

Advances In Training Methodologies in Business Organizations.

By Rajen Kanitkar

Chairman

Mumbai Chapter

Introduction.

The public Education system provides the individual the opportunity to equip himself with the basic skills and knowledge necessary to cope with his environment. Through trade schools and higher education the individual can pursue general studies for particular fields. But in business organizations, individuals need to be prepared for a particular position which is not work of these institutions but a function of training departments. Thus when an individual is hired his education remains continued. Industries have given up slow and inefficient methods of experienced senior employee teaching skills for a job to new employees and have resorted to elaborate man power development with new and creative methods of training, absenteeism and waste is getting eliminated with the increase in productivity. Since training costs are inevitable, training officers are taking efforts in consultation with top management to plan the direction, pace, means with responsibility to the benefit of the organization. Companies like Reliance Industries Ltd. are showing human asset like any other tangible asset on the

balance sheet. Training programmes are considered as long term investment.

As per V.G.karnik, training is getting accompanied by experiential exercises and practical education. It covers awareness, value systems and improved attitude. As far as practical training is concerned its importance is beyond question. Behavioral training is however, a gray area. It has two aspects. One is mechanical cum physical aspect based on instruction and imitation and the other is the mental aspect which is related to education, understanding and knowledge. Even lower species of animals can be trained as is done in circus, the attitudinal development of the individual is not impossible as human alone is endowed with higher intelligence, reason and ability for learning from experience. A human being can also form a concept and plan for future. The present day environment requires new methods and approaches to bring in paradigm shift in the basic attitude of employee. Once attitude is improved performance gets enhanced making organizational performance more effective. Training employees always scores trial and error expensive methods.

TRAINING-Purpose and Objectives

The purpose of training and retraining is to bring skills of individuals up to a desired standard for present and future assignments. In a more general sense, training improves knowledge and information for carrying out various specialized assignments, in the total work of the enterprise.

The main aim of training is to induce a suitable change in the employee concerned. The organization is required to function at optimum efficiency if it has to survive in the competitive world of today and training helps it to extract the most efficiency performance from its employees. It will thus be seen that appropriate training has both immediate and long time objectives. If the immediate goal is to enhance skills and knowledge of employees for particular assignments, the ultimate goal is the success of the organization, its policies and procedures through an induction programme. Induction programme decreases the new employee's anxiety and improves output and attendance.

The training can be used to aid in solving problems like accidents, grievances or attritions. A by product of training is increase the value of an employee thus increase in his potential; for promotion, job security and morale.

TRAINING - The Present Position

Training is receiving special attention. In the most of the business organizations a separate training department under the charge of a training manager is a common scene. It is normally run in a close collaboration and as a part of human resource management. Due importance is getting attached to the training function. A great care is taken in designing training programmes. Training function is seen as continuous activity. A certain number of days training are decided well in advance. Training functions is allocated certain funds .

The Training Process

The first element is the training process is closely connected to the corporate strategy. Training strategies, aims & objectives are driven out of **mission statement & vision document** of a business organization. Ms. Pauline Serrao, Dy. HR Manager Of **Crompton Greaves** stated in her interview with the author that management's agenda for action for 1995-96 was based on VISION 1998 document of its honorable chairman k.K.Noharia.

This agenda included "Paradigm shift" in attitude of employees to improve their responses to management's organizational change initiatives, create sense of equal responsibility amongst its employees force so as to improve productivity, reduce cost per employee per unit of product & thus convert loss making divisions into profit centers of organization. As a part of strategy, GM (Training & development) decided to convert Stephen Covey's book "7 habits of highly effective people" into a training capsule which was done by 18 employees who were good in inter-personal communication. This capsule was tested on select audience whose suggestions, recommendations were incorporated into training program called "Total Personal Quality" or in short, TPQ. Attitude of the first batch of employees who had undergone this program was compared with the rest of employees & a tremendous gap was found. Trained employees were highly proactive. Seeing the success of this training, it was extended to entire population of Crompton Greaves by 1998-1999 onwards, Crompton started showing profits in its balance sheet.

Second Element is **business situation arising out of changing political scenario**. Central Govt's liberalization & delicensing policy brought in lot of competitors to Mahindras utility vehicle called "Geep" in the form of Tata's "Sumo", Bajaj Tempo's "Tracks" & Ordinance Factory's "Zonga" reducing M&M's share in UV market to just 43% by 1993 creating question mark over survival of company & its workforce. This situation forced Mahindras to reduce its cost to offer vehicles at competitive prices. This led to decision of improving productivity per person by fullest utilization of manpower. This forced employees to accept management's decision of multi machine manning & multi tasking. To facilitate this, production system was changed to new system based on Toyota's lines was installed. Surplus manpower was trained in other value adding jobs. Before commencing this exercise, company's Personnel, IR, Social welfare & Training departments swung into action in preparing employees mindset to for not resisting the change. Rehabilitation schemes were introduced to rehabilitate excess workmen. Eliyanu M. Goldtratt & Jeff Cox 'goal' was circulated amongst thousands of employees for extended learning to support management's training initiatives. This was done to ensure that employees are motivated to imbibe the skills, knowledge and abilities to ensure success of training activity. Mr. Hiran Aher, GM-Operations, Nashik Plant of **Mahindra & Mahindra Ltd** stated that Training Department spent entire 1994 & few succeeding years in training employees to adapt to new production system & multi skilling. A related issue to learn is motivation to transfer the learning to the job. As a result, M&M

