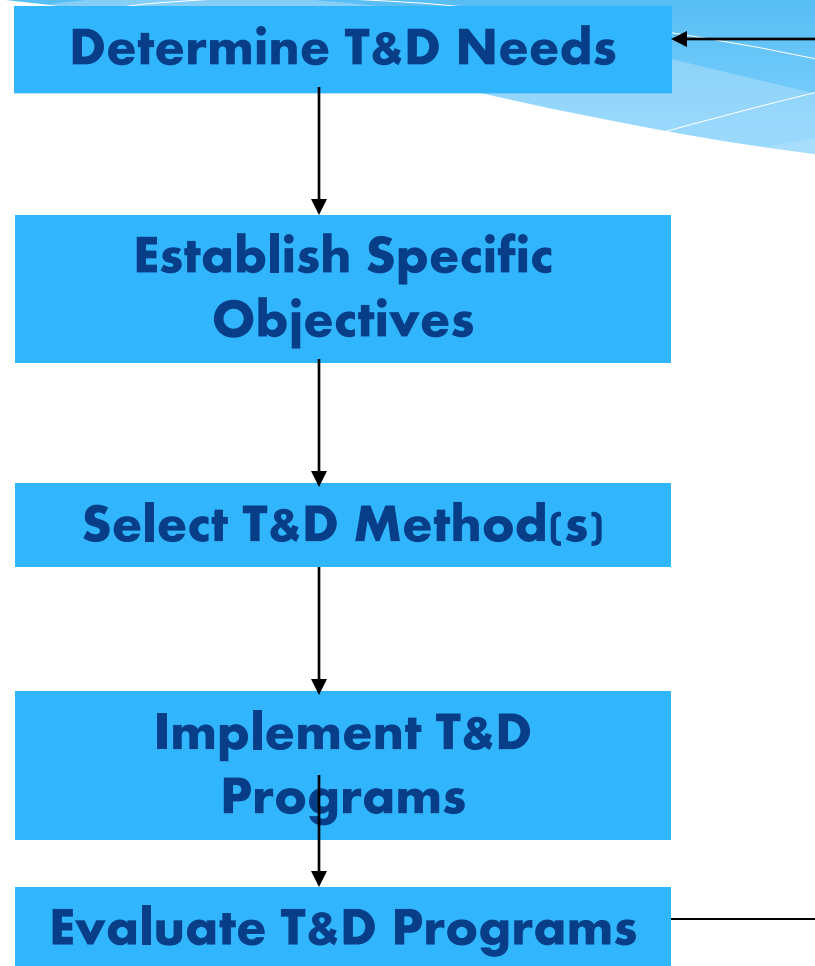
- **Human Resource Development** – Major HRM function consisting not only of T&D, but also individual career planning and development activities and performance appraisal
- **Training and Development** – Heart of a continuous effort designed to improve employee competency and organizational performance

- **Training** - Designed to provide learners with the knowledge and skills needed for their present jobs – formal and informal
- **Development** - Involves learning that goes beyond today's job – more long-term focus
- **Learning Organization** – firms that recognize critical importance of continuous performance-related training and development and take appropriate action

Factors Influencing T&D

- **Top management support**
- **Commitment from specialists and generalists**
- **Technological advances**
- **Organizational complexity**
- **Learning style**

Process of Training and Development (T&D)



Determining Training and Development Needs



In order to compete effectively, firms must keep employees well trained.

Establishing Training and Development Objectives

- **Desired end results**
- **Clear and concise objectives must be formulated**

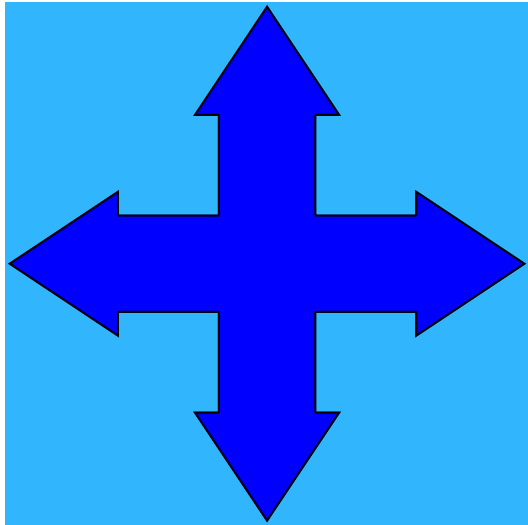
Training and Development Methods

- **Classroom Programs**
- **Mentoring**
- **Coaching**
- **Role Playing**
- **Simulations**
- **Distance Learning and Videoconferencing**
- **E-learning**
- **On-the-Job Training**
- **Job Rotation**
- **Internships**

