



RESEARCH ARTICLE

AN ASSESSMENT OF TRAINING METHODS IN IT INDUSTRY

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ABSTRACT

Study shows that there is a very innovative programmes organized by industry. Proper role and responsibility have to be allocated to all the trainers for the accountability. Training may receive the positive or negative results. Idea of training should not be rejected or over on getting the negative feedback. Infact, we should try to emphasis on the positive and should try to design the programmes on the base of need analyses and company objectives. Responsibility of training at each level of management should be well defined. Training methods in the Infosys technologies, TCS, Accenture, IBM demonstrate the Model of training including Induction training, simulation Sensitivity Training, Simulation exercises, Vestibule Training, Lectures and conferences, In-basket training methods like, Role playing, Case study, Management Games, Simulation Exercises: Simulation is any artificial environment exactly similar to the actual situation. Vestibule Training Demonstrations like Lectures Audio-visuals, Programmed Instruction (PI), Computer-Assisted Instruction (CAI), Simulation Conference Case, Studies Role Plays are also communally used by the Industry.

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INTRODUCTION

We are in 'turbulent times'. This is a testing time for industrial organizations as well as for the very profession of management. How well an institution is going to be managed depends upon the soundness of the basic work concepts it employs; on the vision it has to comprehend the challenges ahead and its ability to adopt systems of management to effectively surmount the challenges to face. But, this has to be imbibed in the minds of employees by the way of training and development programmes. Training is not a painted picture rather a living process. It is sufficient in itself to show that, as long as the civilization has existed, it has never been stagnant but has steadily developed through the ages. It is as back as the beginning of the Stone age, as man invented tools, weapons, clothing, shelter, language etc. and from Stone work to Iron, Atomic Nuclear, and information technology, the need for training has become an essential ingredient in the march of civilization. What more is important is that man had the ability to pass on to others the knowledge and skills he had gained in mastering his circumstances. These, they did by deliberate examples by signs and by words. Through these devices the development processes have been administered. Times passed on, these processes continued, knowledge, skill and attitudes were transferred since the primitive days till the present. Thus, the organizational as well as social goals have been achieved.

The Corporate houses such as Infosys, Wipro, TCS etc. have established their own Training Institutes investing hundreds of core of rupees. They have set standards in terms of minimum number of hours an employee has to undergo training in a given calendar year. These institutes provided not only skill development but also offer training on futuristic technologies and soft skills. The training has become multi-dimensional to meet corporate needs. The companies are placing greater emphasis on productivity enhancement through art of living, Meditation, Vipasana, and Spirituality. The art of living, Guru Ravi Shankar could be seen regularly among the top honchos of the corporate world (Singh, 2005). Many Indian companies have increased their emphasis on training tremendously. Mr. Adi Godrej, Godrej Group of Companies, thinks that it is absolutely essential to spend a lot of money on training and continuous improvement. In Godrej group of Companies, every employee has to undergo at least five days of training a year (Narasimhan, 2005).

Training and Development

The act of increasing the skills of an employee for doing a particular job can be termed as training (Flippo, 1984). Training is a process utilising a systematic and organised procedure by which personnel learn technical knowledge and skills for a definite purpose (Steinmitz, 1968). The process of developing skills, habits, knowledge and attitude in employees for the purpose of increasing effectiveness of employees in the

present government positions as well as preparing them for future government positions (Torpey, 1959). Training is a process that helps companies and employees to cope with the effects of change in the business world that results from competition, globalisation, and technological advancement. The process essentially seeks to improve trainees' skills, knowledge, attitudes and/or on the job behaviour. Brown (1994) indicated that a company seeking continuous improvement could use training managers to facilitate the implementation of total quality management, as they would play the role of change agents. Development may be defined as life-long growth in men in terms of natural revelation, men's latent spiritual lesson or potential, in form of increasing skill, knowledge, attitude, experience owing to the use of application of human resource development techniques. Development also involves improvement in manpower planning, recruitment, selection and placement, wage and salary administration, performance and potential appraisal, and industrial relations. This definition reveals that training is a development technique for human resources. It is a short-term industrial vocational education which leads to lifelong development in a man. Generally speaking development takes the form of social development. Human resource development is a vital part of social development. Training is a one of this technique.

