Chapter 1
Introduction of Training and Development

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1.1 Introduction

In the field of human resource management, training and development is that the field involved with structure activity geared toward the betterment of the individual and structure performance. So as to vie with success during a international market, corporations area unit specializing in the role of human resources as a crucial a part of their core ability and supply of competitive blessings. The human resource refers to the accumulated stock of information, skills, and talents that the people possess, that the firm has engineered up over time an acknowledgeable experience. It’s been notable by many names, together with worker development, learning and development so on (Bassanini, 2004).

In this world of growing uncertainty both the employer and employee have the responsibility to improve the skill levels. One of the features of working life today is that whatever training is acquired at the start, it will almost certainly become redundant or obsolete during the same working lifetime (Hunt, 1992). The goal of training and development is to create an impact that last beyond the end time of the training itself. In general, training and development is a learning of content as a means for enhancing skills development and improving work place behaviour.

The chapter begins with the introduction to training and development. It defines the training and development with many of the definition fixed by the professional of the sector. Each professional defines the theme in numerous ways in which. The chapter additional options the characteristics, importance and role of training and development for the organization. The later half states the ways and techniques also as method used for training and development.

Second part of the chapter deals with the transient profile of training and development in Indian situation. It focuses on the current setting of training and development in industry in India at huge. The success of any organization depends on acceptable use of human assets obtainable within the organization. Now days the essential downside isn't such a lot of getting training infra-structure, the matter is a lot of obtaining adequate result from
the training investment. It should to scrutinize the look or training and development. The staff or the worker operating for a company area unit currently being thought of as human assets. All different assets area unit extra to human assets. Towards augmenting the human resource and cope up with the changes, each internal and external the organization should concentrate essentially on developing the power, skills of its hands. A worker training plays a central role within the success of most organization. Because of its development side, training is closely connected to core competencies and strategic focus (Eleanna Galanaki, 2008). Training shifts from information to angle (Bhatia, 1981). Training a private means that serving to him to find out way to do his gift job satisfactorily. Developments are often outlined as getting ready the individual for a future job (John P. JKenny 1987). Additionally, training could change consistency in performance across the conditions (Smith EM, 1997).

1.1.1 Meaning of Training and Development

I Hear, I Forget
I see, I Remember
I do, I understand
(Anonyms)

Training and development is significant a part of the human resource management. Its forward ever necessary role in wake of the advancement of technology that has resulted in ever increasing competition, rise in customer’s expectation of quality and repair and a consequent should to lower prices. It’s additionally become a lot of necessary globally so as to arrange staff for brand spanking new jobs. Eminent management author Peter Ducker aforementioned that the quickest growing business would be training and development as results of replacement of business staff with information staff. This is often true for the developing nations and for people who area unit on the edge of development.
It is a learning method that involves the action of information, sharpening of skills, concepts, rules, or dynamical of attitudes and behaviours to boost the performance of staff. Training is activity resulting inarch behaviour. Training and development is continuous education done by organizations to extend productivity and performance of its staff. Training and development is completed sporadically to form staff attentive to technological changes and also the latest trends.

For deeper analysis of the idea training and development, we tend to swat up it in two elements that are:

What’s Training?

And what’s Development?

Training is an action of teaching someone or animal a selected talent or form of behaviour. It makes a really necessary contributation to the organization’s human resources and thus to the action of its aims and objectives, (www.businessdictionary.com).

The term ‘training’ indicates the method concerned in up the ability, skills and talents of the staff to performed specific jobs.

Training helps in change recent abilities and developing new ones. Training has specific goals of up one's capability, capacity, and performance. Training is characterized as an instructor-led, content-based intervention resulting in desired changes in behaviour (www.wikipedia.org).

“Training may be a planned method to change angle, information or talent behaviour through a learning expertise to attain effective performance in any activity or vary of activities. Its purpose in work scenarios to develop the skills of individual and to satisfy current and future personnel wants of the organization”. (Manpower Services Commission (M.S.C.), 1981)

“Training endeavours to impart information, skills and angle necessary to perform job-related tasks. It aims to boost job performance during a direct way”. (Truelove, 1992).
After a worker is chosen, placed and introduced in a company he/she should be supplied with training facilities so as to regulate them to the duty. Training is that the information and talent of a worker for doing a selected job. Training may be a short term education method and utilizing a general and arranged producer by that worker learn technical information and talent for an explicit purpose.

“Training is that the organized procedure by a selected job and organization.”(Dale S.Beach 2003)

Thus, the training is an activity or course either formal or informal that has helped you to amass the information and skills to try to your job, whereas, development may be a fixed state of growth or advancement and coaching bridges the variations between job demand and employee’s gift specification.

Development may be a progression from a lower to a lot of advanced, mature or complicated sort of stage. For ex-: Development of a plan into reality.

“People will demonstrate that they recognize one thing that they failed to recognize before (insights and realization also as facts) and/or after they do one thing that they might not do before (skills)” (Mumford, 1995).

It is a protracted term method designed to boost potential and effectiveness. It’s additionally outlined as growth and a realization of a person’s ability, through learning, typically from planned study and skill. (Gansberghe, 2003).

Development may be a systematic method of training and growth by that social control personal gain and provide skills, knowledge, attitudes and insights to manage the add their organization effectively and strength. Development implies making and sustaining modification.

Development may be a future directed coaching concentrate on personal growth of the staff. It’s systematic, organized and planned procedure by that social control personnel learn abstract and theoretical information for general and specific purpose.
Thus, training and development is that the approved and continued instructional activities among a company style to boost the fulfilment and performance of staff. Training and development programs offered by a business may embrace a range of instructional techniques and programs which will be attended on a obligatory or voluntary basis by the employees.

1.1.2 Difference between Training and Development

Training and development are unit the term principally used interchangeably. Though in technical sense there’s distinction within the two terms. Researchers additionally mention this distinction usually. Training involves an expert operating with learners to transfer to them sure areas of information or skills to boost in their current jobs whereas development may be a broad on-going multi-faceted set of activities to bring somebody or a company up to a different threshold of performance, typically to perform some job or new role within the future (McNamara, 2008). Training is job or task directed, development on the opposite hand is career directed (Asare-Bediako, 2002). Training may be a planned effort by a corporation to facilitate staff learning of the duty connected competencies (R. a. Neo, 2000)

<table>
<thead>
<tr>
<th>Basis</th>
<th>Training</th>
<th>Development</th>
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<tbody>
<tr>
<td>Contact</td>
<td>Technical skills and knowledge</td>
<td>Management and behavioural skills and knowledge</td>
</tr>
<tr>
<td>Purpose</td>
<td>Specific job-related</td>
<td>Conceptual and general knowledge</td>
</tr>
<tr>
<td>Duration</td>
<td>Short-term</td>
<td>Long-term</td>
</tr>
<tr>
<td>For-whom</td>
<td>Mostly technical and non-managerial personnel</td>
<td>Mostly for managerial personal</td>
</tr>
<tr>
<td>Goals</td>
<td>Fix current skill deficit</td>
<td>Prepare for future work demands</td>
</tr>
<tr>
<td>Orientation</td>
<td>Job oriented process and is vocational in nature.</td>
<td>It is general in nature and strives to inculcate initiative, enterprise,</td>
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creativity, dedication and loyalty among the employees.

