UNIT 7: TRAINING, DEVELOPMENT AND GROWTH

UNIT STRUCTURE

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7.1 LEARNING OBJECTIVES

After going through this unit, you will be able to :

- explain the meaning of training and its objectives
- discuss the importance of training and development in an organization
- discuss the need of aligning employees growth with organizational growth
- describe Career development
- explain methods of training.

7.2 INTRODUCTION

In the earlier unit, we have discussed about recruitment and selection. Now, in this unit we are going to learn the concept of training, development and growth.

First we will get an idea on the correlation of training, development and growth. Then we will discuss the meaning of training and its objectives. We will also discussed importance of training and development. At the end

of this unit we will discuss the growth of employee, career development and methods of training.

7.3 INTRODUCTION TO TRAINING, DEVELOPMENT AND GROWTH

In this recent era of competitive world, the importance of training and development are felt double than that of ancient era by the organization. This is because only proper training and development can generate competent people who are essential to keep an organization ahead of the others that means they can better ensure the survival of an organization. Thus training and development are started to be considered as an important function of human resource management that mean an investment incurred by the organization to provide the opportunity to raise the profile development activities within it.

It has become necessary to get the commitment of employees along with the growth in quality movement (concepts of human resource management) in order to achieve the organizational goals successfully. Therefore it has become the duty of the management team of an organization to try hard to make the training programme effective. Training encompasses a multitude of courses through which the skills of employees are tried to be developed. Moreover it is also an important tool to control the attrition rate as it helps in motivating employees, achieving their professional and personal goals, increasing the level of job satisfaction etc.

The prime focus of all the aspects of human resource development is to create the most superior workforce for the organization who can confer the utmost service to the customers along with accomplishing their own goals side by side. Thus the purpose of human resource development is to help the employees to develop their skills, knowledge and abilities through proper training.

Every organization should try to retain people with the right skills and talent. This is possible only when the organization is ready to invest in employee's future growth and able to show them the path to fulfill their dreams. If the employees are also ready to put their whole effort in this process of training, responding to the organizational investment then it will

definitely give a fillip to their performances that ultimately result a greater organizational productivity.

Now a day, everyone is keen to build or develop his/her own career. Therefore it has become a common trend to leave an organization by the professionals where they find no opportunity for their career advancement. These have insisted the companies to take up active career development initiatives to keep the best talent within its fold. These developmental initiatives also act as the greatest motivators to keep an employee happy and engaged.

Different people may have different views about the career development programme - like for typical employee it is a path of upward mobility, for manager it is a retention and motivational tool while the top management views it as a tool for succession planning. Ultimately it can be concluded with the fact that these efforts bring the high potential candidates into focus who can be groomed for greater responsibility in future.

In nutshell, the unit has included the various aspects of training and development programmes meant for the employees of an organization. These developmental programmes bring up an improvement in the knowledge, skills and attitudes of employees who then become more valuable for the organization to thrive in this competitive world. To make the employee competent, the organization conduct training programmes for them by using different methods of training that are described in the subsequent part. Now a day, organizations are also giving interest on the career development aspect of the employees.

7.4 CORRELATION OF TRAINING DEVELOPMENT AND GROWTH

7.4.1 Meaning of Training

Training is a learning process that encompasses the development of skilled behaviour in the individual. Through this process of training a person is able to acquire knowledge, sharpen his skill, concepts and rules etc along with bringing changes in his attitudes and behaviour in order to enhance his performance.

Training is a device to forecast/reflect/locate an employee's present

position besides comparing this with his future after some point of time. It builds up the confidence of employees about their ability to handle the responsibilities competently.

In general, training helps the employees in the following ways:-

- It aware them about the way to reach their destiny.
- It accustoms them the procedures of achieving their desired goals.
- It teaches them how to take off to reach the height of their wants.
- It helps them in getting the outcome they have aimed for.
- It gives them the knowledge essential to fulfill their dreams.
- It is more like a vision rather than a set of goals.
- It gives them the hint of goals that they should plan to achieve.

However, to be utmost effective, the training program should be always motivational and engaging in nature.

