

### unit 3      Human Resource Development

1.) what do you mean by development?

Ans:- Development refers to the process of growth, improvement or advancement in a variety of context. It can pertain to physical, economic, social, technological or personal progress. The scope of development is wider.

2.) what are the need & objectives of development.

Ans:- Following are the needs for employee development -

① Skill enhancement :- As industries evolve, employees need continuous learning to keep up with new technologies, tools and processes.

② job performance improvement :-

Developing employees improve their efficiency, productivity and overall

performance in their current roles.

(iii) Adaptability to change:- In a

dynamic business environment, development programs help employees adapt to organizational changes or shifting market conditions.

(iv) employee retention:- A commitment

to development increases job satisfaction and reduces labour turnover as workers feel valued and supported.

(v) leadership preparation:- employee development is essential for identifying and nurturing future leaders within the organization.

(vi) Innovation and problem solving  
Development encourages creativity and critical thinking, empowering employees to propose solutions and innovate.

Objectives :-

① Improving competencies:- The primary goal is to enhance employee's technical, managerial and inter-personal skills to meet current and future job requirements.

② career growth:- Help employees reach their professional goals by providing opportunities for promotion, increase responsibility and skill development & diversification.

③ boosting motivation & engagement:- Development initiates increase employee satisfaction & engagement which in turn boost & moral and productivity.

④ promoting organizational growth:- employee development leads to organizational growth by fostering a culture of continuous improvement, efficiency and innovation.

⑤ 3. > why HRD ?

Ans:- Human Resource Development

refers to the process of developing the skills, knowledge, abilities and overall potential of employees within an organisation.

4.) what are the different methods of development?

Ans:- ① On-the-job Training (OJT)

\* Description:- Learning by doing, where employees acquire new skills through hands-on experience while performing their duties.

\* Examples:- Job rotations, shadowing, apprenticeships & internships.

② Mentoring and coaching:-

\* Mentoring:- An experienced employee (mentor) guides and advises a less experienced employee (mentee) to help them grow professionally.

\* Coaching:- A more focused, task-oriented relationship where a coach helps an employee

improve specific skills or achieve performance goals.

### (iii) workshops and seminars:-

\* Description:- short, focused training sessions designed to teach specific skills or knowledge.

\* Examples:- leadership workshops, communication seminars, and time management training.

### (iv) E-learning and online courses:-

\* Description:- web-based learning platforms offering employees the flexibility to learn at their own pace.

\* Examples - MOOCs (Massive open online courses) - corporate e-learning platforms, and online certifications.

### (v) Job Rotation and Cross-Training:-

\* Job Rotation:- Moving employees between different roles or departments to gain experience in various functions.

\* Cross-Training:- Training employee to perform tasks in multiple

roles, increasing flexibility &...

## (VI) Stretch Assignments :-

\* Description :- Assigning challenging projects or tasks that push employees beyond their current skills or responsibilities, encouraging growth and learning.

\* Examples :- leading a new initiative, managing a larger team, or handling complex problems.

## (VII) Formal Education & Certifications :-

\* Description :- Sponsoring employees to pursue higher education, certifications, or professional development courses.

\* Examples :- MBA programs, PMP certification, and industry-specific accreditations.

## (VIII) Job Enrichment :-

\* Description :- Adding more responsibilities or varied tasks to an employee's current role to enhance engagement and learning.

\* Examples :- Allowing employees

to take part in decision-making, expanding their role's scope.

### (IX) Succession planning:-

\* Description:- Developing employees for leadership roles by identifying high-potential individuals and grooming them for future positions.

\* Examples:- leadership development programs, executive coaching and targeted mentorship.

### (X) Conferences and Networking Events:-

\* Description:- Sending employees to industry conferences or networking events to learn about the latest trends, technologies and best practices.

\* Examples:- Industry-specific conferences, TED talks, or professional networking meetups.