<table>
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<tr>
<th>Focus</th>
<th>Current job</th>
<th>Current and future jobs</th>
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<tbody>
<tr>
<td>Motivation</td>
<td>Training is the result of organizational initiative and hence motivation is extrinsic.</td>
<td>In development the motivation is intrinsic.</td>
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</table>

For the most part and in the present study the term Training and Development are not considered separately. They used by and large and together to describe the overall improvement and education of an organization’s employees, and creates no difference in meaning.

**Scholarly Definition of Training and Development**

“It is an act of increasing the knowledge and skills of an employee for doing a particular job” (Phillipo, 2000).

Training and development is a learning experience that seeks a relatively permanent change in individual that will improve his or her ability to perform on the job (Robins, 1989.)

It is a process of improving knowledge, skills, attitude of employees to achieve organizational objectives (Dubbashi, 1983)

It is an organized process by which people learn knowledge or skill for a definite purpose (Beach, 1980).

**1.1.3 Purpose of Training and Development**

Training is important, not only for the point of view of the organization, but also for the employees. A skill acquired through training is an asset for the employees as well as for
the organization. The benefit from the training stays for a very long time (Training and Developing Employees). The need for training arises because of the following reasons:

- Due to changing technology
- As the free markets become stronger, customer are becoming more and more demanding. They are much more informed about the products. Intensified competition forces the organization to provide better products and services. In order to satisfy customers, organization has to develop new products, and the skills those producing them need to be continuously improved.
- Continuous improvement of the employee’s skill is an essential requirement for maintaining high standards of productivity.
- Training is a source of motivation also. It updates their skills.
- It creates accuracy in output and used as an effective tool of planning and control. It helps them in reducing cost of supervision, wastages and industrial accidents (Purpose of Training and Development, 2010).

The goal of training is for employees to master the knowledge, skills and behavior emphasized in training programs and applies them to their day to day activities. Training has to involve more than just basic skills development. Reasons for personnel growth and development are given by (J. B. Quin, 1996):

- Creating a pool of readily available and adequate replacement of job attrition.
- Enhancing the capabilities of the company to use technological advancements due to trained employees.
- Building more efficient, effective and highly motivated team.
- Ensuring adequate human resources for expansion into new program.
- Increased productivity
- Reduce employees turnover
- Increased efficiency resulting in financial gain
- Decrease need for supervision
Contributing to the debate of training and development purposes, (Gillam, 1990) stated six reasons why companies invest in training and development:

- Increase employee knowledge
- Basic skills with new technology
- Work effectively in team for contributing towards service quality
- Ensures that the company culture emphasis on creativity, innovation and learning
- Ensure employment security by providing new ways for employees to contribute to the company when their job changes, their interest changes
- Prepare employees to work more effectively with each other.

Employees frequently develop a greatest sense of self-worth, dignity and well-being as they become more valuable to the firm and to society. These factors give them the sense of satisfaction through the achievement of personal and company goals (Gillam, 1990).

1.1.4 Importance of Training and Development

Knowledge and skills development is significant to the health of organizations. We tend to board associate degree modern era these days, and organizations are unit habitually valued not simply on their physical however on their intellectual capital. Training and development is one in all the chief strategies of maintaining and convalescing intellectual capital that the superiority of associate degree organization’s training affects its price. Primitive or poorly trained staff values considerably a lot of in contact than well-trained staff does. Training isn't a luxury however a necessity; it's a sort of investment. No organization has alternative whether or not to coach or not, the sole alternative is of methodology (Flippo, 1971). Training affects worker retention and could be valuable goods that, if viewed as associate degree investment instead of as associate degree expense, will turn out high returns (Ekot, 2010). Training is done to freshly recruited people within the firm or perhaps people who have stayed within the organization for a extended amount. Development on the opposite hand is specifically involved with up the extent of service delivery from veteran staff (Six letter of the alphabet Online).
Training can be taught of helping people to learn:

- For the present and future health of the organization
- For personal fulfilment within the organization
- To help the organization to cope up with in the fast changing environment.

Training activities are seen as maintaining system process and standards, but also reactive in that they respond to situation, often crisis, to solve problems (Watson, 1999).

Training and development activities geared towards enhancing the competencies of employees in anticipation of progressing into higher management position (Asare-Bediako, 2002).

Thus importance of training and development is categorized into two heads

**Table 1.2: Importance of T&D for the Organization and for the Employees**

<table>
<thead>
<tr>
<th>Importance for the Organization</th>
<th>Importance for the Employees</th>
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<tbody>
<tr>
<td>• Trained and Developed human skills.</td>
<td>• Helps in individual in better decision making and effective problem solving.</td>
</tr>
<tr>
<td>• It increases productivity and quality of work.</td>
<td>• With the help of training and development, motivational factors of recognition, achievement, growth, responsibility, advancement are internalized and operational zed.</td>
</tr>
<tr>
<td>• Improve the job knowledge and skills at all level of the organization.</td>
<td>• Aids in encouraging and achieving self development and self confidence.</td>
</tr>
<tr>
<td>• Helps to create a better corporate image.</td>
<td>• Development in knowledge and skills.</td>
</tr>
<tr>
<td>• Competitive advantages over the competitors.</td>
<td>• Competency advancements.</td>
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<tr>
<td>• Increased the leadership skills, motivation, attitude, loyalty among the workforce.</td>
<td>• Increased the level of Motivation.</td>
</tr>
<tr>
<td>• Leads to improved profitability and more positive attitude towards profit orientation.</td>
<td>• Helps a person to handle stress,</td>
</tr>
<tr>
<td>• Helps to prepare guidelines for work and</td>
<td></td>
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<tr>
<td>aids in understanding and carrying out organizational policies.</td>
<td>tension, frustration and conflict.</td>
</tr>
<tr>
<td>Provides information for future needs in all area of organization.</td>
<td>Provides information for improving leadership, knowledge, communication skills and attitude.</td>
</tr>
<tr>
<td>Reduce outside consultancy costs by utilizing competent internal consultation.</td>
<td>Move a person towards personal goals while improving interactive skills.</td>
</tr>
<tr>
<td>It eliminates suboptimal behaviour.</td>
<td>It helps to eliminate fear in attempting new tasks.</td>
</tr>
<tr>
<td>It helps in change management.</td>
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Source: Indian journal of training and development Jan-Feb 2012

Benefits in Policy implementation:

- It improves communication between groups and individuals.
- Aids in orientation of new employees, and those taking new jobs through transfer or promotion.
- Provide information on equal opportunity and affirmative action.
- Builds cohesiveness in groups.
- Improve morale of employees.
- Provides a good climate for learning, growth and co-ordination.
- Make the organization a better place to work and live (Frost, 2013).