7.4.2 Training Objectives

The first and foremost step needed for making a training programme successful is to set the training objectives effectively so that these can lead to a proper training programme in an organization considering its limited resources. It is possible to develop the clear guidelines for an effective training programme only when training objectives are based on needs. Training objectives specify the expected result of the training programme and have the great significance to a number of stakeholders, these are:

(i) Trainer

(ii) Trainee

(iii) Designer

(iv) Evaluator

(i) Trainer: - Training objectives are valuable for the trainer as because these are the basis to measure the progress of trainees and make the required adjustments accordingly. Besides it, the trainer is also able to correlate these objectives

with the particular segments of training.

(ii) Trainee: - Training objectives sketch an image of the training programme in the mind of trainees that helps in reducing their anxiety to some extent along with increasing their attention for it. It usually has a negative impact on the learning of a person when he/she faces an unknown environment without any prior introduction. He feels uneasy in such circumstances. It is important to aware the participants about the happenings in advance rather than keeping them in suspense. Lastly it can be commented that training objectives increase the chance/ probability of successful completion of the training programme.

(iii) Designer: - Training objectives specify why and how the training programme has to be designed and what is to be achieved in the end of it. The training designer then look for/ choose the training methods, training equipments and training content to achieve those objectives and accordingly buy the training packages. Furthermore, planning always helps to solve an unexpected situation or incident properly and effectively that may happen during the course of training programme.

Thus, it is seen that an appropriate training programme can never be designed without proper guidance.

(iv) Evaluator: - It is known to us that training objectives clear out the expected performances of trainees which in turn help an evaluator to measure the progress and judge the performance of trainees in due course of time.

7.4.3 Importance of Training and Development

Training and development are important for performing the following functions in an organization:-

- **Optimum utilization of human resources: -** Having optimized the utilization of human resource in the organization, it helps the employees to achieve the organizational as well as their individual goals.

- **Development of human resources: -** It provides the opportunity for developing both the technical and behavioural skills in the employees of an organization in order to attain their personal growth.
- **Development of skills of employee: -** Besides enhancing the job knowledge and skills of employees at each level, training and development again helps to expand the horizons of human intellect and the overall personality of employees.
- **Productivity: -** Productivity of employee can be increased by improving their compatibility of handling their responsibilities properly through the process of training and development that further helps the organization in achieving its long-term goal effectively.
- **Team spirit: -** Training and development builds up the sense of team work, team spirit and inter-team collaborations among the employees along with encouraging the zeal of learning within them.
- **Organization culture: -** Training and development tries to create a learning environment that facilitates the development and improvement of the organizational health culture and effectiveness in the organization.
- **Organization climate: -** It brings up such a climate in the organization that develops the positive perception and feeling about the organization among the employees. These feelings may be passed to the employees from their leaders, subordinates or peers etc.
- **Quality: -** It is the continuous effort of training and development programme to improve upon the quality of work and work-life.
- **Healthy work-environment: -** Training and development always tries to build up a healthy working environment in the organization where there is a good employee-work relationship. In such an environment it becomes easy to align both the individual and organizational goals effectively.



Congruence —

The quality of agreeing; being suitable and appropriate.

- **Health and safety: -** Training and development tries to prevent the accident and other unwanted situations that may affect the health of employees through their awareness about the health and safety measures adopted by the organization.
- **Morale:** - Morale of the work force can be improved through the process of training and development.
- **Image:** - A better corporate image can be portrayed through the process of training and development.
- **Profitability:** - Training and development tries to build up the positive attitudes of employees towards the profit objective of the organization.
- Training and development aids in organizational development i.e. by evolving more and more effective methods of decision making and problem solving in the organization. Besides these it also helps in understanding and carrying out organizational policies smoothly.
- Training and development is the process of developing leadership skills, motivation, loyalty, better attitudes and other aspects that are usually needed to make a worker and manager successful.

7.4.4 Growth of Employee

Growth of employee and organization are inter-linked with each other. It is impossible to think about the development of organization without taking its employee on the growth path. Similarly individual's development is also found meaningless if it does not align with the organizational goals and strategies. It usually leads to a chaotic situation when the aspirations of individuals are deviated elsewhere from that of their organization.

It is fact that both the organization and individual have their own vision and aspirations respectively. So to create a win-win situation there must be proper alignment and congruence of both the factors. But an opposite or reverse situation may develop in absence of such an alignment that is characterized by loss of productivity, morale etc.

