Unit I: Introduction toTraining and Development

SAQs

1. **What is meant by KSA? (CO2)**
Ans-

- **Knowledge-**It is a familiarity with someone or something, which can include facts, information, descriptions, or skills acquired through experience or education. It can refer to the theoretical or practical understanding of a subject.
- **Skills-**Skill is the learned capacity to carry out pre-determined results often with the minimum outlay of time, energy, or both. In other words the abilities that one possesses
- **Attitude-**An attitude can be defined as a positive or negative evaluation of people, objects, event, activities, ideas, or just about anything in your environment.

2. **How is training different from Education? (CO2)**
Ans- Education is a theoretical learning in classrooms. The purpose of education is to teach theoretical concepts and develop a sense of reasoning and judgment.

3. **What is meant by Training Policies? How are they framed? (CO2)**
Ans- A Company's training policy represents the commitment of its top management to training, and is expressed in the rules and procedures which govern or influence the standard and scope of training in the organization.

4. **Distinguish between Training and Development. (CO2)**
Ans- Points of difference are:
- Duration
- Target employees
- Methods
- Areas

5. **What are Training Strategies? (CO2)**
Ans- The style of interaction adopted by the trainer that may be realized by trainer methods and trainer tasks (chosen from tutoring, coaching, facilitating and discovery training strategies).

6. **Explain the benefits of Training. (CO2)**
Ans-

- Positive attitudes toward profits orientation.
- Improves profitability.
- Improves job knowledge & skills at all levels in organization.

- Create better corporate image.
- Improves relationship between boss & sub-ordinate.
- Helps prepare guidelines for work.
- Aids in understanding & carrying out organizational policies.
- Provides information for future needs in all areas .
- Helps in developing leadership skills, motivation, loyalty, better attitudes.
- Increased productivity.
- Keeps down the cost.
- Creates a climate for growth.
- Helps employees adjust to change.

7. What are the objectives of Training? (CO2)
Ans-

- Increase in efficiency
- Increase in morale of employees
- Better human relations
- Reduced supervision
- Increased organizational viability
- Introduction of new strategies and working methods in organization.
- Technological advancements

8. What is Labour Turnover? (CO2)
Ans- Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees.

9. Why Training Fails? (CO2)
Ans-
1. The benefits of training are not clear to top management.
2. The top management hardly rewards supervisors for carrying out effective training
3. The top management rarely plans and budgets systematically for training.
4. Training external to the employing unit sometimes teaches techniques or methods contrary to the practices of the participant's organisation.
5. Trainers provide limited counselling and consulting services to the trainees.

10. What is Learning? (CO2)
Ans- Typically, learning is viewed as enhancing one's knowledge, understanding or skills. Some people see learning as enhancement to one's knowledge, awareness and skills.

11. What are the various types of training? (CO2)
Ans-
- Skills Training.
- Retraining.
- Cross-Functional.
- Team Training
- Creativity Training.
- Literacy Training.
- Diversity Training.
- Customer Service

LAQs

Q1. Define Training. Explain the advantages of Training to the employees and to the Organization. (CO2)
Ans- The Benefits of Employee Training to the Organisation
- Leads to improved profitability and/or more positive attitudes towards profitorientation. Improves the job knowledge and skills at all levels of the organization.
- Improves the morale of the workforce
- Helps people identify with organizational goals
- Helps create a better corporate image
- Fosters authenticity, openness and trust
- Improves relationship between boss and subordinate
- Aids in organizational development
- Helps prepare guidelines for work
- Aids in understanding and carrying out organizational policies.
- Provides information for future needs in all areas of the organization
- Organization gets more effective decision-making and problem-solving skills
- Aids in development for promotion from within
- Aids in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display
- Aids in increasing productivity and/or quality of work
- Helps keep costs down in many areas, e.g. production, personnel, administration, etc.
- Develops a sense of responsibility to the organization for being competent and knowledgeable
- Improves Labor-management relations
- Reduces outside consulting costs by utilizing competent internal consultation.