The investment within the training are often even by the contribution it makes to improved individual and organization performance (Bartel, 2000). There’s a growing census that HRM practices influence employee’s perspective and work connected behaviour (Gould-Williams, 2007). Though this can be for the most part relying upon on the staff perception and employers worth system (Meyer, 1990). Training and development provision is taken as an indication by employers that their structure wishes to enter into social exchange with them. This creates a powerful psychological bond between leader and worker (Garrow, 2004).

Thus the advantages of employees training and development square measure varied and wide documented (J., 2001), with organization further as staff reaping the rewards in
terms of improves employees skills, knowledge, perspective and behaviour (Traven, 2013) and result like increased employees performance (Brown, 1994), job satisfaction (Wilson, 1999), productivity and profit (Mussnug, 1997).

1.1.5 Aims of Training and Development

At all levels of human resource management, the importance of training and development cannot be dominated out. Human resource management professionals are necessary to carry out programs dealing with instructions and skilled development for workers (www.eadulteducation.org). The angle of management towards training has been changing over the years. Today training is viewed as a very important and effective mechanism which helps in raising the quality of the personnel. This helps in the action of the organization’s strategic objectives. Training is seen as a service to the employee (Training and Development - meaning, its need and Importance, 2008). However, since it gains benefits for the organization itself, its importance as a strategic tool cannot be discarded.

It helps the organization in various ways:

- To prepare the employees both old and new to meet the present as well as the changing requirements of the job and the organization.
- It bridges the gaps between the actual work and expected performance.
- To prevent obsolescence.
- To impart the new entrants the basic knowledge and skills they need for an intelligent performance of definite job.
- To prepare employees for higher level tasks.
- To assist employees to function more effectively in their present position by exposing them to the latest concepts, information and techniques.
- To build up second line of competent officers and prepare them to occupy more responsible positions.
• To broaden the minds of senior managers by providing them with the opportunities for an interchange of experiences within and outside with the view to correcting the narrowness of the outlook that may arise from over specialization.
• To ensure smooth and efficient working of a department.
• To ensure economic output of the required quality.
• To promote individual and collective morale, a sense of responsibility, co-operative attitudes and good relationships.
• It decreased the need of supervision.
• Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers (Maunder).

Usually, employees need training with respect to sure key areas. These include Communications (to overcome linguistic barriers), computer skills (for effectively managing workplace responsibilities), customer service (to facilitate staff understand the requirements of the shopper and find out ways in which to resolve them), Diversity (to encourage the acceptance of varying ideas and/or values), Ethics (to make sure the highest possible code of conduct), Human relations (to encourage an improved perspective with relevancy handling work pressures), Quality initiatives (to offer steerage on ideal standards for merchandise, processes and procedures), Safety (to orient the measures to be taken to assist forestall work and products hazards) and harassment, to make sure responsive and modest behaviour (Rathbor 1983)

It is essential to own a proactive human resource development department in any organization to assist the organization offer healthy, vibrant, moral and intellectual human capital that uses the opposite resources (physical and financial) on the market within the absolute best manner so achieving company objectives and goals (www.eadulteduction.org). Human resource development must be a part of the company strategy (strategic human resource development) because the future growth prospects of
any organization area unit dependent upon the standard of its labour, which might be greatly increased through the employment of training and development

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1.1.6 Responsibility for Training and Development

In order to form a person responsible and accountable for the performance results of subordinate workers, that person should be able to choose who comes into their team and who leaves the team, and they should also be responsible for the training within the team (Ingram).

It is useful if the position of department trainer is formed within every department, between the position of line employees and supervisor. As a result of the abilities needed
to train are just like the skills needed to supervise, this provides you an opportunity to establish the probability of successful supervisory performance without having to gamble on a promotion. Departmental trainers are normally accountable for the event of training manuals, and therefore the performance of each current and unintentional skills training.

Each manager or supervisor should be accountable for ensuring correct skills training of immediate subordinate employees. They must also administrate the training of employees farther down the pyramid. Not only does this serve to greatly increase the effectiveness of any training provided, but the involvement with subordinate development forces a constant review of the manager’s own skills, and creates associate environment wherever training is regarded as an on-going process shared by all (Ingram). It is interesting to note that in some companies, if you can't grasp training skills at the supervisory level you go no further up the corporate ladder.

Figure 1.1: Responsible for training and development
Senior management should be responsible for the event of subordinate management and supervisors, and therefore the department managers and their supervisors should to be responsible for the talent training of their own employees.’

Thus, training and development is that the responsibility of high management because it frames the policy. Personnel department that plans establishes and measure educational programs. Further, supervisors or trainers are responsible for proper implementation of the procedure and worker or trainees also responsible to give feedback and suggestions for advance developments.

1.2 Methods of Training and Development

The purpose of training and development management programmes is to improve worker capabilities and organizational capabilities. When the organization invests in up the data and skills of its employees, the investment is returned within the type of more productive and effective workers. Training and development programs are also focused on individual performance or team performance. The creation and implementation (of training of coaching) and management development programs should be supported training and management development needs known by a training needs analysis so that the time and money invested in training and management development is connected to the mission or core business of the organization (Watad, 1999).

Most large organization employed training officers to conduct training programs for employees. In companies there are several types of training required:

- Initial training for new employees
- Updating training and development for present employees
- Multi skill training
- Government training schemes for employees

Training methods are usually classified by the situation of instruction. On the work training, is provided when the employee are taught relevant knowledge, skills and
abilities at actual work place whereas off the job, requires that trainee learn at the situation other than the workplace.

A training program contains a higher probability of success when its training ways are carefully designated. A training methodology is a strategy or plan of action that a trainer uses to deliver the content so the initiate achieves the objectives (Vasu, 2002). Selecting associate appropriate training methodology is maybe the foremost necessary step in training activity once the training content is known.

There are unit several training ways; however they're equally appropriate altogether things. Four major factors area unit thought-about whereas selecting a training method-learning objective, content, the trainees and also the sensible requirements.