Alignment of employees with organizational goals and strategies can be possible only when organization leverages home-grown talent of understanding the company's business, its challenges, customers, technology as well as its values and culture.

Is it true that career planning and development of employees actually hamper the productivity of organization? In reality it is seen that most of the people think so and consider it as the critical part of human resource strategy. When you look from employee's point of view, you will find that career development initiatives give them the clear focus about their career track, the blind spots that they have to overcome and the final goal to be reached. These focused approaches endeavor to bring development in the employees in their every aspect starting from everyday work to long-term aspiration.

Same as the fact that an individual must have a clear goal orientation, the organization must also show a high-level vision and goals which should be made clear to employees in such way that it gives them a proper idea about the organization's intent and the opportunities available for progress within the company.

Now it has become the plan to retain and promote employees who are found valuable for the company's success by offering them a chance of career development and growth. The best approaches for developing the careers are as follows:-

- Provide the opportunities of development to the employees in the organization.
- Create employee- friendly work environment with high learning curve and leadership mentoring.
- Being understood the broad corporate goals as well as industry requirements; these have to be aligned with the career development initiatives.
- Create friendly work culture and transparent environment for better career growth.
- Compensation [like salary growth and other benefits] has to

be provided to the employees in such a way that it matches with the role specific requirement of the job.

7.4.5 Career Development

The ultimate goal of an employee's growth is his career development. Career of an employee of an organization refers to the specific job that he performs along with the associated responsibilities and activities with the job. Thus career development is an effort to bring some smoothness and advantages in the above mentioned functioning of the employee. Further it includes the movements and transitions between jobs besides the overall assessment of an individual's feelings of satisfaction being with the company of his or her career.

Career planning specifies the guide-line for career development. Thus it is important to have the proper career planning in an organization in order to design an effective career development process for it. Generally career planning is a process whereby an individual sets career goals and identifies the means to achieve them and when the organization intervenes in this planning, it is known as organizational career planning. It means the designing of planned succession of jobs by a firm in order to develop its employees in the right way.

Career development is a formal approach used by the firm to ensure the availability of qualified and experienced people in it as and when needed. Through it both the employee and organization are benefited as because properly developed employees are better equipped to add value to themselves and to the company as well.

Being considered the career development programme as an important function of human resource management, companies are now giving immense weightage on it. Organizations take up many initiatives to develop their employee's careers out of which career counseling, mentoring, sabbaticals, personal development plans and career workbooks are of more significant.



CHECK YOUR PROGRESS

Q.1 Fill in the blanks with approrite word:-

(1) Now a day, everyone is keen to build or develop his/her own ..... Therefore it has become a common trend to ……. an organization by the ……. where they find no opportunity for their career advancement. These have insisted the companies to take up active ……. initiatives to keep the best talent within its fold.

(2) Training objectives are of great significance for a number of stakeholder perspective and these are:

(i) Trainer

(ii) Trainee

(iii) …….

(iv) Evaluator

7.5 METHODS OF TRAINING

Basically there are two methods of training:-

(A) Cognitive method, and

(B) Behavioural method.

The aim of both the methods is same, that is, to bring the changes in the attitudes of trainees. It is important for the trainers to understand the pros and cons of each method along with its impact on trainees so that they can design the proper training method for them by considering their background and skills in mind. Besides the two methods there is also another method known as “Management development”. The method is more future oriented and more concerned with the education of employees.

(A) COGNITIVE METHOD: - The basic concept of the method is to give theoretical training to the trainees. Through the various methods of cognitive approach, it is tried to present the rules of doing something, written or verbal information and demonstration correlating the different concepts, etc in front of trainees. The methods under cognitive approach intend to bring the changes in

knowledge and attitude of trainees by stimulating learning. The various methods that come under Cognitive approach are as follows:

1. LECTURES
2. DEMONSTRATIONS
3. DISCUSSIONS
4. COMPUTER BASED TRAINING (CBT)

1. **LECTURES: -** Lecture is one of the oldest methods of training and it means telling someone about something. It may be of printed or oral form. In the beginning of lecture method, the trainer tells the aim, goal, agenda, processes, or methods that will be used in training to the trainees. In fact training is incomplete without a lecture session. This method is used with the intention to create understanding about a topic or to influence the behavior and attitudes of trainees. So, it is seen that lecture is a method of enhancing the knowledge of listeners or telling them the theoretical aspect of a topic. While some Lecture sessions are interactive in nature, the others are not at-all.

