

## UNIT- III TRAINING AND EXECUTIVE DEVELOPMENT

Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self-development – Knowledge management.

### **INTRODUCTION:**

Employee training and development implies a program in which specific knowledge, skills and abilities are imparted to the employees, with the aim of raising their performance level, in their existing roles, as well as providing them learning opportunities, to further their growth.

Training refers to a systematic setup where employees are instructed and taught matters of technical knowledge related to their jobs. It focuses on teaching employees how to use particular machines or how to do specific tasks to increase efficiency.

Development refers to the overall holistic and educational growth and maturity of people in managerial positions. The process of development is in relation to insights, attitudes, adaptability, leadership and human relations.

### **Need of Training and Development**

#### **1. Improving quality of work force:**

Training and development help companies to improve the quality of work done by their employees. Training programs concentrate on specific areas. There by improving the quality of work in that area.

#### **2. Enhance employee growth:**

Every employee who takes development program becomes better at his job. Training provides perfection and required practice, therefore employee's area able to develop them professionally.

#### **3. Prevents obsolescence:**

Through training and development, the employee is up to date with new technology and the fear of being thrown out of the job is reduced.

#### **4. Assisting new comer:**

Training and development programs greatly help new employees to get accustomed to new methods of working, new technology, the work culture of the company etc.

## **5. Bridging the gap between planning and implementation:**

Plans made by companies expect people to achieve certain targets within certain time limit with certain quality for this employee performance has to be accurate and perfect. Training helps in achieving accuracy and perfection.

## **6. Health and safety measures: -**

Training and development program clearly identifies and teaches employees about the different risk involved in their job, the different problems that can arise and how to prevent such problems. This helps to improve the health and safety measures in the company.

## **OTHER NEEDS**

- The training and development activity is required when company revises its objectives and goal to adjust the changing market conditions.
- Companies often endorse training and development programs to improve the performance of the employees.
- The training and development is needed to set up a benchmark of performance which employees are expected to achieve in a financial year.
- There is always a need of training and development efforts to teach the employee new skills such as team management, communication management and leadership behaviour.
- Training and development is also used to test new methods of enhancing organizational productivity.

## **Benefits of Training**

1. Training improves the quantity and quality of the workforce. It increases the skills and knowledge base of the employees.
2. It improves upon the time and money required to reach the company's goals. For e.g., Trained salesmen achieve and exceed their targets faster than inexperienced and untrained salesmen.
3. Training helps to identify the highly skilled and talented employees and the company can give them jobs of higher responsibilities.
4. Trained employees are highly efficient in comparison to untrained ones.
5. Reduces the need to constantly supervise and overlook the employees.
6. Improves job satisfaction and thus boosts morale.

## **Benefits of Development**

1. Exposes executives to the latest techniques and trends in their professional fields.
2. Ensures that the company has an adequate number of managers with knowledge and skill at any given point.

3. Helps in the long-term growth and survival of the company.
4. Creates an effective team of managers who can handle the company issues without fail.
5. Ensures that the employees utilise their managerial and leadership skills in particular to the fullest.