TRAINING AND EDUCATION: AN OVERVIEW

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ABSTRACT

The aim of this paper is to piques the usefulness of training methods that improve the results of any company and beat the Rivals. Every organisation aims to improve the creativity in order to overcome the uncertainties. To accomplish this multiple training techniques are implemented. Hence, it can be said that training is an ongoing aspect focussing on new methods, technologies to stay ahead of Rivals. It aims at imparting the best practices among the workforce.

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Introduction

Background and Review

Training means the process of increasing the knowledge and skills of an employee for doing a particular job. It seeks to improve the job performance and work behaviour of those trained.

Basically, training uplifts the employee to step forward.

Without Training	With Training
Unskilled	Skilled
Incomplete knowledge	Full knowledge
Inexperienced	Experienced

The main focus of training is to provide job Satisfaction. It can be short or long term provided by the experts. It can be yearly, half yearly or Quarterly. Training cost is not an expense it is an investment.

According to Jucius

"The term training is used to indicate a process, by which the aptitudes, skills, abilities of the employee to perform specific jobs are increased."

Training and Education

Training is a basic form of exercise to raise the skills and knowledge of a prospective employee for doing a particular job. It differs from Education in the sense that Education aims at improvising the general knowledge while training aims to enhance the outcome and performance of either freshly appointed or the senior Employees due to constant innovations in technology.

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Importance

Training helps to enhance the effectiveness and efficiency of the employee. Experienced employees have higher market value because of the training.

For example

There are two persons A and B. Both completes their Graduation in Engineering and join an organisation. B got selected with the package of 10 million as he is having a practical experience of two years while A at the package of 4 million only due to lack of expertise.

Employee Training Program

Training is necessary at all stages of organisation. Every job role requires different methods of training. Training can be of the following types:

On the Job Training   Off the Job Training
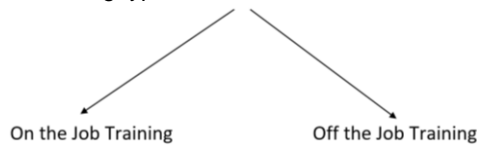
On-the-Job Training Method

It is provided to the workers at the work place i.e. learning and practicing at the same point of time within the Organisation. The Supervisor monitors the tasks done by the workers at regular intervals. In case of any deficiency, suggestions can be obtained to rectify the deficiencies. It is a perfect method where the number of employee is low and where the job is not complex in nature. It is also termed as "LEARNING WHILE DOING". Success of this method depends on the ability, experience and interest that employer takes in imparting training.

It includes the following:

- Induction training
- Apprenticeship programmes
- Internship training

Induction Training

It introduces the new hires with the mentor, co workers along with their roles and responsibilities so that they can work effectively with the team members. In a nutshell, it provides the new employees with the information and direct experiences that will support them in developing their talents so that they can work with full zeal.

Apprenticeship Programmes

In this the employee is put under the in charge of an expert. The main goal of this technique is to strike a perfect balance between the theoretical and practical knowledge.

Off-the Job Training Method

This training is offered at an area other than work place. Special lectures and seminars are organised for the trainees. It is suitable where there is ample number of employees and the job is technical in nature.

Training Methods

- **On the job**
- **Off the job**

*Job Rotation	*Vestibule Training
*Coaching	*Role Playing
*Job Rotation	*Lecture Method
*Step By Step Training	*Conference
*Committee Assignment	*Program Instructions

Types of Training

- **Case Studies**

It aims at propounding a problem-solving approach to develop analytical, managerial and critical skills. The framework can be real or imaginary. Under this the trainees read, understand and solve the case studies whether individually or in a group.

- **Coaching**

Coaching is also termed as Mentorship which is an inspirational and memorable learning experience. In this, the coach supports the client in fulfilling the professional goals. It can be online, offline or blend of both.

- **E-Learning**

It is a system based on formalised teaching through Digital Modes. There's no need to hire an instructor. It is a wide platform in which the learner can acquire the modules simultaneously.

- **Instructor-Led Training**

This training is based on the dynamics of a classroom environment. It is learning in real-time environment. The Instructors can supervise and monitor the progress of the Mentee. The sessions can be Physical or Virtual.

- **Interactive Training**

It is more engaging and effective. Learners can obtain the information and retain it for a long span of time. It focus on the practical approach rather than theoretical. So, the workers can learn by applying their knowledge in a real time environment. Examples include the following:

  - Game-based training
  - Role-playing
  - Simulations

- **On-the-Job Training**

It is popularly known as hands-on training, and mainly consists of practical skills. It involves guiding the workers away from the actual workplace environment.

It comprises of the following:

  - **Internships**

Internship is offered by an organisation for short duration in order to make the staff proficient in their particular fields.

  - **Rotation**

Job rotation is systematic movement of employees from one job to another for achieving various human resource objectives and it helps in boosting employee motivation and commitment to the company.

  - **Shadowing**

Under this, the new aspirants observe senior employees while they are at work. The Mentee ask questions, and sometimes assist the mentor in his tasks. In this way, the new hires learn their roles as well as responsibilities.

- **Video-Based Training**

It refers to learning through video lectures and demonstrations. It has become more popular due to the way it has been taught. Examples include Animations, Live-action videos and demonstrations.

Training Process

The following steps are included in the training process in human resource management:

- Determination of Training Needs
- Development of Training Objectives
- Selection of Training Techniques
- Identifying the Trainers
- Implementing Training Program
- Evaluation of Training Program

Determination of Training Needs

The first step in any training process is to identify the technical skills that are required to perform a job. It includes the following steps:

- Location of training program is identified.
- The plans and goals are analysed to determine the training needs.