Main Features of Lecture Method

Some of the main features of lecture method are:

- The lecture method is unable to identify and correct the misunderstandings of trainees.
- Less expensive.
- A large number of people can be addressed at the same time by using this lecture method.
- Knowledge building exercise.
- Less effective because lectures make the trainee inactive for long periods of time.

2. **DEMONSTRATIONS TRAINING METHOD:-** It is a method of visual display that explains how something works or how to do something. Here the trainer shows the trainees the methods of performing or doing the tasks of a job. To make it more effective, the demonstration method should always be accompanied with a session of discussion or lecture.

The trainer first prepares the lesson plan under this method of

demonstration by breaking the task to be performed into smaller modules and easily learned parts. Then, he organizes these modules in sequence and gets ready with the explanation for why that part is required. The trainer has to perform the following tasks during the time of performing this demonstration method:

- He must describe the procedure of doing the task properly to the trainees.
- He must try to bring the attention of trainees on the critical aspects of the task.
- He should make the trainees understood of the motto of training programme so that he is well acquainted with his doing.
- He should explain the reasoning of carrying out the task in a particular way to the trainees.

The basic difference between the lecture and demonstration method is the degree of involvement of trainee in the training programme.

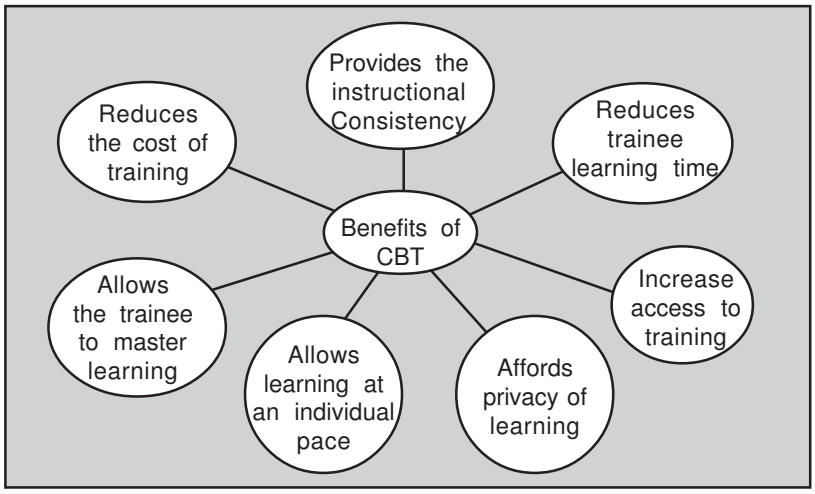
3. **DISCUSSIONS TRAINING METHOD: -** The method basically focuses the interactions both among the trainees and between the trainer and trainees though it includes a session of lecturer to provide the learners a rough idea about training programme. In one sense, we can say that this method is an improved version of lecture method as it facilitates the interaction and communication among the participants. The steps in discussion method should follow an appropriate sequence [i.e. lectures, followed by discussion and questioning] so that it helps in achieving the objectives of training programme. Here the objectives are to increase the knowledge of trainees practically in situation like problem solving and principle learning.

Discussion means the two-way communication where there is a flow of knowledge in the form of lecture from the trainer to trainees and then reversely understanding is conveyed back by trainees to the trainer. The feedback may of verbal or non-verbal that enables the trainer to determine whether the trainees have understood the training materials or not. If they have understood properly, then they would be definitely able to implement it at their workplaces and if not, the trainer may need to spend more time to make the trainees understood. For this, the trainer may have to modify his presentation about the information on a particular area.

Questioning is an important part of Discussion method that can be done by both the trainer and trainees. But the objectives of questioning vary for both of them like when the trainees ask questions, they explain their thinking about the content of the lecture but a trainer who asks questions stimulates thinking about the content of the lecture. It is possible to enhance the understanding of trainees and keep them focused on the content of the lecture through a session of asking and responding questions. Besides that, discussions and interactions facilitate the active engagement of trainees in the training material along with improving their recall.