**Functions of Training Methods:**

- Assist in creating an appropriate learning environment.
- It enhance participation and involvement of the group
- It provides greater control of the learning process to the participants
- It promotes group interaction and cohesion

For a comprehensive training program, some essential topics are (McNamara, 2008)

- Communication- diversity in workforce brings wide range of languages and customs.
- Computer Skills
- Customer Service
- Diversity Training- it usually includes explanation about how people have different perspectives and views, and includes techniques to value diversity.
- Ethics
- Human Relations- the increased stress of today’s workplace can include misunderstandings and conflicts. Training can people to get along in the workplace.
Figure 1.2 Type of Training
On the Job methods

On-the-job training is training that takes place whereas employees are actually working. It means that skills are gained while trainees are carrying out their jobs. This benefits both employees and also the business. Employees learn within the real work environment and gain experience dealing with the tasks and challenges that they will meet during a standard working day. The business benefits by ensuring that the training is particular to the job. It also doesn't have to meet the extra costs of providing off-the-job training or losing working time. In straightforward words, it is “tell, show and do training” (Rothwel, 2012).

a) Coaching: training is associate activity of guiding a manager by senior one. A senior manager should play an active role in guiding and teaching skills. He tells him the way to do employment and corrects the errors. A senior manager is referred to as a manager, therefore manager makes and analysis of trainees work performance and tries to improve it with suitable guidance. He renders advice, criticizes, makes necessary suggestions and gives directions to the trainee executive for his growth and development. This is a method of learning by doing. A feedback is also taken by the manager. The manager should be an honest teacher. The manager may divert the trainee executive from routine work and assign him to handle some complicated problem and observe his performance. This technique suffers from limitations that there is significant dependence on the manage and their developed a tendency to create gift executive vogue as central. This may not give way to new and developed managerial designs and practices within the organization.

The training executive acquires the skills and knowledge to perform employment and also acquire the teaching or work ability (Rothwel, 2012)

b) Job Rotation: the job rotation is a superb technique of transforming a functional specialist into a generalist executive. The job rotation refers to transfer of managers from one job to a different or from one department to a different or from one section to a different in an exceedingly planned manner. The transferred
executive to new job must assume the complete responsibility and duty. The item is to broaden the outlook and acquire the diverse skills and knowledge needed to perform the various jobs within the organization. The managers can learn new concepts and gain new info and underlying various jobs. It will motivate him and help him acquire a comprehensive knowledge and skills. He will understand others issue and understand the circumstances under that his colleagues are operating. It will free him from the monotony of working within the same position. Job rotation may be horizontal or vertical. The horizontal job rotation is a lateral transfer while vertical is a promotion. Many organizations sign use job rotation technique to impart multiple skills to their executives. The job rotation imparts multiple skills and broadens the outlook of trainee govt. It increases the information and skills of activity various jobs within the organization and aids the executive to gain in experience (Dessler, 2008) this technique is not cost effective. On the new assignment the manager may omit mistakes which add to prices.

c) **Understudy:** it is a development technique to arrange a manager for taking over the charge of his senior once his retirement, transfer, promotion or death. This system provides associate degree equally competent successor to a senior manager who is presently holding the post. The executive, the chief, the manager who is understudy acts as assistant to the superior executive whom he can succeed. The senior executive teaches him all the skills and imparts complete knowledge for the performance of the job and gives him a feel of what his job is. The understudy is developed in all respects such as decision making, leading, problem solving, etc. The senior managers realize that unless they developed their subordinates, they would not get promotion. Under these circumstances they prepare their subordinates for taking over their charge. The understudy is given the job to envision seeing in absence of senior manager who is on leave. Only a care is taken by the understudy that the decision making is critical matter is delayed and is left to the manager presently holding the post.
d) **Multiple Management**: it is also known as Committee Management, under this technique a committee consisting of some managers is formed associated given an assignment to study is formed issues and to form recommendation or provides a recommendations to the top management. These committees square measure usually formed with the junior executives. They study the problem and find out alternate solutions, discuss them and derive at a final decision. The appointment of the managers to the committees facilitates their exposure to the organization and widens their outlook and provides them within excellent chance to develop them by acquiring data of different aspects relating to business and business and to move with the group (Dessler, 2008).

The method is cost effective and develops a junior executive within a short period of time.

**Off the Job Methods**

On-the-job techniques are insufficient for the whole development of the executives of any organization. This gap will be bridged by adopting off the job techniques. Off the job techniques take place far away from the work place however arrange to stimulate same operating conditions. It’s separated from the pressure of operating activities. The important off-the-job development methods are the following:

a) **Sensitivity Training**: this is the technique of achieve a change in behaviour of the executive’s through group processes. This technique is also referred to as laboratory training. The trainee executives participate and influence each other through unstructured group interaction. The participants here are provided open environment wherever they discuss freely among themselves. The environment is created by an expert behaviourist. They openly express their ideas, concepts, perspective and acquire chance to know about themselves and the impact of their behaviour on their fellow participants. This technique helps in making mutual trust and respect. It therefore develops a managerial sensitivity. It develops team spirit (Dessler, 2008).
b) **Case Study**: under this method the case based on actual business things are prepared and given to the trainee managers for discussion and arriving at a proper decision. Managers are given opportunity to seek out the latent problems and suggest alternatives to tackle them. The selection of the guest different answer trainees need to suggest. This method helps in up the choice creating skills by creating analytical judgment. Case study was created popular at the Harvard graduate school. The case study technique emphasize on approach to see a specific problem instead of a solution. Their solutions are not as important as the understanding of advantages and disadvantages.

**Case Study method focuses on:**

- Building decision making skills
- Assessing and developing Knowledge, Skills and Attitudes (KSAs)
- Developing communication and interpersonal skills
- Developing management skills
- Developing procedural and strategic knowledge.

c) **Simulation Exercises**: Simulation is well-liked techniques of management development. During this technique a duplicate work situation just like the particular job situation is made and also the initiates given a selected role to find out the solutions to the matter and take selections. It sharpens the decision making quality of the trainee. It is an expensive technique of management development.

d) **Management Games**: under this method the trainee executives are divided into rival groups assuming the management of simulated companies. Each rival group should discuss a given subject relating to the production, marketing, pricing, etc., and arrives at a call. The teams react to the choice of every different. They get immediate feedback on their performance. This method helps in building union among executives.
e) **Managerial Grid**: It is a multiphase program ranging from three to five years. Improves managerial skills, inter group relations and develops leadership styles.

f) **Role playing**: it's additionally a simulated exercise. The participants need to assume a job of someone within the simulated situation. They have to react to one another within the similar manner as they would the doing employment as manager in a real situation. Participants are given a listing of learning points that they have to use throughout executive subordinate encounter. They can take the help of videos for improvement in management skills. Through this system the human relation skills, selling and sales management, interviewing skills are acquired. It is a key training method for engendering behavioural changes. It permits the participants to receive objective feedback from different members of the cluster in a very relatively friendly environment. It emphasizes the importance of understanding and appreciating others purpose of view, behaviour and feelings. It’s more useful within the space of problem finding and deciding. The participants also are in position to develop their negotiating skills through interactions with-in the sub teams as well as within the larger group. It provides a helpful experience in self-expression and interpersonal communication and enhances social effectiveness. The method provides opportunities for introducing new stimuli and evoking new responses.

g) **Incident Method**: under this method the incident supported real situation square measure ready. Every participant is asked to review the incident and create decisions. Afterwards, the group of participants makes discussions and arrives at a decision. This technique is develops the intellectual level, judgment of the participants. This technique was developed by Paul Pigors.

h) **In Basket Method**: beneath this technique basket containing various styles of correspondence like reports, letters, replies, applications, every involving some issues is given to the initiate and at intervals a specified time limit trainee
should arranged all the correspondence by passing orders, recommendations, delegating authority to his subordinates and distributing work, etc. This resembles to real world situations. Through this technique trainee learns the choice creating skills. This can be less costly technique.

i) **Conferences and Lectures:** under this technique a group of executive meets as per plan and discusses a problem of common interest. The members of the cluster learn through others viewpoint and develop their information by comparison their opinion with others. It’s the most effective technique once a problem is to be analyzed and tested through different angles or viewpoints. The conference incorporates a leader who leads the discussion and takes reasonable care that the participating members are not moving far from the most problem under discussion. The executives find out how to inspire people through discussion. Each participant is given a chance to precise his opinion freely. This is often a really common technique of developing executives.