5.) What you mean by training? what are the importance of training.

Ans:- Training is meant to improve the skills and knowledge of employees. Training equips new employees with

### **13. What do you mean by Training?**

**Ans:** Training is meant to improve the skills and knowledge of employees. Training equips new employees with new knowledge and skill with refer to their jobs. When a person is finally approved for entry into the concern, he is given some kind of training to equip him to take up the new assignment.

According to Flippo, "Training is the act of increasing the knowledge and skill of an employee for doing a particular job."

### **14. Discuss the needs and importance of training.**

**Ans:** The need and importance of training are as follows:

- I. Increased Productivity:** Training improves the performance of employees. Increased skill and efficiency result in better quantity and quality of production. A trained worker will handle machines carefully and will use the material in an economical way.
- II. Higher Employee Morale:** A trained worker derives happiness and job satisfaction from his work. He feels happy when his performance is up to the mark. This also gives him job security and ego satisfaction.
- III. Less Supervision:** The degree of supervision required for a trained worker will be less. He will not be dependent upon the supervisor for minute details and may carry his work himself. On the other hand, an untrained will need constant watch and he will require the guidance of the supervisor very often.
- IV. Less Wastage:** Untrained workers may waste more materials, damage machines and equipment and may cause accidents. Accidents generally, occur due to deficiency in the operator and not in the machine.
- V. Easy Adaptability:** The technology advancement will require new approach to work. The methods of work may constantly undergo a change. This will necessitate the adaptability of workers to the changing working environment. A trained worker may be more adaptable to change than an untrained one.
- VI. Reduced Turnover and Absenteeism:** Labor turnover and absenteeism are mainly due to job dissatisfaction. When a worker is properly trained he will take keen interest in his job and can derive satisfaction from it.
- VII. Essential for New Employees:** Training is required to make fresher or new employees learn the required job, knowledge, skill and methods quickly for achieving economy, effectiveness and efficiency.
- VIII. Higher Remuneration:** The productive of the employees is required as a result of training. Their increased productivity helps them to earn higher remuneration.

## 6.1 Difference between training & development

| Basis   | Training                                                             | Development                                                 |
|---------|----------------------------------------------------------------------|-------------------------------------------------------------|
| Meaning | Training is a process of imparting knowledge for doing specific job. | Development is a process of learning opportunities designed |

|                            |                                                                  |                                                                           |
|----------------------------|------------------------------------------------------------------|---------------------------------------------------------------------------|
|                            |                                                                  | to help employees grow.                                                   |
| Nature                     | Training is a job oriented process.                              | Development focuses on conceptual and human ideas.                        |
| Focus                      | Training focuses on technical skill.                             | Development is usually required by managerial levels.                     |
| Level of Training involved | Training is required by supervisors and labor.                   | Development is usually required by managerial levels.                     |
| Scope                      | Training has a narrow scope because it is a part of development. | Development has a wide scope as training itself is a part of development. |
| Duration                   | The duration of training is comparatively short.                 | The duration of development is long.                                      |

7) What are the different types management development program.

Ans:- ① Executive ~~etc~~ coaching - Senior leaders provide guidance, feedback and support to help employee grow professionally.

(ii) On the job training :- Employees learn through hands on experience, often with a mentor guiding them through real world tasks.

(iii) Job rotation :- Employees move across different departments or roles, gaining a ~~pr~~ broader understanding of the business and developing versatile skills.

(iv) Workshops and seminars :- Short term, intensive learning sessions focused on specific skills or topics like leadership, communication or conflict resolution.

(v) Formal education program :- This includes MBA programs, executive education or certification from a accredited institutions to enhance leadership and management knowledge.

(vi) Action learning :- Employees work on real business challenges in teams, applying theory to practice.

while receiving feedback from coaches.

(vii) Stimulation based training:- Uses ~~see~~ scenarios or computer based stimulation to practice decision making and leadership skills in a risk free environment.