Benefits to the Individual:
- Helps the individual in making better decisions and effective problem solving
- Through training and development, motivational variables of recognition,achievement, growth, responsibility and advancement are internalized andoperationalised

- Aids in encouraging and achieving self-development and self-confidence
- Helps a person handle stress, tension, frustration and conflict

- Provides information for improving leadership, knowledge, communication skills and attitudes
- Increases job satisfaction and recognition
- Moves a person towards personal goals while improving interactive skills
- Satisfies personal needs of the trainer (and trainee)
- Provides the trainee an avenue for growth and a say in his/her own future
- Develops a sense of growth in learning
- Helps a person develop speaking and listening skills; also writing skills when exercises are required. Helps eliminate fear in attempting new tasks

Unit II: Training Process

SAQs

1. What are the key elements of effective TNA ? (CO1)

Ans-

- Professional trainers
- Credible data
- Structured methodology
- Linking training needs with business goals
- Justifying cost to the likely benefits
- Gaining top management support
- Effective communication with those involved

2. What is meant by Gap analysis? (CO1)

Ans- It is the comparison between current and future workforce data used to identify gaps and surpluses in staffing and competencies.

3. What is a training calendar? (CO2)

Ans-The day wise schedule of training programme is called as Training calendar.

4. What is meant by training the trainers? (CO2)

Ans-Train-the-trainer programs are designed to introduce new and experienced trainers to fresh methods for creating and managing effective training programs that truly engage their learners.

6. What is Training Need Analysis? (CO1)

Ans- Training needs analysis process is a series of activities conducted to identify problems or other issues in the workplace, and to determine whether training is an appropriate response. This is mainly because a needs analysis specifically defines the gap between the current and the desired individual and organizational performances.

7. What is meant by Organisational Analysis? (CO1)

Ans- The process of reviewing the development, work environment, personnel and operation of a business or another type of association. Performing a periodic detailed organizational analysis of a company can be a useful way for management to identify problems or inefficiencies that have arisen, but have not yet been addressed, and then develop strategies for dealing with them.

8. What is Role Analysis? (CO1)

Ans- It is a systematic and detailed analysis of jobs to identify job content, knowledge, skills and aptitudes required and the work-behavior.

9. Explain Manpower Analysis? (CO1)
Ans- It is detailed analysis of the person to be trained and the changes required in the knowledge, skills and attitude of each employee is determined.

10. What is meant by Proactive TNA? (CO1)
Ans- Proactive TNA is strategic and carefully planned without a definite problem as the focus. It is used to deliver new techniques or processes to employees, as well as strengthen existing expectations.

11. What is Reactive TNA? (CO1)
Ans-Reactive TNA happens when a specific problem is pinpointed. For instance, if a worker's performance problem is evident, reactive TNA is used to correct that specific issue.

12.What is Training Design? (CO1)
Ans- Training Design is the systematic development of instructional specifications using learning and instructional theory to ensure the quality of instruction. It is the entire process of analysis of learning needs and goals and the development of a delivery system to meet those needs.

LAQs

1. What is the purpose of Training Need Analysis? Is it always necessary? (CO2)
Ans-
- An analysis of training need is an essential requirement to the design of effective training.
- The purpose of training need analysis is to determine whether there is a gap between what is required for effective performance and present level of performance.
- Training need analysis is conducted to determine whether resources required are available or not. It helps to plan the budget of the company, areas where training is required, and also highlights the occasions where training might not be appropriate but requires alternate action.

2. What are the steps involved in Training Need Assessment? (CO1)
Ans-Steps In A Needs Analysis**:**
- Perform a "gap" analysis to identify the current skills, knowledge, and abilities of your people, and the organizational and personal needs for HRD activities

- Identify your priorities and importance of possible activities
- Identify the causes of your performance problems and/or opportunities Identify possible solutions and growth opportunities and finally
- Compare the consequences if the program is or is not implemented
- Generate and communicate your recommendations for training and development, organization development, career development, and/or other interventions

3.What is the merits and demerits of training need assessment? (CO1)
Ans-
- A training needs assessment requires time to conduct research and analyze results.
- Usually, the analysis can be done by a sampling of interviews and surveys of the primary training audience.
- With these results, you can focus your course content precisely on your training audience's actual needs.
- However, the training specialists require time to prepare the questions, collect the information, and analyze the results.
- The needs analysis process effectively postpones the start of training design, but the delay usually leads to an improved training course with a greater overall return on investment.