4. **COMPUTER BASED TRAINING (CBT):-** The demand of knowledgeable and skilled employees is increasing day by day due to world-wide expansion of companies and changing technologies that in turn has put the pressure on HR department to provide training at lower costs. In view of that many organizations have implemented CBT as an alternative to classroom based training.

Some of the benefits of Computer-Based Training are:



Though internet is not a method of training, yet a recent survey has revealed that most of the organizations are delivering training to the employees through either internet or intranet. CBT is a gift of advanced electronic technology that does not entail the face-to-face interaction between the trainer and trainees. This method is difficult to describe in concise form because it varies widely in its applications.

(B) BEHAVIOURAL METHODS: - The Behavioural approach emphasizes more on giving practical training to the trainees and accordingly the methods under it are designed to give the trainee a

chance to behave like a real fashion. These methods are best to develop the skills of employees.

The methods that come under Behavioural approach are as follows:

1. GAMES AND SIMULATIONS
2. BEHAVIOUR-MODELING
3. BUSINESS GAMES
4. CASE STUDIES
5. EQUIPMENT STIMULATORS
6. IN-BASKET TECHNIQUE
7. ROLE PLAYS

1. Games and Simulations : Games and Simulations may be structured or unstructured in form. These may be either played for enjoyment or used for training purposes as an educational tool. Games and simulations are the training methods designed with an intention to reproduce or simulate events, circumstances, processes that may actually take place in the job situation of trainee.

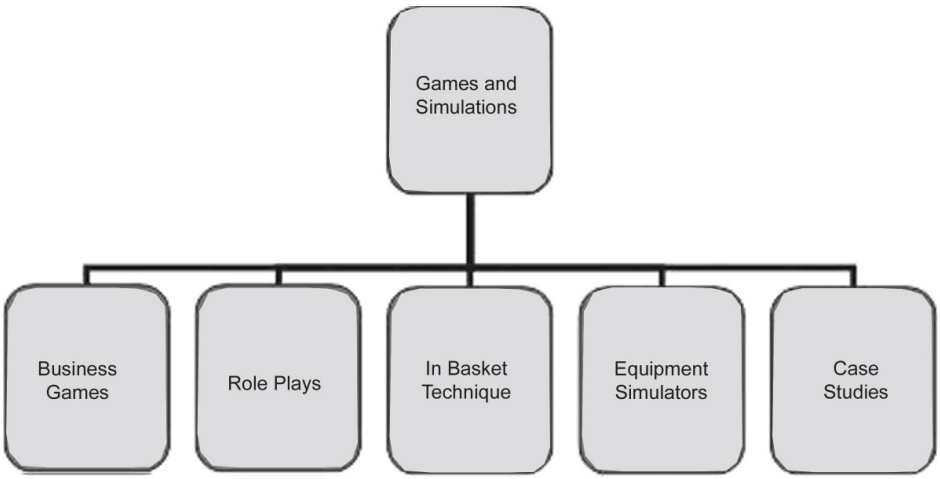
A training Game is a spirited activity or exercise that involves the active participation of trainees through which they compete with each other according to the defined set of rules.

Simulation means the imitation or idea or the opinion about an event that might occur in a real situation. It can entail numerical modeling, role playing without the support of technology or combinations.

Training games and simulations are emerging as an effective tool for training because of its following key components that are quite essential for learning:

- Challenge
- Rules
- Interactivity

Some of the examples of this technique are:



Therefore it is possible to develop knowledge, skills, and attitudes of employees or to find out the concepts that may be useful in improving their performance through the methods of Games and Simulations because these methods give the trainees an experience of the events, processes or games in a controlled setting.

2. **Behaviour-modeling:-** Behaviour modeling is more often used in combination with some other techniques where there is the use of innate inclination for people to observe others to discover how to do something new.

Procedure of Behaviour Modeling Technique

In this method, trainees are shown the videotape of some processes or behaviors that are incorporated along with the games and simulation section because once the trainees see the videotape, they practice the behavior through role plays or other kind of simulation techniques. In this method, the trainees reproduce the behavior on the job after being first observed the behavior modeled in the video.