Management Development

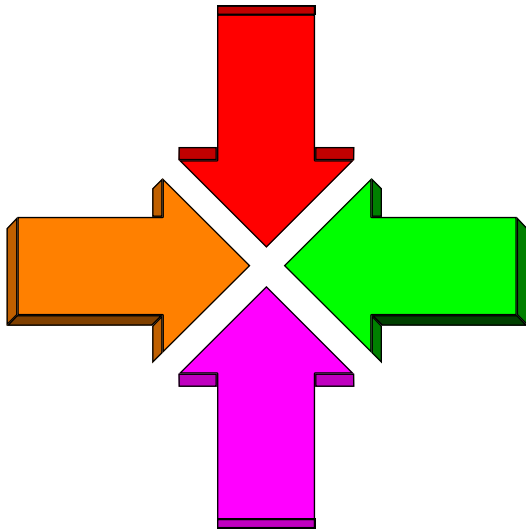
- **All learning experiences resulting in upgrading of skills and knowledge needed in current and future managerial positions**
- **Imperative managers keep up with latest developments in their fields while managing ever-changing workforce in a dynamic environment**
- **Requires personal commitment of individual manager**

Reasons to Conduct Management Training Outside of the Company



- **An outside perspective**
- **New viewpoints**
- **Possibility of taking executives out of work environment**
- **Exposure to faculty experts and research**
- **Broader vision**

Reasons to Conduct Management Training Inside of the Company



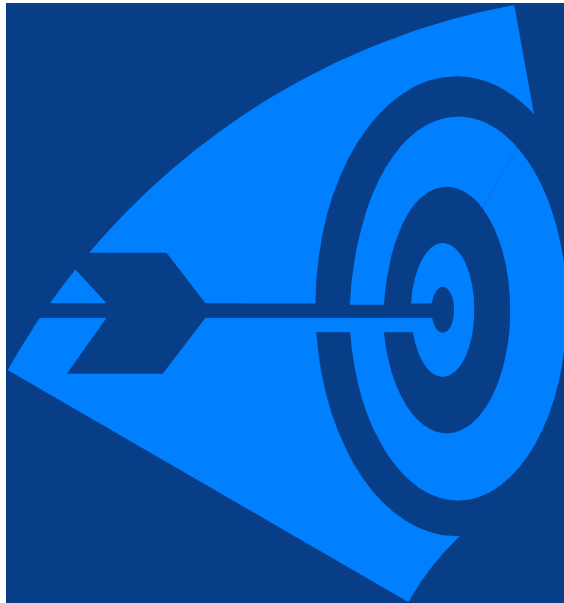
- **Training more specific to needs**
- **Lower costs**
- **Less time**
- **Consistent, relevant material**
- **More control of content and faculty**

Orientation



- **Initial T&D effort designed for employees**
- **Strives to inform them about company, job and workgroup**
- **On-boarding**

Additional Benefits of Orientation



**Effective in retaining
and motivating
personnel**

Special Training Areas

- **Telecommuter** – permit manager and employee to define job responsibilities and set goals and expectations
- **Diversity** – develop sensitivity to create more harmonious working environment
- **Ethics** – develop corporate culture that rewards ethical behavior
- **Conflict Resolution** – communication skills needed to resolve gridlock

Implementing Human Resource Development Programs

- **Implies change**
- **Feel they are too busy to engage in T&D efforts**
- **Qualified trainers must be available**
- **Trainers must understand company objectives**

Evaluating Human Resource Development

- **Ask participant's opinions**
- **Determine extent of learning**
- **Will training change behavior?**
- **Have T&D objectives been accomplished?**
- **Benchmarking**
- **Evaluation difficult, but necessary**

Organization Development



- **Survey feedback process**
- **Quality circles**
- **Team building**
- **Sensitivity training**

Survey Feedback Description

- **Process of collecting data from organizational unit through use of questionnaires, interviews and other objective data**
- **Can create working environments that lead to better working relationships, greater productivity and increased profitability**

Quality Circles



- **Groups of employees who voluntarily meet regularly with their supervisors to discuss problems**
- **Investigate causes**
- **Recommend solutions**

Team Building



- **Conscious effort to develop effective workgroups**
- **Uses self-directed teams**
- **Small group of employees responsible for an entire work process**
- **Members work together to improve their operation**

Sensitivity Training

- **Participants learn about themselves and how others perceive them**
- **No agenda, leaders, authority, power positions**
- **People learn through dialogue**
- **Participants encouraged to learn about themselves and others in group**
- **Also called T-group training**



CAREER PLANNING AND DEVELOPMENT

Career Planning and Development

- **Career** – general course that person chooses to pursue for working life
- **Career Planning** – process whereby individual sets goals and identifies means to achieve them
- **Organizational Career Planning** – paths identified for employees to assist in development

Job and Career Security

- **Job Security** – implies security in one job, often with one company
- **Career Security** – requires developing marketable skills and expertise that help ensure employment with a range of careers

Job and Career Security

What should a professional be doing to maintain security?

- **Stay current on their industry trends**
- **Have on-going evaluations of their skills**
- **Continuing education**
- **Network continuously**
- **Have career/job mentoring**

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