(viii) Leadership development programs:- Specifically designed to develop leadership qualities in future executives, these programs combine various approaches like mentoring, training and real world projects.

(ix) Corporate universities:- In house programs that focus on company specific skills, culture and strategies, often designed to align with the organisation objectives.

(x) Online learning & E-learning:- Digital platforms that offer flexible, self paced courses on a range of management ~~pos~~ topics.

8.) write a note on Training process outsourcing.

Ans:- Training process outsourcing

where organization refers to the practice of management delegating the training and execution of their training and development programs to an external provider. This is an outsourcing strategy that allows companies to focus on core business activities while leveraging the expertise of specialized training providers. Following are the advantages of TPO:-

① Cost efficiency:- Outsourcing training can reduce overhead cost related to in house training infrastructure, hiring trainers and managing learning platforms.

② Expertise access:- Training process outsourcing providers often have specialized knowledge, technology and industry specific training content, ensuring high quality learning experience for employees.

③ Scalability and flexibility:- Companies can scale training

programs up or down based on business needs without the hassle of managing internal training resources.

(iv) Focus on core business :- By outsourcing, companies can focus on their primary business activities while leaving the training to experts.

(v) Customization :- Training providers can tailor programs to the specific needs of the business, improving relevance and effectiveness.

(vi) Technology integration :- Many training process outsourcing providers incorporate latest e-learning tools, learning management and other tech solution into their program.

By outsourcing training processes, companies can efficiently address their learning & development goals while maintaining flexibility and control over outcomes.

q.) what are the importance of

9. What are the importance of Human Resource Development in organisations in the ~~IR 4.0~~ ~~for~~ regime?

Ans:- (i) Skill development for emerging Technologies: The IR 4.0 environment demands new skill sets like data analytics, machine learning, digital literacy and cybersecurity. HRD ensures that employees are reskilled and upskilled

to work with these advanced technologies, enabling businesses to remain competitive.

### (i) Promoting Innovation and Creativity:

IR 4.0 is driven by innovation, and HRD fosters a culture of continuous learning, creativity and problem-solving. HRD encourages employees to think critically, adapt to new challenges, and contribute innovative solutions to complex problems.

### (ii) Agility & adaptability:

The fast-paced technological changes require an agile workforce that can quickly adapt to new tools and processes. HRD helps develop programs that promote flexibility, agility and a growth mindset, preparing employees to manage ~~dist~~ disruption and change effectively.

### (iv) Employee Retention & Engagement:

In a time where technology disrupts traditional jobs, HRD can help retain

talent by offering career development opportunities, continuous learning programs and pathways for growth.

This enhances employee engagement, satisfaction and loyalty to the organisation.

(v) Leadership Development: As organisations adopt new technologies, leadership skills must evolve to manage diverse teams, remote work environment and automation. HRD develops future leaders who are capable of driving transformation, embracing digital innovation, and leading high-tech, cross-functional teams.

(vi) Fostering Digital Transformation: HRD plays a central role in leading the digital transformation by designing and delivering training that aligns with organisational goals. It ensures that employees across all levels understand and adopt digital

that and technologies effectively

(ii) Workforce Diversity and Inclusion: In the IR 4.0 content, HRD is essential in creating inclusive work environments that harness diverse perspectives. By promoting diversity and inclusion, HRD ensures that organisations can tap into a wide array of talents and ideas, crucial for driving innovation.

(iii) Managing remote and Hybrid work models: The advent of digital technologies has enabled remote work and hybrid work models. HRD helps organisations develop frameworks for ~~man~~ managing virtual teams, ensuring productivity, collaboration, and communication in a distributed work environment.

(iv) Continuous Learning Culture: The rapid pace of technological advancements means learning cannot be a one-

time activity. HRD encourages a  
continuous learning culture where  
employees regularly update their  
knowledge and skills stay relevant  
in the digital economy.

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