has emerged out as No.1 leader in utility vehicles market. Thus foremost step in training is the selection of GOALS.

Apart from training as a consequence of strategy formulation arising out of company's vision & mission and business situations, the process of training begins with **finding out training needs**. May be at organizational level as states above or at individual level out of performance appraisals of employees or by doing skills/competency mapping or through Supervisors interviews. (Source: Strategic Approach to Human Resource Management by Y.R.K.Reddy, 1990).

In Hospitality industry, Guest Services & Security as well Gestures play an important role in retaining customers. Therefore entire operational staff is given training on topics of Guest Excellence, Empathetic service, Rapport Building, The positive accenture, forbidden phrases and words that delight guests. Gesture training is equally important e.g. Avoid rubbing the eye during conversation with guest as it suggest a lie or attempt to hide. Hence, as per Ms. Ramya Nurani, former Training head of Kingfisher training Academy, Guest Sensitivity training is first given to every employee joining either a hotel or airlines.

Next process is grouping of Trainees as per priority. Prioritisation takes place and those of immediate & crucial nature are addressed first, as per V.J.Rao, Vice President-HR&GLD, Suzlon Energy Limited, Pune.

Next Important process is decision on methods & techniques to be applied to which we will refer in next stage of this research paper. we will refer in next stage of this research paper.

TRAINING-METHODS

Whilst education increase generalized knowledge and understanding of total environment, training leads to acquisition of further knowledge and skills often manual for job. Likewise development improves and grows individual's faculties, attitudes, insights and traits. From above, it can be said that operative workers receive more emphasis in education in their development. The knowledge worker's training differs from that of an assembly line worker.

1. The majority of training for operating personnel because it is easiest and most natural is on the job training. OJT is a most appropriate method for teaching skills and knowledge requiring relatively short time to learn. OJT involves less cost than other teaching methods. These days even pharma companies Like Ajanta Pharma Ltd. or Icpa Health products Ltd. gives on the job training to medical representatives. It is actually training in the field where Area Sales Manager is entrusted with training newly inducted 5 to 12 Medical Representatives during calls on Doctors. As per Rolph p. Lynton 7 Uday Pareek, Page 136 of training for Development

,1990”where skills are to be acquired fast and used soon,OJT is a right method.As per them,Ojt shall not be converted into “Trial and Error” or “Sink or Swim”,as errors arising from lack of knowledge & skill on the job are more costly & expensive and therefore should not usually be left to chance.Trainer’s knowledge and experience is very vital in OJT.

In most of Five star Hotels,there is Excom means Executive Committee which is nothing but junior board of Directors headed by General Manager-Operations .Divisions of Crompton Greaves Ltd are SBUs or Sovereign business Units headed by Vice President-Operations who is a sort of mini Chairman.In most likely hood,he becomes president of group & board of Directors.This is kind of OJT nut at very senior level Normally companies offering VRS to its employees are not allowed to fill up vacancies created by VRS under Income Tax Act in India.As such employees who have not taken VRS are forced to carry out retired employee’s jobs.Hence;they have to acquire new skills.This is the advantage of OJT/(Rolph P.Lynton and Udai Pareek have confirmed this in their book “Training for Development”on page 138)this is further confirmed by HR Managers of Crompton Greaves &Blue Star companies.

2.Simulating real life:

Instead of taking participants into the field,the field can be simulated in the training session itself.

These techniques make learners most efficient by involving them in the process. Roles are created with situational dynamics to help Trainees briefly "experience" and practice different ways of dealing with situation and consequences.

Normally this method is used whilst conducting Assessment Centres to judge successors' suitability to take up higher jobs. Normally 10 minutes Role Play is followed by 20 minutes discussion. Degree of reality in session occurs when trainees play opposite roles as well. **Role Playing** is useful for training in behavioral dimensions.

An excellent technique for teaching human relation skills through practice and developing insights into one's behavior is **Role play**.