The concepts, idea, theories, principles are explained through lecturers. The speaker is a skilled who collects the material and delivers a lecture to the trainee executives. It is an on the spot, timesaving, low in cost technique of explaining and presenting a view purpose on any problem or subject to the trainees.

j) **Transactional analysis:** The transactional analysis is an attempt to understand and analyze trainee’s personality through the communicative interaction. The interaction between individual human being is viewed as transactions, as an example, “I can try this for you and you are doing that for me”. TA holds the read that the human personality is deep-rooted by three ego states, i.e., parent, child and adult. Of these three ego states square measure reflected in his personality once he communicates with others. Parent state is reflected once he behaves and interacts like a parent and offers “do’s and do not” e.g., “Do this Do not” delegate authority to him, etc. A parent state reflects dominance. An individual reflects a child state and his interaction is characterized by impulse that his natural. A personal reflects his adult mode or state once his
interactions are rational. The transactional analysis is at liberating the adult from the parent and child state. The adult state is rational and deals with reality. It collects info and see reasons and takes decision. Adult behaviour and interactions square measure expected from executive as and managers who are call makers. TA is an important psychiatric technique for executive development of recent origin employed by many organizations.

k) Computer aided instructions (CAI): this is an extension of programmed directions. CAI is an improved system in a minimum of three respects-

- CAI provides for answerability as tests are taken on the computer.
- A CAI training program may also be modifying simply to mirror technological innovations within the instrumentation that the worker is being trained.
- This training also tends to be more versatile in this trainees will typically use the computer nearly any time they want, and so get training once they like.

It’s a fact that feedback free CAI is as made and colourful as trendy electronic games complete with audio and visual displays. A deterrent with relevance CAI is its high cost, but continual use might justify the value.

1.3 Training and development Process

Training process consist of various activities: assessment of organizational objectives and methods, assessment of training wants, institution establishment goals, designing the program, implementation of the training and development program and finally analysis of results.

The model below traces the step necessary in training process (Yawson, 2009):

1. Organizational Objectives
A well formed training program will help a firm to succeed. For any business, formulating a training strategy requires addressing a series of queries. The aim of
formulating a training strategy is to answer two comparatively simple but important queries: (a) what is our business? And (b) what our business should be? Armed with the answers of these questions and a transparent vision of objectives and methods an organization will determine its training desires.

II. Training Need Assessment

The purpose of a training needs assessment is to identify performance requirements and also the data, skills, and skills required by associate agency's personnel to attain the necessities. A good training needs assessment can facilitate direct resources to areas of greatest demand. The assessment ought to address resources required to meet structure mission, improve productivity, and supply quality product and services. A needs assessment is that the method of identifying the "gap" between performances needed and current performance. Once a difference exists, it explores the causes and reasons for the gap and ways for closing or eliminating the gap. An entire needs assessment also considers the results for ignoring the gaps. TNA is one of the most basic and common form of assessment performs by human resource department (Gupta, 1999).

Conducting a training needs assessment is a critical activity for the training and development of employees and/or clients. Whether a human resource generalist or a training specialist, you should be adept at performing a training needs assessment. To be effective and efficient, all training programs must start with a needs assessment. Long before any actual training occurs, the training manager must determine the: who, what, when, where, why and how of training.

Definition:

"Training needs Assessment (TNA) is that the method of determining if a training need exists and, if it does, what training is required to fill the gap. TNA seeks to identify accurately the levels of this scenario within the target surveys, interview, observation, secondary knowledge and or workshop. The gap between this standing and desired standing might indicate issues that successively may be translated into training would
like. Training will reduce, if not eliminate, the gap, by equipping the participants with knowledge and skills and by encouraging them to create and enhance their capabilities. The information on status standing is very important to the analysis or impact survey within the latter a part of the training cycle. These shall function the baseline data”. Is there a gap?

Training Needs = Desired Capability - Current Capability of the Participants

The gap between the actual and standard generates the need of training in an organization.

“TNA is additionally the method of collection data concerning associate expressed or silent structure would like that would be met by conducting training. The necessity will be a performance that doesn’t meet the present normal. It means that there’s a prescribed or best means of doing a task which variance from its making a drag. The TNA method helps the trainer and therefore the person requesting training to specify the training would like or performance deficiency”.

Designing a training and development program involves a sequence of steps that may be sorted into five phases: wants assessment, educational objectives, design, implementation and analysis. To be effective and economical, all training programs must begin with a needs assessment. Long before any actual training happens, the training manager should verify World Health Organization, what, when, where, why and the way of training (Farzana, 2001). To do this, the training manager should analyze the maximum amount information as possible about the following:

- Organization and its goals and objectives.
- Jobs and related tasks that need to be learned.
- Competencies and skills that are need to perform the job.
- Individuals who are to be trained.

There are three levels of training need assessment that are (Thayer, 1961):
1. **Organizational assessment**: evaluates the extent of structure performance. Associate degree assessment of this type can determine what skills, knowledge, and talents office desires. It determines what’s needed to alleviate the issues and weaknesses of the agency further on enhance strengths and competencies, particularly for Mission important Occupation's (MCO). Organizational assessment takes into thought various further factors, together with dynamic demographics, political trends, technology, and also the economy.

The organizational analysis should identify:

- Environmental impacts (new laws like adenosine delaminate, FMLA, OSHA, etc.).
- State of the economy and also the impact on operative prices.
- Changing work force demographics and also the need to address cultural or language barriers.
- Changing technology and automation.
- Increasing global/world market places.
- Political trends like molestation and work violence.
- Organizational goals (how effective is that the organization in conferences its goals), resources out there (money, facilities; materials existing and current, out there experience at intervals the organization).
- Climate and support for training (top management support, worker temperament to participate, and responsibility for outcomes).

2. **Occupational assessment**: it’s conjointly referred to as task analysis or work analysis (E. Holton, 2000) examines the talents, knowledge, and talents needed for affected activity teams. Activity assessment identifies however and that activity discrepancies or gaps exist, doubtless introduced by the new direction of an agency. It also examines new way that to try work which will eliminate the discrepancies or gaps.