- The operational analysis is undertaken so that the job can be performed in an efficient manner.
- Finally, the deviations between the actual and standard performance are identified and remedial measures are obtained.

Development of Training Objectives

Each training program should have its own objectives that should focus on accomplishing the targets. The training Goals should be clear and concise.

Selection of Training Techniques

In order to achieve the targets of training, proper method should be selected. Techniques can be broadly classified into two categories namely on-the-job and off-the-job training.

Recognise the Trainers

After the training techniques have been selected, the next key step is to select and train the tutors for the program. It is an imperative step as the desired outcomes of the training program depends on the capability and calibre of the trainers. The mentor should be knowledgeable and competent enough to deal with the Future uncertainties.

Execute Training Program

For implementing the training program prosperously, the training facilities, location and duration should be properly planned.

Evaluation of Training Program

This is the completion step of the training process. In order to evaluate the performance of worker in an effective manner, the attributes such as knowledge, skills and attitude of employees should be properly assessed.

Training and Development Program

IBM VS WIPRO

IBM

- **Training and Development**

Training is an integral part of IBM. It equips the employees with modern sets of skills and makes them more proficient. It also departs the core values of the organisation to the workforce.

- **Mentoring**

It is a vital part of employee's integration. Trainees are allocated a "buddy mentor" for their guidance and assistance.

- **E-Learning Package**

E-learning allows the flexibility in developing the required skills among the employees via both physical and virtual modes of communication.

- **Career Planning**

It helps in constructing a road map and marking the progress of the employees through web sites and digital platforms.

- **Individual Progress Plan**

IDP helps to deepen the knowledge of the worker in the particular field in order to widen the expertise, range of skills and flourishing the overall development of the employees.

- **Management Training**

The Management development program enables the development of effective leadership skills that leads to create a high-performance culture in the Firm.

- **Job Role and Technical Training**

In addition to top-notch professional skills, IBM focuses on imparting in-depth technical training to keep the workers up-to date according to emerging technologies in the global market.

- **Academic Learning Assistance Program**

IBM provides guidance related to external and internal insights of the Organisation to keep the skill of the staff aligned with the business goals.
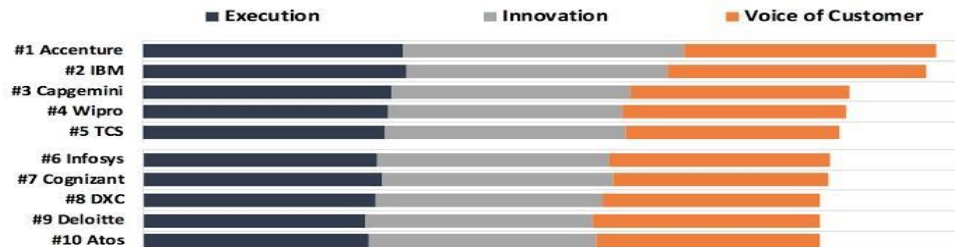
Source: HFS Research 2018

Wipro

- **Training and Development**

    Wipro has 38 Centre of Excellence that provides solutions around the specific problems faced by the employees.

- **Customer Oriented**

    It delivers unmatched business values to customers through a combination of process such as excellence, quality framework and service delivery innovation in order to retain the customers and enlarging the market share by entering into untapped areas.

- **Technology Driven**

    Wipro is amongst the World's first CMM Level-5 certified software services company and the first one to receive the IEEE Software Process Award. It focuses on imparting the best practices to the workforce by using the latest software's.

- **Employee Feedback and Communication**

    Wipro believes in Connecting to the public across domains and geographical areas using various Online and Offline Platforms. Key sections include employee participation and communication through bulletin boards and chat rooms.

- **Employee Perception Survey**

    The Top Management encourage its workers to give comments and rank the organisation on certain areas for preparing the remedial action plan in order to focus on key areas.

- **Action Plan**

    It provides the trigger to managers /supervisors to meet their targets and resolve the issues which create dissatisfaction at the workplace.

- **Skip Level**

    It is a formal team feedback session facilitated by HR as well as the supervisor in order to correct the Errors and encourage effectiveness at work.

- **New Managers Assimilation Program (NMA)**

    It covers the induction process of the new entrants in the company to enhance teamwork and overcome the challenges ahead.

- **Corporate Culture**

    New ideas are appreciated from the employees by giving them the opportunity to 'express' and engaging them in activities such as Brainstorming, Simulations by setting the Benchmarks.

- **Workplace Diversity**

    It covers the workers from wide segments of market and eliminates the practices such as distinction on the basis of race, ethnicity, religious belief, sexual orientation, disability, socio economic status, cultural orientation, national origin, and age in order to have a concrete balance.

- **Leadership Lifecycle Programs**

  Wipro has developed the Training and development programs at various stages in order to map the competencies of the staff to specific roles.

- **Entry-Level Program (ELP)**

  It covers the junior management employees with the objective of developing managerial qualities and boosting the overall efficiency of staff.

- **New Leaders Program (NLP)**

  It is popularly known as NLP and it aims at developing potential among the people for enhancing the Productivity of the Organisation at least cost.

Demographic Data

Organisation offer training and development to their employees	Frequency	Percentage %
Strongly agree	11	31%
Agree	17	49%
Neutral	6	17%
Strongly disagree	0	0%
Disagree	1	3%
TOTAL	35	100

Demographic Data

Organisation considered training as a part of organisational strategy	Frequency	Percentage
Strongly agree	9	26%
Agree	15	43%
Neutral	5	14%
Strongly disagree	3	8%
Disagree	3	9%
Total	35	100%

Summary

The research demonstrates the significance of training to the employees and organisation. The result of the survey states that maximum productivity and limited wastage of resources is possible only through training. Trained personnel feel confident, satisfied and help to crack the Targets on daily basis.

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