UNIT III- Evaluation of Training: Follow Up of Training

SAQ

1. **What are the various purposes and uses of training evaluation? CO1**

Evaluation involves the assessment of the effectiveness of the training programs. This assessment is done by collecting data on whether the participants were satisfied with the deliverables of the training program, whether they learned something from the training and are able to apply those skills at their workplace. There are different tools for assessment of a training program depending upon the kind of training conducted.

2. **Elaborate the various steps involved in process of training evaluation. CO1**
   - Describe the outputs. Outputs are descriptive data about the training programs and participants, including demographic data.
   - Pre-training assessment. This step uncovers the participants' past experience as well as current competencies, learning needs, and expected application of learning.
   - Post-assessment (reactions). This addresses participants' reactions to the training experience— for example, their learning environment, format and instructor methods, general satisfaction.
   - Post-assessment (learning). This piece is a self-assessment of knowledge or skills gained and the participants' expected application of learning.
   - Follow-up. This process may include several methods to assess the outcomes and effect of training programs over time.

3. **Discuss different barriers in training evaluation. CO5**
   - Workplace Application
   - Management Buy-In
   - Lack of Commitment
   - Inadequate Metrics

4. **What do you mean by evaluation of training? CO1**

The process of examining a training program is called training evaluation. Training evaluation checks whether training has had the desired effect. Training evaluation ensures that whether candidates are able to implement their learning in their respective workplaces, or to the regular work routines

5. **Write a short note on CIRO model of training evaluation. CO1**
   - Context
   - Input
   - Reaction

- Output

6. What do you mean by 'formative evaluation'? CO1

Formative Evaluation may be defined as "any combination of measurements obtained and judgments made before or during the implementation of materials, methods, or programs to control, assure or improve the quality of program performance or delivery."

7. Briefly explain different types of training techniques. CO5
- Technology-Based Learning
- Simulators.
- On-The-Job Training.
- Coaching/Mentoring
- Lectures
- Group Discussions & Tutorials
- Role Playing
- Management Games

8. "Training results can be examined through cost-benefit analysis". Comment. CO1

Basically, the money spent on developing and conducting the training programme is added up and compared to how much money the organization can make as a result of its employees having attended the said programme. Organisations use different methods to assess the benefits of training in terms of numbers i.e. the profits. Some of the frequently used methods are ROI and Utility analysis. Utility itself is a function of the duration up to which the training leaves an impact upon the trainee, the relative importance of the training program, the importance of the position or profile that received training and the cost of conducting the training.

9. What are the various techniques of evaluation? Which technique is best suited for different types of jobs? CO1
- Satisfaction and participant reaction
- Knowledge acquisition
- Behavioural application
- Measurable business improvement
- Return on investment (ROI)

10. Define 'Feedback'. Why is it important? CO1

Information about reactions to a product, a person's performance of a task, etc. which is used as a basis for improvement. The modification or control of a process or system by its results or effects, for example in a biochemical pathway or behavioural response

LAQ

1. **Discuss the tools for obtaining feedback from participants and their benefits. CO5**
   - Observation
   - Questionnaire
   - Interview
   - Self diaries
   - Self recording of specific incidents

2. **Discuss the Kirkpatrick model for measuring training effectiveness. CO5**
   - Reaction of the Trainee - thoughts and feelings of the participants about the training
   - Learning - the increase in knowledge or understanding as a result of the training
   - Behavior - extent of change in behavior, attitude or capability
   - Results - the effect on the bottom line of the company as a result of the training.