3. **Individual assessment**: analyzes how well a private worker is doing employment and determines the individual’s capability to do new or completely different work. Individual assessment provides information on that workers would like training and what kind.
Sources of information available for an individual analysis include:

- Performance evaluation -- Identifies weaknesses and areas of improvement.
- Performance problems -- Productivity, absenteeism or tardiness, accidents, grievances, waste, product quality, down time, repairs, equipment utilization, customer complaints.
- Observation -- Observe both behaviour and the results of the behaviour.
- Work samples -- Observe products generated.
- Interviews -- Talk to manager, supervisor and employee. Ask employee about what he/she believes he/she needs to learn.
- Questionnaires -- Written form of the interview, tests, must measure job-related qualities such as job knowledge and skills.
- Attitude surveys -- Measures morale, motivation, satisfaction.
- Checklists or training progress charts -- Up-to-date listing of current skills.

Figure 1.3: Training Need Assessment
The Purpose and Objective for Conducting Needs Assessment

Identifying training wants for your employees needs careful scrutiny of mission objectives, personnel, production, raw materials, costs, and alternative factors. The training necessities you identify factor into the whole training budget forecasted for your organization and your installation, and impacts on the quantity of funds that are allotted by senior management.

- Conducting a needs assessment is beneficial in identifying
- Organizational goals and its effectiveness in achieving these goals.
- Gaps or discrepancies between worker skills and therefore the skills needed for effective job performance.
- Problems that will not be solved by coaching. If policies, practices and procedures need to be corrected or adjusted, this can be a concern for prime management, not a training concern.
- Conditions under that the training and development activity will occur.

In addition to providing a clear direction for identifying training wants, a wants analysis additionally is basis for evaluating the effectiveness of the educational program. On completion of the analysis, you've got a basis for comparison. Within the absence of a wants analysis, training results area unit sometimes subjective and may not be because of the training. Implementing and developing training programs may be pricy, therefore it is sensible to investigate training wants at the onset, therefore training may be tailored to concentrate on specific wants and stand up to analysis when training.

Training Needs Assessment Process

TNA method is associate current activity of gathering information to see what training want exist so training are often developed to assist the organization to accomplish its objectives (Brown J., 2002). At raining needs Assessment is that the method of separating the duty tasks into those that training required is required} and people for it's not and so developing a personal training arrange for accomplishing the needed training
(Sorenson, 2002). This doesn't just mean choosing those information, skills or talents, that square measure vital to the duty performance, however also means that deciding what the capabilities of this job incumbents square measure. Several training programs fail as a result of we tend to try and train folks on things they already understand or square measure capable of doing. Most folks have had the poor expertise of attending a training session of this sort at just once or another. If we tend to properly assess every individual’s or group’s training desires this cannot happen. Additional merely, it's method of grouping data regarding associate expressed or implied structure want that would be met by conducting training (Barbazette, 2006)

The following are the steps of training need assessment process:

Step One: Identify the training needs

Manager can use four procedures to decide the training needs of individuals in their organization or subunits-

i. By Performance appraisal, each employees work is measured against the standards.

ii. The skill and knowledge stated in the appropriate job description are analyzed, and those employees who are lacking it, become candidate for a training program.

iii. Organizational Analysis

iv. Survey of Human resources (Freeman, 1992)
   a) Determine the Organizational Context
   b) Gap analysis is performed
   c) Objectives are set.

Step Two: Determine Design of needs analysis.

1. Method selection criteria is establish
2. Advantages and Disadvantages of the methods are assessed.
Step Three: Collect data

Data gathering is the corner-stone of the need assessment process. The fundamental premises of need assessment process is that in order to make effective decision about current or future training needs, data must first be gathered (Gupta, 1999).

1. Interviews are conducted
2. Questionnaires and Surveys are administered
3. Documents are reviewed
4. People at work are observed to find out how the work is being done.

Step Four: Analyze data

1. Qualitative analysis
2. Quantitative analysis is conducted
3. Solution and recommendation are determined.

Step Five: Provide Feedback

1. Report is prepared
2. Presentation is made to the management
3. What training is needed is decided.

Step Six: Develop action plan

1. Changing the job itself
2. Training needs
iii. Select the trainees and trainers

The next decision is who should to be train. For many of the business this question is very crucial. Training an employee is dear. Therefore, it's important to carefully choose who are going to be trained. Training design should be design to consider the power of employee to be told the material and use it effectively, and make the most efficient use of the resource possible. It’s also vital that employees be motivated by the training expertise. Failure of training program is damaging for employees as well as wastage of the money. Selecting a right trainee is very important for the success of the program.

Who truly conduct the training is depending upon variety of the type of needed and who really receiving it? On the job training is generally conducted by supervisor and off the
job training, by either in-house personnel or outside instructors. Trainers should be educated to establish goals and objectives for his or her training and to work out however these objectives will be used to influence the productivity of their departments.

There are many outside training sources, including consultants, technical and schools colleges, chamber of commerce and economic development teams. Selecting an outdoor supply of training has its advantages and disadvantages. The largest advantage is that these organizations are unit well versed in training techniques whereas they need limited information of company products and its goal, strategies and objectives.

Whoever is select to conduct training in-house or outside, company goals and values select be clearly communicated.

When to training need arises?

The need for training arises due to the following reasons:

- To match the employees specifications with the job needs and structure needs.
- Organizational Viability and also the Transformational process.
- For technological advancement.
- Complex organization scenario, that emerges as a result of the increased mechanization and automation and different connected factors for training within the skills of co-ordination, integration and adaptability to the wants of growth, diversification and enlargement. Therefore training solves the matter of structure complexity.
- In training it's necessary to deal with human problems (including alienation, interpersonal and intergroup conflicts, etc.) and human relations.
- Change within the job assignment.

When to train arise?

This is again a crucial question to be answered. The process of training arises after conducting through assessment of the derived gaps between the performances. Training
needs are imparted as per the assessment. The derivation of the performance has many reason and it make difference in the type of training provided.

Figure 1.5: Process of training needs

Methods used in Training Needs Assessment

Training and development assessment is the primary stage in training process and involves acknowledgment. Training is often described because the achievement of ability, idea or attitude that results in improved performance at intervals the job environment. Training analysis appearance at every characterises of a group domain in order that the entail ability, idea and attitudes of the human necessities of a system are often purpose of truth known and correct training are often specific.
iv. Select the training method

There are two broad types of training and development methods accessible to business—on the job methods and off the job methods. Individual circumstances and therefore the “who” “what” and “why” of our educational training programme verify that technique to use. No matter what technique is employed, it's necessary that the initiate perceive (the learning the training the educational) given within the training.

v. Administer training

It is necessary to follow through to create positive the goals are being met. Training administration primarily refer to changing training desires into contents, types of training programs, location of training programs, selection of faculty and participants, and general administration. An efficient training program administration should follow these steps:

- Define the organizational objectives.
- Determine the needs of the training program
- Define training goals
- Develop training methods
- Decide whom to train
• Decide who should do the training
• Evaluate the training program.

Following these steps will help administer to develop an effective training program to ensure that the firm keeps qualified employees who are productive and happy workers. This will contribute positive to the bottom line.