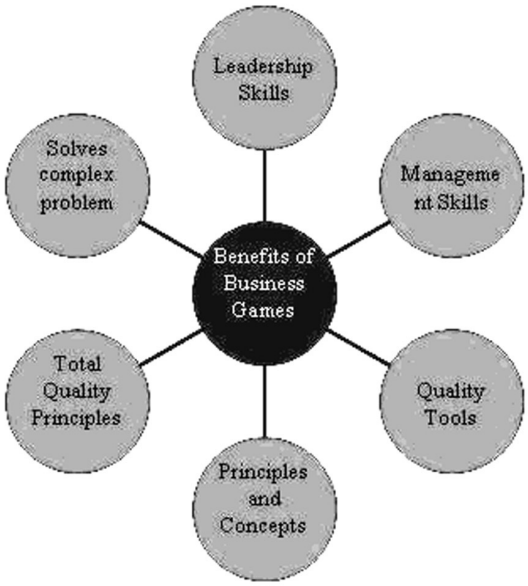
Behavior modeling that focuses mainly the development of behavioral and interpersonal skills can be used successfully in

- Sales training
- Interviewee training
- Interviewer training
- Safety training
- Interpersonal skills training

3. **Business games:** The impact of globalization and changing technologies is such that it has forced the organizations to move from board games to computer based simulations using interactive multimedia (IM) and virtual reality (VR). Besides being act as a type of simulator, the business game method also tries to present the way of functioning of an industry, company, organization, consultancy, or subunit of a company in front of the trainees. Here in this method, trainees are first provided with some information about a particular situation and then they are asked to make decisions that they feel best in the favour of the company. A feedback is then provided to the trainees explaining the impact of their decisions. The same process is repeated again and again until some meaningful results came out or some predefined states of the organization exist or a specified number of trails are completed.

Some of the benefits of the business games are:

- Development of leadership skills
- Improved application of total quality principles
- It develops skills in using quality tools
- Strengthening of management skills
- Proper demonstration of principles and concepts
- Effective exploration and solution of complex problem



Business games not only simulate the whole organization but also provide much better perspective than any other training methods as these allow the trainees to see how their decisions and actions impact on the related areas.

4. **Case studies:** It is a method that tries to simulate and reflect the decision-making situation in the classroom that the trainees may find in reality being the managers, staff, HR or CEO at their work place. The aim of case study method is to acquaint the trainees with a particular problem rather than finding out the solution for it. Understanding of advantages and disadvantages of such problems is more important than finding out their solutions. Thus it has become the objective of case study method to make the trainees capable of applying known concepts and ideologies and ascertain new ones at the time of handling the work related problems.

Case Study method focuses:

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

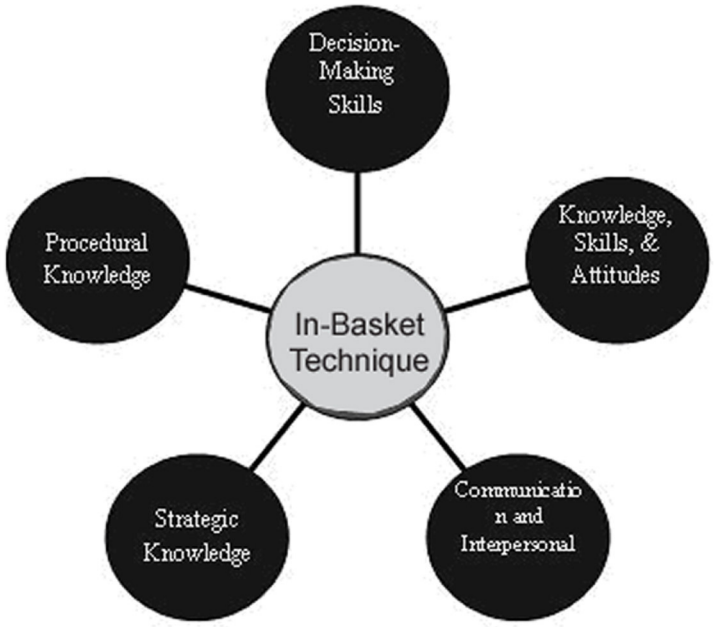
5. **Equipment simulation:-**Here in this method, some mechanical devices are used that are known as equipment simulators.