Assumptions prevailing and New Concepts of Training

The first training course has to start without delay. Its length is "roughed out." The syllabus is developed quickly at desk, discussed with other officers down the corridor. It ensures that the "subject" gets covered. The "subject" finds out as its application is considered and as more and more people want to contribute to planning the course. Soon the syllabus is overfilled and trainers are told to follow it strictly. Agencies are asked to send staff to the first course. The notice may be short, but they feel obliged to send their quota of participants. Qualifications are minimal: a certain academic standard and so many years of experience. The experience qualification is loosened due to necessity of filling the course. The course starts. Lecturing seems about the only way to "get through". Trainers console themselves with the thought that participants will at least be "exposed" to the subject that way, "oriented". As soon as the first "batch" leaves, the next batch comes. There are so many people to train and time is short. After the first round or two, the syllabus is standardized. In this manner, a new training programme has now been set up. The assumptions underlying this kind of process are usually not stated. There is "no time", there is also little inclination to touch things that seem so unmanageable and may be upsetting, either to those who are responsible for the course or to those who will decide about sending people to it, or both. But these underlying assumptions can be stated and checked against experience and more useful assumptions can be developed (Lynton and Pareek, 1973).

Objectives of the study

The main objective of the study was to find out the concept and different types of training methods being used in the IT Industry, so that effective Training methods can be identified. To achieve this objective, the following sub-objectives were set:

- To assess the concept of Training and Development programmes.

- To determine the concept of Training Methods
- To know the various training methods of training and development programmes
- To put forward the suggestions to improve Training and Development programmes.

Expenditure on training and development

Indian organizations on average spent US \$331 per employee on training and development in 2011, according to a study on learning and development trends in India, by the American Society for Training & Development (ASTD) and Harvard Business Publishing (HBP) (TOI, 2013). In 2011, responding Indian organizations report spending 2.4% of employee payroll on direct learning expenditures. This falls in line with data reported in the ASTD state of the industry report data, which in the past 10 years has reported direct expenditure as a percentage of payroll ranging between 2.2% and 3.2%.

Training methods

Training methods must be appropriate and designed for the particular person and situation demand. The modern personal development and evaluation goes beyond the obvious skills and knowledge required for the job or organization or qualification. Effective personal development must also consider Individual potential i.e. natural abilities often hidden or suppressed and Individual learning styles i.e. whole overall development and it may be said as life skills. Training or teaching should seek to develop people rather than merely being focused on a specific qualification or skill. The development must be approached on a more flexible and individual basis than in traditional paternalistic (authoritarian, prescribed) methods of design, delivery and testing. These principles apply to teaching and developing young people too, which interestingly provides some useful lessons for workplace training, development and evaluation.

Concept of training methods

An important aspect of any sort of design should have the following things while designing the training methods for any person or employee of the organization. Feedback is essential for people to know how they are progressing. Since people's commitment to learning relies so heavily on confidence and a belief that the learning is achievable, the way that tests and assessments are designed and managed. Results presented back to the learners, is a very important part of the learning and development process. Training may receive the positive or negative results. Idea of training should not be rejected or over on getting the negative feedback. Infact, we should try to emphasis on the positive and should never criticize the negative as a core point. So it should be remembered that design of the training methods is not just only useful for the trainer/teacher/organization or policy-makers – it is real very important for the trainee also. Due to this only objectives of the organization can be achieved properly, fairly, and with as much encouragement as the situation allows. For effective training methods, the crucial questions may be asked:

- Have you seen the Identified training needs objectives?
- Have you met the learners' objectives?
- What distinctively do the learners want to ?
- What assurance has been made by the trainees that they are going to implement on their return to work?

- How successful implementation can be done on completion of the course.?
- What support they will extend to the line managers?