Activities in administering a training program:

For, the training program to succeed, someone must be responsible for the nuts and bolts of the effort, from making sure there is an appropriate space to handling the paper work. Usually, an organizations human resource department is responsible for this training administration. Carrying out that responsibility includes the following activities:

• Communicate with employees regularly.
• Enrol employees in courses and program as per there need
• Prepare and process pre-tests
• Arrange the training facility
• Test equipments that will be used during the instructions, are proper or not
• Provide support during instructions.
• Distribute learning material for future references or practice.
• Provide for communication between the trainer and trainees.
• Maintain records of course completion

vi. Evaluate the training

Training should evaluate many times throughout the method. Employees ought to be evaluated by comparing their fresh acquired skills with the talents outlined by the goals of the educational program. Any deviation ought to be noted and adjustment should be created to the educational program to change to full fill its objectives. Several programs fail in need of its expectations as a result of administration fails of continual check of
training progress. Timely analysis is important for the successor training. Truth check of training effectiveness is that the result. By establishing the linkage between training and results companies will show the impact on effectiveness and additionally determine the gaps for further proceeding.

Figure 1.6: Kirk Patrick’s Hierarchical Model of Training

The main objective of evaluating a training program:

- To determine if they are accomplishing specific training objectives, that is correcting performance deficiencies.
- To ensure that any changes in training capability are due to the training program and not due to any other conditions.
- Training programs should be evaluated into determine their cost effectiveness.
- Evaluation is useful to explain program failure, should it occur.
- Credibility of trainee and development is greatly in hands when it is proved that the organization has benefitted tangibly from it.

Purposes and uses of evaluation

Evaluation is a systematic process to determine the worth, value, or meaning of an activity or process. In a broad sense evaluation is undertaken to improve training processes, or to decide the future of a program. These broad purposes can be divided into ten evaluation purposes

- To determine successes in accomplishing program objectives
- To identify the strengths and weaknesses in the training process.
- To compare the cost to the benefits of a training program.
- To decide who should participate in future programs.
- To test the clarity and validity of tests, cases and exercise.
- To identify which participants were the most successful with the program.
- To reinforce major points made to the participants.
- To gather data to assist in marketing future programs.
- To determine if the program was the appropriate solution for the specific need.
- To establish a data base that can assist management in making decisions.

The training program designed and conducted systematically must also evaluate properly. Consequently, Human Resource (HR) professionals and line managers conjointly have to be compelled to bear in mind that training isn't the “cure all” for organizational issues (Goldstein, 1991). Neither should or not it's used as a tool to reward glorious performance or as motivation to correct poor performance (Rosner, 1999). The aim of training is to support the achievement of organization’s goals by increasing the required skills of its staff. Training is suitable once your organization is expected to realize lot of like the training than it invested with in its cost. The worth of any training investment to the organization should believe the vision and judgment of line supervisors and managers.
1.4 Training and Development Climate

A requirement of effective learning is to require place within the institution of the climate that’s conducive to learning. Two broad aspects of climate should considered-institutional climate and climate of training state of affairs.

Among the questions which may be raised concerning establish mental climate are; do the policy statement of the establishments convey a deep commitment to the worth of human resource development within the accomplishment of the mission of the establishment? Will the budget of the institution offer adequate resources for the support of significance human resource development (HRD) efforts? Are the HRD staffs concerned within the method) process as regards personal policies and programs? Are the adequate physical facilities for HRD activities provided? will the reward system of the institution provide credit for the accomplishment of the private growth on the a part of individual and there supervisors? As regards setting a climate in an exceedingly training state of affairs, these square measure the conditions that’s causative to learning, and therefore the questions which may be asked in making a method style to realize those condition

- Climate of mutual respect.
- Climate of Colaborativeness rather than Competitiveness.
- Climate of Supportiveness rather than Judgmental.
- Climate of mutual trust.
- Climate of fun.
- Human climate.

1.5 Training Modules

A training module is an instructional guide primarily used for teaching and learning step by step procedures. Training modules are also can be used to present more factual information. Although, most OJT is carried out for the purpose of teaching skills,
practical experience indicates that employees also need a way to document facts, concepts, processes, and principles.

**Purposes of Training Modules:**

Training modules are the heart and soul of a structured training program. Without them, even the best trainers flounder. Training modules have several purposes in the training program.

- Serve as a guide for the trainer.
- Serve as a guide and later reference for trainees.
- Document procedures and best practices.
- Provide ready-made checklists for performance evaluation.
- Shorten the time to competency.
- Standardized task accomplishment.
- Represent employee input and ownership.
- Can be adapted to other training technologies such as e-learning.

**Types of Training Modules**

There are two basic types of training modules-

- Skill Module- These are written to present step by step instructions for performing a physical skill.

- Knowledge Module- It presents fact, concepts, process and principles.

Who write the Training Modules?

The design team members write the training modules during team meetings.. The important power of team driven structured OJT is that the employees-the ones who recognize the particular task and speak the “language” better than anyone else. They
should be the, who document the way to perform the tasks and train others. The design team members try to involve as many employees as possible on the design and approval teams. In addition to the team job task analysis, module writing provides an excellent process for locating out wherever current knowledge and skill deficiencies exist and increasing the original wants identification and task list. When employees are concerned in the method, they will own the problem and fix it.

### 1.6 Training v/s development Myths

There are quite a number of training myths (Maister, 1997), including the following:

- **Training is too expensive-** Training should not be considered a cost item, but rather an investment. The essential question is whether the investment is high, or the adequate return on the investment. The return might be increased productivity, less wastage, improved quality, less time lag, or many more.

- **Gaining knowledge and skill is something for the young and less educated employees-** Development is relevant to all employees in an organization. All level of an organization face the changes in technology, management concepts and styles.

- **It is the responsibility of instructor or trainer to impart or enhance the skill or knowledge-** It is the fact that skill is generally learn by doing. But it is the two way process and trainer and trainee are equally responsible for the successful implementation of the training.

- **Skill Development should focus predominantly towards technical issues-** Many organizations make a mistake of thinking that they have to focus predominantly to the content of product and services. As a result they choose technical training program. “What do you do”, in organization is important but equally important is “How to do”. For that it is important that organization also focus on personality, psychological and social aspects of employees.
1.7 Training and Development Scenario in India

Skills and information are driving forces of growth and economic development of any country. Country of higher and better ability level adjust more with the challenges and opportunities at the work. As India, moves towards to be a knowledgeable economy, it becomes increasingly important that the country should focus on the advancement of the skills and skills must be relevant in the dynamic economy. India’s Gross Domestic Production (GDP) grows with the pace of V-E Day to 9/11 in past few years, which creates a major demand of workforce in secondary and tertiary sector of the economy. India is expected to the home of skilled workforce of five hundred million by 2022 (XI 5 Year plan of the planning Commission). About twelve million individuals be a part of the workforce every year. The challenge pertaining to the need for skilling would be further compounded by the fact that ninety fifth of the employment would be generated in the informal sector (as per the National Commission for Enterprises in Unorganized Sector- NCEUS). This talent pool needed adequately complete, whereas true is that there’s a large gap in the skill set available and skill required set needed in present industrial scenario.