Equipment simulators can be used in giving training to:

- Air Traffic Controllers
- Taxi Drivers
- Telephone Operators
- Ship Navigators
- Maintenance Workers
- Product Development Engineers
- Airline Pilots
- Military Officers

6. **In-basket technique**: In this method, trainees are provided with a log of written text or information and requests, such as memos, messages, and reports etc to handle so that it helps them in the following ways: -

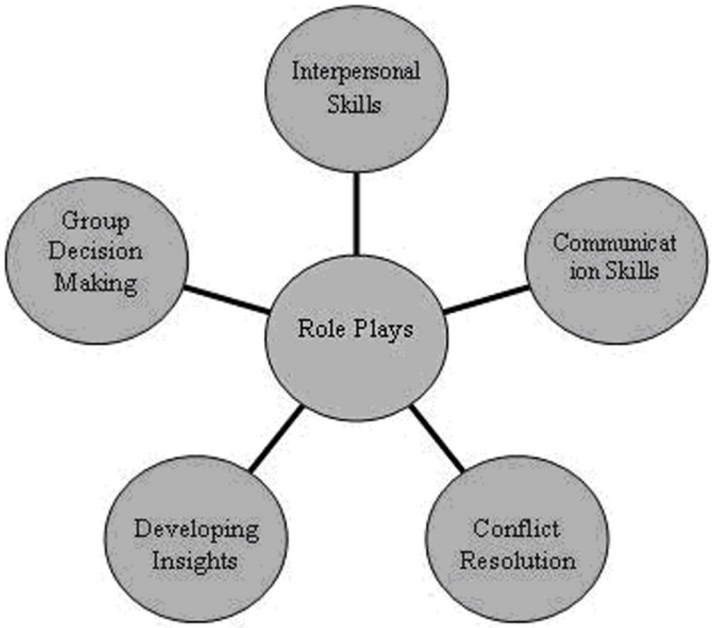
- Builds up decision making skills
- Assess and develops Knowledge, Skills and Attitudes (KSAs)
- Develops communication and interpersonal skills
- Develops procedural and strategic knowledge



7. **Role play training method:** In this method of Role play training, each participant is given a role to play that acts as a simulation for him or her. Before playing the role the trainees are provided with some information about it for example description of the role and the concerns, objectives, responsibilities, emotions etc associated with the role. Besides these a general description of the situation and problem that each one of them may have to face is also given like strike and lockout in the factory, conflict between management and labour union, payment of accidental benefits, scheduling vacation days, etc. Being familiar with their role, next the participants act out their roles respectively by interacting with each other. Role Playing method is important for

   - Improving interpersonal and communication skills
   - Resolution of conflict
   - Taking decision in group

- Developing insight into one's own behavior and its impact on others



There are various types of role plays, such as:
[i] Multiple Role Play
[ii] Single Role.
[iii] Role Rotation
[iv] Spontaneous Role Play



CHECK YOUR PROGRESS

Q2. Fill-in the blanks with appropriate words:-

1. The aim of cognitive and behavioural methods is to bring the changes in the …….. of trainees.
2. The ……emphasizes more on giving practical training to the trainees and accordingly the methods under it are designed to give the trainee a chance to behave like a real fashion.

(C) MANAGEMENT DEVELOPMENT METHOD – The method emphasizes more on making the employees a better performer by

educating them through the process of training.

Management development method is further divided into two parts:

(a) On the job training: The method is based on the fact that it is possible to develop the abilities of an employee in its job place itself. The four techniques for on-the job development are:

1. COACHING
2. MENTORING
3. JOB ROTATION
4. JOB INSTRUCTION TECHNIQUE (JIT)

1. Coaching: Coaching is a type of the training methods, where there takes place one-to-one interaction to correct the inadequate performances of employees. In fact this method gives the employee an opportunity to receive feedback from an expert that helps in identifying their weaknesses and accordingly the way to rectify these.

2. Mentoring: In contrast of Coaching, Mentoring means an ongoing informal relationship that usually develops between a senior and junior employee. Through the process of Mentoring, the junior employee comes to know how the organization is going to achieve its vision and mission from his senior. That means here the senior performs the role of a guide to his junior employees. The meetings are not as structured and regular in mentoring as the coaching.