This method is used whilst conducting Assessment Centres to judge successors' suitability to take up higher jobs. It is playing **simulation games** till learning is assured. A game is an ongoing series of complimentary transactions focusing towards well-defined, predictable outcome. Descriptively it is a recurring state of transactions, often repetitions, superficially plausible, with a concealed motivation. Games are clearly differentiated from procedures, rituals and pastimes because of its chief characteristics of the ulterior quality. The death of a salesman, third degree rape, peasant, greenhouse are some of the games adapted by management trainers as per **Eric Berne M.D. in his book Games People Play**. Firo-

B,NASA, Prisoners Dilemma are few of the other illustrations.Both process learning and cognitive learning can result from good simulation session.

Normally Management Post Graduates from IIM are rotated through key roles allowing them to specifically deal with situations which they might encounter in real life business situation at later stages.This is called **In Basket Exercise**.Roleplay,Simulation games and In-Basket Exercise are normally used for training Junior Executives Middle Management.

Engineering companies mostly in automobile sector, these days use computerized numerically controlled(CNC) machines in its machine shop.These companies mostly provide vestibule training to its machine operators and engineers by creating duplicate of the actual material,equipment under work conditions.this vestibule training method is useful when large numbers of trainees are to be taught same kind of skill.

3.Laboratory Training: Only skilled,matured trainer with good stamina and nervous system can be effective laboratory trainers,For e.g PGL or personal growth lab.

Newly recruited trainees normally undergo laboratory training

4.Sampling Real Life Incidents & Cases: In this method,participants experience the situation which participants must be breathed into.The Purpose is to see what sort of situations and problems that lies ahead of

their day to day work. Participants are presented each sample of real life in slow motion so that through its detailed study, participants can learn the most from the data offered. This method helps participants to understand the situations and judge the actions to be taken in resembling the situations. This method also exposes trainee's attitudes and relationships.

In case study participants are provided with the data in advance of the session to facilitate the participant's preparations to make them familiar with the facts and with ways of relating them usefully. Situations are taken for discussions and discussions are closely observed by faculty. This method is used for training smaller groups.

Availability of material for incidents or data for case study is not easier.

Newly recruited trainees normally undergo case studies.

5. Individualized Training/Programmed Instructions:

Traditional methods of Individual training are tutorial, reading and written assignments. It is one to one training. However, with the use of video, the simultaneous training of various participants for developing certain skills can take place. Results are immediate and close approximation of learner's learning from the program can be judged. This was introduced in the industry in 1965 and mostly used for developing computer skills and other basic aspects of engineering services. These days, program instructions are used to extend training to

more than one participant.the program instructions provide step by step evaluation.Individualized instructors require meticulous specification of training need and have to design training sequences to meet with the objective.

Coaching,counseling and understudy are the individualized training methods used in management development as per Sexton Adams and Adelaide griffin (Source :Model Personnel Management,A Self-Instruction Program:Cases and Applications)

A Supervisor teaching job knowledge to subordinate by indicating what is to be done and suggesting how to do it followed by critique is called coaching whereas discussion between a supervisor and a subordinate or personnel on job related matters is called Counseling and to be done correctly does require considerable ability on part of supervisor.Arva Shikari in “Hit Bulls eye in Coaching”in Human Capital ,January 2011 highlights that Executive coaching impacts organization transformation in terms of minimizing the learning curve and empowering not only the current leaders but even the leaders tomorrow...thereby accelerating business results.As per Mr Sattish Ghogre,Senior Vice-President,Employee Relations & Development ,Mahindra &Mahindra Limited,High performance-High potential Employees are picked up as understudy to senior executives in order to sharpen their skills for possible succession.Crompton Greaves Limited uses

sharp engineers as Executive Assistants to develop managerial abilities. These methods help to spot and place the talent at right place when organization is growing and expanding.⁶

6. Seminars, Syndicates & Brainstorming: The purpose of this method is to provide participants with the opportunities to exchange information, views, ideas and recollections of experiences. This broadens the outlook of participants and also develops tolerance by views of others. This is more useful for participants who work in similar jobs. The Syndicates could be of people with engineering and technology background or from accounting and finance background. Here, no incidence or cases are focused or a problem is discussed but topics and problems are wide and trainer's role is correspondingly inactive during the session. This method helps participants through use and practice on the job skills acquired. In syndicates problems are chosen and during discussions brainstorming is done to call for creative solutions. This brings fresh approaches to the problems. The atmosphere is that of diversions and unorthodoxical.

7. The Lecture

Newly recruited trainees normally undergo Class Discussion or Lectures. As per Y.R.K. Reddy in his Strategic Approach to Human Resource Management, 1990, Page 69, the most popular method of teaching i.e. the lecture method ranks low in its effectiveness but continuous to be used by trainers in the

long run as easiest method. As per Sexton Adams and Adelaide Griffin when information and Knowledge is to be provided to very large audience lecture is the most appropriate method. As per Rolf P Lynton and Udai Praik, five assumptions of lecture method are listed below:

1. If the lecture is famous it motivates participants to attend, however motivation may not be primarily of learning but for melodious voice of the lecturer.
2. The lecturer and participants are on the same wavelength and hence creates a common understanding.
3. The purposeful attention of majority of participants is engaged by the lecturer for keeping the pace.
4. Interaction amongst the participants creates social dimension of training.
5. Intellectual understanding normally influences action.