Whether, Return on Investment will be improved by the designed method of training

Modern Training Techniques

1. Ice Breakers Games to get team members know each other.
2. Leadership Games Exercise to teach different styles of leadership.
3. Skill Games Tests to develop analytical skills.
4. Communication Games Exercises to build bias-free listening and talking skills.
5. Strategic Planners Games to test the ability to plan ahead.
6. Team Building Games Exercises requiring collaborative efforts.
7. Role Reversal Games Brings out ideas that are not often expressed.
8. Doubling Brings out ideas that are not often expressed.
9. Tag Teams One role played alternately by two participants.
10. Mirroring Training with an external perspective.
11. Monodrama Insight into a given situation.
12. Shifting Physical Positions Highlighting communication problems.
13. Structured Role Playing Role play with predetermined objectives.
14. Multiple Role Playing Providing a common focuses of discussion.
15. Built-in-tension Teaching the importance of resolving matters.
16. Shadowing Working under a senior to watch and learn.
17. Outward Bound Training Adventure sports for teams.
18. Self-assessment by a leader of leadership skills.
19. Lateral Thinking randomly to come up with new ideas.
20. Morphological Analysis Listing of alternative solutions to problems.
21. Gordon Technique Steering a discussion to crystallize solution.
22. Attribute Listening Isolation, selection and evaluation of a problem.
23. Cross-cultural Training Programs to teach specifics of varied cultures.

Source: Business Today, January 7-21; 96

Training methods at information technology industry

Tata Consultancy Systems

TCS one of the leading consulting and business solution accomplished the excellent results, which no other firm can match. TCS was established in 1968 as a division of Tata Sons Limited. TCS Ltd. got incorporated as a separate entity on January 19, 1995. It conducts training programmes like Transactional Training, Sensitivity Training, Simulation exercises, Vestibule Training, Lectures and conferences, Off-the-job training methods, Tata International Internship Programme, Job Rotation etc. It also conducts On-the-job training methods like Tata International Internship Programme, Job Rotation, On-the-job training methods which includes methods :

Tata International Internship Programme: Here, a superior gives training to a subordinate as his understudy like an assistant to a manager. The subordinate learns through experience and observation by participating in handling day to day problems. Basic purpose is to prepare subordinate for assuming the full responsibilities and duties. **Off-the-job Training methods:** Lectures and conferences are the traditional and direct method of instruction. It's a verbal presentation for a large audience. However, the lectures have to be motivating and creating interest among trainees. The speaker must have considerable depth in the subject. In the colleges and universities, lectures and seminars are the most common methods used for training. Lectures and Conferences help the workers to secure training in the best methods to work and to get rid of initial nervousness. An attempt is made to create working condition similar to the actual workshop conditions. After training workers in such condition, the trained workers

may be put on similar jobs in the actual workshop. Vestibule Training is a term for near-the-job training, as it offers access to something new (learning). In vestibule training, the workers are trained in a prototype environment on specific jobs in a special part of the plant. Vestibule Training like In-basket training, Role playing, Case study, Management Games. Simulation is any artificial environment exactly similar to the actual situation, which gives the trainee the feeling of actual environment. It helps the trainees to get the practical and understand actual environment.

Infosys Technologies Ltd

Infosys having Headquarter in Bangalore, provides IT consulting and software services to clients all over the world as partners to conceptualize and realize technology driven business transformation initiatives. For upgrading workforce regularly, Infosys provides Training and Development to its employee's right from the start. The company is known best for its Global Business Foundation School which runs the programmes for all fresh engineering graduates who join Infosys and prepare them for the technical and environmental opportunities present in the market. The Global Business Foundation School has various centers all over the world. Infosys has achieved awards for its Global Education Center which was set up in 2005. This center provides training not only in technical skills but also in soft skills. It also provides leadership programmes to newly inducted employees to develop leadership qualities. New engineering recruits undergo a 14.5 weeks 'Initial Learning Programmes operated by the company. This aims to transform engineers from diverse disciplines into software professionals and initiates them into the Infosys way of life. After joining Infosys, induction is given to the employees, addressed by Mr. Narayana Murthy by an audio visual presentation. During the programmes, the new hires are groomed to shed their 'campus frivolousness' and assume their new roles as professionals and corporate citizens. In the induction programmes, the core values of company are presented before the employees. In the company, technical as well as soft skills have its own significance. The main focus of the company is always on developing technical skills but they also give emphasis on various skills like leadership qualities, global business etiquette, interpersonal skills, communication skills, management skills, analytical skills, decision making, etc.