Table 1.3: The following sectors are more expected to drive the growth of the economy and play a significant role in the employment for training and development.

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Sector</th>
<th>Incremental Human Resource Requirement till 2022 (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Auto and Auto Components</td>
<td>35.0</td>
</tr>
<tr>
<td>2.</td>
<td>Building and Construction Materials</td>
<td>33.0</td>
</tr>
<tr>
<td>3.</td>
<td>Metals</td>
<td>17.5</td>
</tr>
<tr>
<td>4.</td>
<td>Real Estate Services</td>
<td>14.0</td>
</tr>
<tr>
<td>5.</td>
<td>Electronics and IT Hardware</td>
<td>3.3</td>
</tr>
</tbody>
</table>

(Source: XI Five Year Plan of the Planning Commission)

As is obvious, that on top of sector have a huge demand of employment, and there’s a huge gap between the demand and provide pattern of the experienced employment. With
account to the training wants, twelve million people expected to join the personnel per annum, and an existing ability development capability concerning three.4 million, it's therefore needed to develop the ability and capability of personnel greatly (ICRA service industry Services Ltd., 2010). For India, the issue to replenish the duty is forty eighth that is on top of the world customary of thirty fourth in 2012. The shortage of accessible candidates, shortage of exhausting skills and appropriate employability, together with soft skills is a few of the key reasons find an appropriate candidate for accessible jobs within the country (Report, 2008).

Despite the increasing number of multinational enterprises working in the country, the research on training practices is very few. With a shortage of skill workers, investment by multinationals in training is viewed as critical to success (Wang, 2006).

1.8 Brief Profile of Industry

Players to launch newer models and versions of product, discounts and schemes. The key players within the consumer durables sector square measure MNCs like LG, Samsung, Videocon, Blue Star, Daikin, the buyer durable goods market is split into two segments – consumer physical science, additionally referred to as the brown product (television, camera, audio-video systems, computers, electronic accessories, etc) and shopper appliances or the white product (air conditioners, refrigerators, microwave ovens, different family appliances, etc.). The trade size for durables stands at Rs 350 billion (as on March 2012). The arena rides and depends on the state of the country’s economy. With family incomes in prime twenty cities across Asian country expected to grow at ten percent annually over ensuing eight years, and ideas of simple loans, equated monthly instalment (EMI) charges, convenience of credit, etc., become commonplace, the Indian shopper is probably going to pay a lot of on each utility and luxury goods.

The consumer durable goods sector is marked by stiff competition between market Hitachi, Sony, etc. LG and Samsung account for the biggest shares of the market.
Key challenges in the electronic goods sector:

- Inadequate infrastructure via power, transportation and land.
- Limited preferential market access for local companies resulting in excessive import of low-cost products.
- Limited R&D focus.
- Unfavourable tax structure.
- Inflexible labour laws
- Limited focus on value addition and exports.

The present study is comparison of two main players of Indian Electronics Industry- L.G. and Videocon.

1.9 Brief Profile of Organization

a) LG Electronics India Ltd.

LG electronics is a world company headquartered in Yeouido, Seoul, South Korea. The corporate operates its business through five divisions- Mobile Communications, Home diversion, Home Appliances, air conditioning and Energy Solutions. LG electronics is that the world's second-largest manufacturer of TV sets and third-largest producer of mobile phones. The company was originally established in 1958 as Gold Star, manufacturing radios, TVs, refrigerators, washing machines, and air conditioners. The LG group was a merger of 2 Korean firms, Lucky and Gold Star, from that the abbreviation of LG was derived. The present "Life's good" motto could be a descriptor

Before the company name amendment to LG, unit product was sold-out below the name of Lucky, whereas electronic product was sold-out below the name of Gold Star (Hangul). In January 2009 LG was able to get the name, LG.com, putting it among the businesses who own their two letter brand's name (www.wikipedia.org).
It is the flagship company of LG group, one among the world's largest electronic conglomerates. By 2005, LG was a high a hundred world whole, and in 2006, LG recorded a whole growth of 14 July. LG is listed in inexperienced peace’s Guide to Greener natural philosophy wherever it hierarchical joint thirteenth (with Toshiba) out of fifteen leading electronics manufacturers in Nov 2011, scoring 2.8 out of ten. LG benefited from having a penalty purpose raised from the previous edition (October 2010). The corporate was penalized for failing to full fill its commitment to form product freed from PVC (PVC) plastic and brominates flame retardants (BFRs) by the top of 2010. All of LG's mobile phones are currently free from PVC and BFRs whereas alternative product like TVs and notebooks contain PVC/BFR free parts; LG aims to section these substances out from TVs monitors and PCs by 2012 and unit appliances by 2014 (Company overview of LG electronics India Pvt. Ltd.).

The company has seventy five subsidiaries worldwide that design and manufacture televisions, home appliances, and telecommunications devices. LG electronics owns zenith electronics and controls thirty seven.91 % of LG show.

By 2005, LG was a high a hundred world whole, and in 2006, LG recorded a whole growth of 14 July. Its affiliate, LG Display, is currently the world's largest plasma panel manufacturer L.G. Electronics Republic of India Pvt. Ltd. founded in 1997.

b) VIDEOCON electronics ltd.

Videocon Industries Limited is an India-based company public company founded in 1979 traded in BSE (532129) and NSE (VIDEOIND). It is an Indian multinational industrial conglomerate headquartered in Gurgaon, Haryana. The group has 17 manufacturing sites in India and plants in Mainland China, Poland, Italy and Mexico. It is also the third largest picture tube manufacturer in the world. The group is a US$5 billion global conglomerate.
The Company’s business comprises two core businesses: the manufacturing, assembly, marketing and distribution of consumer electronic products and home appliances, and oil and gas exploration and production. It manufactures and assembles and/or distributes a range of consumer electronic products and home appliances, including colour televisions, home entertainment systems, liquid crystal display televisions, refrigerators, washing machines, air conditioners, small appliances, glass shells (panels and funnels), compressors/motors and other components. Its subsidiaries include Paramount Global Ltd., Global Energy Inc., Sky Billion Trading Ltd., Videocon Global Ltd., Venus Corporation Ltd. and Power king Corporation Ltd., among others. In March 2010, Videocon Industries Ltd’s unit, Videocon Telecommunications Ltd., launched mobile services based on the global system for mobile platform.

1.10 Conclusion

The chapter explains theoretical background of the training and development. It establish the point that training and development is most important issue affecting the ability of employees to achieve its assigned objectives effectively and efficiently. It explains the process and methods of training and development, as well as it cover the myths related to the subject. Further, chapter establishes the need of training and development in Indian Electronics Industry and place a light on organizational profile.