However the purpose of lecture is specific and quite limited. Another advantage is that the lecture can be delivered even by a prepared surrogate.

Comparison of Training Methods and Training Objectives.

	Training Methods						
	(1) Field	(2) Simulation	(3) Laboratory	(4) Cases ect.	(5) Individual	(6) Seminar	(7) Lectures
Realistic and manageable part of job	High	V High	High	High	High	Low	Low
Help with	High	High	V high	High	V High	Low	V Low

Internalizing learning							
Protection for participant and organization against mistakes	--	V High	High	V High	V High	V High	V High
Learning to learn	High	High	V High	High	High	High	V Low
Exposure to new ideas and methods	High	High	V High	High	High	High	High
Experiments with behaviour	High	High	V High	High	High	Low	Low

	Training Methods						
	(1) Field	(2) Simulation	(3) Laboratory	(4) Case s ect.	(5) Individual	(6) Seminar	(7) Lectures
Membership of new reference group	Low	High	High	High	Low	High	Low
Step back to think about job as a whole	High	V High	—	V High	Low	High	High
Very intensive learning	High	High	V High	High	High	Low	Low

Advancement in Training Methodology

Creative and Innovative Trends

In Kingfisher Airlines Limited, **Discovery Learning** is a training methodology and is carried out in four stages:-

1. It bridges the gap between threshold knowledge & newly introduced concepts.
2. It builds on these concepts.
3. It develops the skill sets around the concepts.
4. It internalizes the learning through practices & discussions.

In Discovery Learning, following is avoided

- General questions which are vague and aimless.
- Questions with more than one “equally” good answer.
- Composite questions which involve more than one issue to be addressed for a complete answer.
- Guessing questions used too frequently, encourages thoughtless responses.
- Questions which suggest or imply the desired answer.
- Rhetorical questions.

In Google G2G 6* program has been launched where googlers teach one another. There are 200 courses globally offered by Google employees. Recently they have launched G2G TV channels which include sales, working smarter,

health & fitness and engineering. GWhiz radio makes googlers across the world available for questions/maintaining in any area of expertise allowing all other googlers to consult him/her. The most talked about and unique development program in Google is 20% project. Here engineers are encouraged to spend 20% of their time on a project outside their typical work responsibilities. Many of the Google related projects experienced continual innovations through this project.

In Dr Reddy's laboratories 7* , 11000 strong work force is divided into 3 levels i.e. Top X, Hipo and the Pool.

Top X= identified top readers within the company.

Hipo=highly potential employees from Middle management.

Pool=junior management level.

This is done to groom the readers as a part of leadership development process.

Bharti Airtel 8* has tied up with IIM Ahmedabad and Bangalore and ISB for building general management skills in their high potential managers and developing competencies. Emerging Leaders Acceleration Program (ELeAP) and business Leaders Program(BLeAP) are run by Bharti Airtel to equip their further leaders.

Latest in Training

Hirra Pervaiz posted on one of the HR website on 20th may 2011 an article captioned "D-Learning? E-Learning? M-

Learning The ABCs of fast-Paced Learning” in which she writes about fast-paced transition in training methodologies. D-Learning(Distance Learning) has moved over to E-Learning (Electronic Learning) and now we have jumping to M-Learning (Mobile-Learning). It’s quite Intriguing how the changing dynamics of the business environment have transformed the mediums of communication and the learning methodologies. The speedy transitions are accredited to the rapid changes in information technology, which has become central to every business operations. Sahara Hospitality Limited has encouraged its employees by paying them mobile allowance to buy Blackberry to post E-learning lessons maintaining aligned and engaged talent.

Sensitivity Training

In the context of globalization of companies, many companies like TCS have started providing sensitivity training as well as training on cultural practices and languages of countries where businesses have been acquired.

CONCLUSION

In this research paper we came across the traditional methods of training in traditional industries like manufacturing whereas IT Company like Google offers various platforms to its employees through E-Learning creating trainers out of every employee. The company like Sahara Hospitality has introduced mobile learning to

transform its workforce into E-Learning through M-Learning. With global acquisitions, companies like TCS i.e. Tata Consultancy Services have introduced cross culture translation and sensitivity training to its employees. These creative and innovative methods of training on organizations have contributed in enlarging organization effectiveness. Industries have given up show and inefficient methods of experienced senior employee teaching skills for a job to new employees and have resorted to deliberated man power development with new and creative methods of training, As per V.G. Karnik, training is getting accompanied by experiential and practical education. It covers awareness, value systems and improved attitude.