Accenture

Training and Development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development. Reduce the learning time for employees starting in new jobs on appointment, transfers or promotion and ensure that they become fully competent as quickly and economically. The training programmes include Orientation Training like Job instruction, training Apprenticeship, Job rotations etc. It also includes Vestibule Training Demonstrations like Lectures Audio-visuals, Programmed Instruction (PI), Computer-Assisted Instruction (CAI), Simulation Conference Case, Studies Role Plays. Summative evaluation measures results when training is complete in five ways i.e. Reaction, Knowledge, Behavior, Attitudes and Productivity. Formal evaluation does on user observation, interviews, and surveys to

monitor training while it's going on. The Infosys Leadership System includes Personal Effectiveness and Managerial Programs, Quality Process Training, Research department, 360 degree feedback Development assignments. Infosys Culture workshops Development relationships Leadership skills training Feedback intensive programs Systemic process learning and Action learning Community empathy

IBM

The company gives value to the training and development of its employees since 1915. It has a separate and distinct IBM education department which was established to train and develop employees. IBM is known for the use of e-learning programmes to address its learning solutions. The learning approaches used in IBM programs are learning from interaction, simulation or games, collaborative learning, etc. IBM is also well-known for its program 'IBM Connections'. The goal of this learning empowerment program is to bring new hires to classroom for collaboration and networking, rather than having them gather for a less-than-engaging lecture.

Results and Discussions

It is found that the learning approaches used by the various IT companies are learning from interaction, simulation or games, collaborative learning, etc. TCS conducts training like Transactional Training, Sensitivity Training, Simulation exercises, Vestibule Training, Lectures and conferences, Off-the-job training methods, Tata International Internship Programme, Job Rotation. On-the-job and off training methods are also very famous and effective tools for the effective training programmes. In-basket training, Role playing, Case study, Management Games, Simulation Exercises etc are being followed. Vestibule Training Demonstrations like Lectures Audio-visuals, Programmed Instruction (PI), Computer-Assisted Instruction (CAI), Simulation Conference, Case Studies. Role Plays are also communally used by the Industry. As seen from the industrial examples discussed above, the new trend in the corporate world is to emphasize more on applying systematic approach to training and development in order to achieve higher level of organizational effectiveness (Harsh Dwevedi and Ona Ladiwal, 2011). It is found that training function is predominantly structured as an integral part of human resource department though some organizations have separate training departments. Organizations attempt to link business strategy and training. Corporate India too has predictable training initiatives as strategic priority rather than reactive approach, and it is used as a means to transform in order to survive in the competitive world. Companies are mostly designing training programmes, which gives practical exposures.

The survey was carried out among delegates of the 2006 conference of the UK's British Learning Association. Speaking on the findings, David Wolfson, Chairman of the British Learning Association said, "These are worrying figures from the country's leading learning professionals. If they really do reflect training in the UK, then we have to think long and hard about how to make the changes that training is meant to give. It suggests that we have to do more - much more - to ensure that learning interventions really make a difference..."

The British Learning Association is a centre of expertise that produces best practice examples, identifies trends and disseminates information on both innovative and well-established techniques and technologies for learning. The aim is to synthesise existing knowledge, develop original solutions and disseminate this to a wide cross sector membership.

Conclusion

Learning and training enables positive change and improvement - for people and employers - when people's work is aligned with people's lives - their strengths, personal potential, goals and dreams - outside work as well as at work. Training methods have to be designed by the need analysis and as per the latest technology available. With the increasing cost of training having a wide range of training methods, a careful selection of training programme has to be made for its proper effectiveness. Training methods in the Infosys technologies, TCS, Accenture, IBM demonstrate the Model of training including Induction training, simulation Sensitivity Training, Simulation exercises, Vestibule Training, Lectures and conferences, Off-the-job training methods, Internship Programme, Job Rotation, In-basket training methods like, Role playing, Case study, Management Games, Simulation Exercises.. Evaluation of training can only effective if the training methods has been designed carefully and rigorously to get the maximum benefit of training itself is effective and appropriate. Testing the wrong things in the wrong way will give you unhelpful data, and could be even more unhelpful for learners. Consider people's learning styles when designing the personal development programmes.

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