UNIT IV-Management Development

SAQ

1. **Elaborate the steps in Management Development Programs.**

Program classroom training workshops are designed to help managers:

- Establish greater personal self-awareness
- Gain practical management tools and techniques
- Build and enhance key skills in managing staff
- Share best practices with colleagues

2. **Explain advantages of MDP.**

Employee engagement, employee motivation, and building a productive workplace. Managers are the key to employee retention and the main reason employees cite when they leave their current employer.

3. **Discuss the reasons for failure of MDPs.**
- The Silver Bullet Approach
- No before/after measurement
- No personal change
- No follow-on development
- They're run by people out of touch with today's learning needs

4. **What are the guidelines for successful MDPs?**

The top management should accept responsibility for getting the policy of development executed. For this purpose a senior officer should be placed in charge to initiate and implement the management development programme. Management development is essentially a 'line job.' It takes place on the job and involves both the employee and his boss. Every manager must accept direct responsibility for developing managers under his control on the job and a high priority should be given to his task. Management development must be geared to the needs of the company and the individual. A policy of promotion from within is a necessary incentive for managers to develop in an organisation. Management development starts with the selection of the right persons for managerial ranks. It is essential to ensure that good material is really fed into the programme at the entry levels. There should be a realistic time table in accordance with the needs of a company. This time-table should take into account the needs for the managerial personnel over a sufficiently long period and the resources which are available at present and required in future.

5. List the various types of MDPs.
- Employee training.
- Employee career paths.
- Coaching.
- Mentoring.
- Job rotation.
- Promotions.
- Performance management and development.
- Succession planning.

6. What do you mean by 'trait'?

A distinguishing quality or characteristic, typically one belonging to a person.

7. Define 'KSA'. Why are they important?

KSAs...Knowledge, Skills and Abilities...a list of special qualifications and personal attributes that you need to have for a particular job. *These are the unique requirements that the hiring agency wants to find in the person selected to fill a particular job. A primary purpose of KSAs is to measure those qualities that will set one candidate apart from the others.* In federal personnel guidance, KSAs are defined as the factors that identify the better candidates from a group of persons basically qualified for a position. How well an applicant can show that he or she matches the position's defined KSAs determines whether that person will be seriously considered for the job

8. Why is there a need for MDP for experienced personnel?
- Increasing the capabilities of managers
- Fostering team work
- Improves decision-making
- Ensuring personal growth
- Aiming for succession planning

9. Elaborate the various areas to focus on when development an MDP.
- To ensure that managers understand what is expected of them.
- To ensure that managers agreeing with the objectives against which their performance will be measured and the level of competence required in their roles.
- To encourage managers to carry out their personal development plans and also to ensure that they receive the require training development programmes.
- To identify managers with potential skills,experience e.t.c
- To provide for management succession,creating a system in place to keep this under review.

10. What is the importance of MDP?

- Increasing the capabilities of managers
- Fostering team work
- Improves decision-making
- Ensuring personal growth
- Aiming for succession planning

LAQ

1.What are the various strategies for Development of Executives? Elaborate any two.

- Structured Progression
- Alignment With Business Goals
- A Strong Leadership Culture
- Continual Flexibility And Curiosity

2.How is Succession Planning conducted in any organization? Design a Succession Plan for a company.

Succession planning is a process for identifying and developing new leaders who can replace old leaders when they leave, retire or die. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available.

- Identify those with the potential to assume greater responsibility in the organization
- Provide critical development experiences to those that can move into key roles
- Engage the leadership in supporting the development of high-potential leaders
- Build a database that can be used to make better staffing decisions for key jobs

In other companies these additional objectives may be embedded in the succession process:

- Improve employee commitment and retention
- Meet the career development expectations of existing employees
- Counter the increasing difficulty and costs of recruiting employees externally

Process and practices

Companies devise elaborate models to characterize their succession and development practices. Most reflect a cyclical series of activities that include these fundamentals:

- Identify key roles for succession or replacement planning
- Define the competencies and motivational profile required to undertake those roles
- Assess people against these criteria - with a future orientation
- Identify pools of talent that could potentially fill and perform highly in key roles
- Develop employees to be ready for advancement into key roles - primarily through the right set of experiences.

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