Some key points on Mentoring:-

- The main focus of mentoring is on attitude development
- It is usually meant for management-level employees
- Mentoring is done by someone inside the company that involves one-to-one interaction
- It helps in identifying weaknesses of employees along with the area that needs to be improved

3. Job rotation: Job rotation means the intentional changing of job position of employees within a department, division or organization etc in order to get the following benefits: -

- It broadens the horizon of knowledge, skills, and abilities of

employees by giving them the opportunity to work in different departments, business units, functions, and countries etc

- Identification of Knowledge, skills, and attitudes (KSAs) required
- Finding out the areas where there is need of improvement
- Assessment of the employees who have the potentiality and caliber to fill the position

4. **Job instruction technique (jit):** Job Instruction Technique (JIT) uses a strategy with a focus on the development of knowledge (factual and procedural), skills and attitudes of trainees.

(b) OFF THE JOB TRAINING : There are many management development techniques that an employee can take in off the job. The few popular methods are:

1. SENSITIVITY TRAINING
2. TRANSACTIONAL ANALYSIS
3. STRAIGHT LECTURES
4. SIMULATION EXERCISES

1. **Sensitivity training:** In this method it is tried to develop the social sensitivity and behavioral flexibility in the people so that in return they are able to understand themselves and others reasonably.

- In one word, you can say that social sensitivity means the empathy, which means, the ability of an individual to sense what others feel and think from their own point of view.
- Behavioural flexibility means the ability of an individual to behave suitably in the light of understanding.

2. **Transactional analysis:** Transactional Analysis provides trainees with a realistic and useful method for analyzing and understanding the behavior of others. In every social interaction, there is a motivation provided by one person and a reaction to that motivation given by another person. This motivation-reaction relationship between two persons is a transaction. Transactional analysis can be done by the ego states [i.e. child, parent and adult] of an individual.

An ego state is a system of feelings accompanied by a related set of behaviors.



CHECK YOUR PROGRESS

Q3. Match the following contents of left side with the right options given in the opposite side.

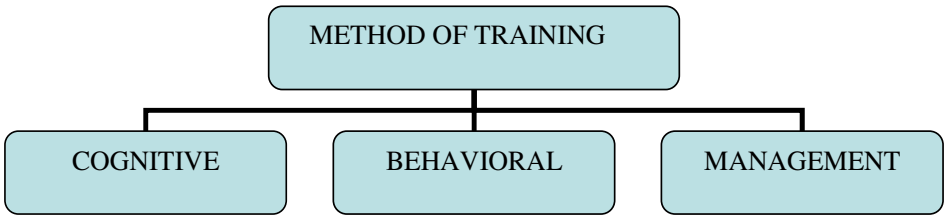
1. Sensitivity training	(a) off the job training
2. Straight lectures/ lectures	
3. Job instruction technique (jit)	
4. Mentoring	
5. Simulation exercises	
6. Coaching	(b) on the job training
7. Job rotation	
8. Transactional analysis	



7.6 LET US SUM UP

The following aspects have been discussed in this unit–

- Training objectives provides the clear guidelines for developing an effective training programme in the organization as because these objectives are based on needs.
- Training and development perform the various functions in an organization like optimum utilization of human resources, increase productivity, build up team spirit and organizational culture etc.
- Alignment of employee's personal goals with the organizational goals and strategies is a must to create a win-win situation. The absence of alignment and congruence of both the two factors results a haphazard situation that leads to the loss of productivity. Career development is the ultimate goal of growth of an employee which is associated with career and career planning.



7.7 FURTHER READINGS

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4) Michael, V.P. (1995). Human Resource Management and Human Relations, Himalaya Publishing House, New Delhi.

7.8 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1

(1) [i] career [ii] leave [iii] professionals [iv] career development

(2) [iii] Designer

Ans. to Q. No. 2

1. [i] attitudes
2. [ii] Behavioural approach

Ans. to Q. No. 3

(a) off the job training –

1. sensitivity training

2. transactional analysis
3. straight lectures
4. simulation exercises

(b) on the job training –

1. coaching
2. mentoring
3. job rotation
4. job instruction technique (jit)



7.9 MODEL QUESTIONS

Q.1. Define the term training and development. Bring out the importance of training and development in an organization.

Q.2. Explain the various methods of training.

Q.3. What do you mean by growth of an employee? Define the term career, career planning and career development.

Q.4. Write short notes on
(a) Job rotation (b) Sensitivity training (c) Transactional Analysis

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