

TRAINING AND DEVELOPMENT

- ✖ **Training-** refers to the process of imparting specific skills.
- ✖ Training is also referred to as a process by which any person designated to be a trainer imparts new knowledge, sharpens and strengthens skills and redefines attitudes.

The basic objective of training is to establish match between employees and their jobs. This is achieved by helping them to bridge gaps between expected and actual performance levels.



Training is expensive. Without training it is more expensive.

-Nehru





Definition

Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience.

- **It's a short term process.**
- **Refers to instruction in technical and mechanical problems**
- **Targeted in most cases for non-managerial personnel**
- **Specific job related purpose**

Development is any learning activity, which is directed towards future, needs rather than present needs, and which is concerned more with career growth than immediate performance.

- **It is a long term educational process.**
- **Refers to philosophical and theoretical educational concepts**
- **Managerial personnel**
- **General knowledge purpose**

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- ✖ **T & D offers competitive advantage-**
 - ✖ 1. Remove performance deficiencies in employees.
 - ✖ 2. Provides greater stability, flexibility and capacity for growth.
 - ✖ 3. Accidents, scrap and damage to machinery can be avoided or minimised.
 - ✖ 4. Dissatisfaction, absenteeism, turnover can be reduced.
 - ✖ 5. Provides dividends to both.

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- ✖ **Development** refers to the learning opportunities designed to help employees grow.
 - ✖ Development is not primarily skill oriented. It provides general knowledge and attitudes which will be helpful to employees in higher positions.
 - ✖ Knowledge about business environment, management principles and techniques, human relations etc., are useful for better management.

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- ✖ **Personnel Development** could be described as the sum total of the results of the positive changes taking place in the knowledge, skills, attitudes, relationships and physical well being of the employees of an organization.
 - ✖ **Development-** teaches how to become more productive and effective at work and at the company. In other words, training provides the skill and development maximizes it.

THE TRAINING PROCESS

