



Study of three models of training

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Abstract : Training is an organized procedure which brings about a semi- permanent change in behaviour, for a definite purpose. The three main areas involved are skills, knowledge, and attitudes but always with a definite purpose in mind. it differs from education in many ways, for all practical purpose training is aimed at specific, job-based objectives rather than the broader society-based aims of Education. Historically, training was expected to learn their job by “exposure” i.e. by picking up what they could from experienced fellow employees. They were not termed trainees since they were not systematically trained, but, they enjoyed such title as helpers, apprentices, in industrial circles. But this method of learning was haphazard, learning time was lengthy, motivational needs often neglected with the possibility of many incorrect procedures being passed on.

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Training is a sub-system of the organization because the departments such as, marketing and sales, HR, production, finance, etc. depends on training for its survival. Training is a transforming process that requires some input and in turn it produces output in the form of knowledge, skills, and attitudes (KSAs).

Key Words : Training, Skill. Knowledge, Model, Employee.

The three model of training are:

1. System Model
2. Instruction System Development Model
3. Transitional Model

System model of training

A system is a combination of things or parts that must work together to perform a particular function. An organization is a system and training is a sub-system of the organization. The System Approach views training as a sub-system of an organization. System Approach can be used to examine broad issues like objectives, functions, and aim. It establishes a logical relationship between the sequential stage in the process of training need analysis (TNA), formulating, delivering, and evaluating. There are four necessary inputs i.e. technology, man, material, time required in every system to produce products or services. And every system must



have some output from these inputs in order to survive. The output can be tangible or intangible depending upon the organization’s requirement. A system approach to training is the planned creation of a training programme. This approach uses step-by-step procedures to solve the problems. Under systematic approach, training is undertaken on a planned basis. Out of this planned effort, one such basic model of five steps is the System Model that is explained below. Organizations are working in open environment i.e. there are some internal and external forces which may impact on the content, form, and conduct of the training efforts. The internal forces are the various demands of the organization for a better learning environment; need to be up-to-date with the latest technologies. The system Model consists of five phases and should be repeated on a regular basis to make further improvements. The training should achieve the purpose of helping employees to perform their work to required standards.

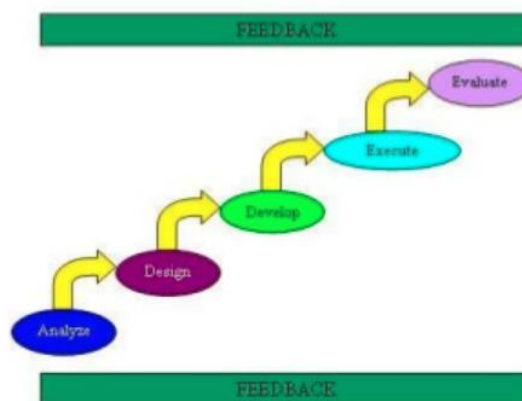
The steps involved in the System Model of training are as follow:

1. Analyse and identify the training needs i.e. to analyse the department, job, employees requirement, who needs training, what do they need to learn, estimating training cost,etc. the next step is to develop a performance measure on the basis of which actual performance would be evaluated.
2. Design and provide training to meet identified needs. This step requires developing objectives of training, identifying the learning steps, sequencing and structuring the contents.

“SYSTEM MODEL” OF TRAINING

➤ The system model is repeated on a regular basis:

- 1) Analyze and identify training needs
- 2) Design and develop training
- 3) Develop training materials
- 4) Execute training
- 5) Evaluating training effectiveness



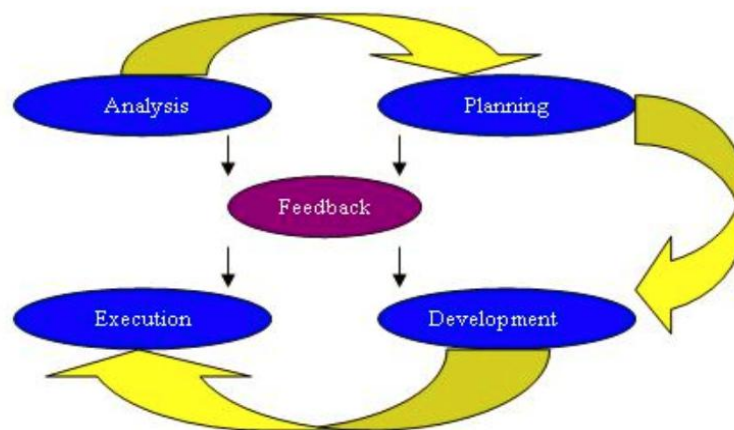
SYSTEM MODEL OF TRAINING

3. Development: This phase requires listing the activities in the training programme that will assist the participants to learn, selecting delivery method; examine the training material, validating information to be imparted to make sure it accomplishes all the goals and objectives.
4. Implementing is the hardest part of the system because one wrong step can lead to the failure of whole training programme.
5. Evaluating each phase so as to make sure it has achieved its aim in terms of subsequent work performance. Making necessary amendments to any of the previous stage in order to remedy or improve failure practices.

Instructional system development (ISD) model : This model is widely used nowadays in the organization because it is concerned with the training need on the job performance. Training objectives are defined on the basis of job responsibilities and job description and on the basis of the defined objectives, individual progress is measured. This model also helps in determining and developing the favorable strategies, sequencing the content, and delivering media for the types of training objectives to be achieved.

The Instructional System Development model comprises of five stages:

1. Analysis: This phase consists of training need assessment, job analysis, and target audience analysis.
2. Planning: This phase consists of setting goal of the learning outcome, instructional objectives that measures behaviour of a participant after the training, type of training material, media selection, method of evaluating the trainee, trainer and the training programme, strategies to impart knowledge i.e. selection of content, sequencing of content, etc.



instructional system development model



3. Development: These phases translate design decisions into training material. It consists of developing course material for the trainer including hand-outs, workbooks, visual aids, demonstration props, etc., course material for the trainee including hand-outs of summary.
4. Execution: This phases focus on logistical arrangements, such as arranging speakers, equipment's, benches, podium, food facilities, cooling, lighting, parking, and other training accessories.
5. Evaluation: The purpose of this phase is to make sure that the training programme has achieved its aim in terms of subsequent work performance. This phase consists of identifying strengths and weaknesses and making necessary amendments to any of the previous stage in order to remedy or improve failure practices.

The ISD model is a continuous process that lasts throughout the training programme. It also highlights that feedback is an important phase throughout the entire training programme. In this model, the output of one phase is an input to the next phase.

Transition Model

The transitional model focuses on the organization as a whole. The outer loop describes the vision, mission and values of the organization on the basis of which training model i.e. inner loop is executed.

Vision: Focus on the milestone that the organizational would like to achieve after the defined point of time. A vision statement tells that where the organization sees itself few years down the line. A vision may include setting a role model. Or bringing some internal transformation, or may be promising to meet some other deadlines.

Mission: explain the reason of organizational existence. It identifies the position in the community. The reason of developing a mission statement is to motivate,

Inspire, and inform the employees regarding the organization. The mission Statement tells about the identity that how the organization would like to be viewed by the customers, employees, and all other stakeholders. **Values:** is the translation of vision and mission into communicable ideals. It reflects the deeply held values of the organizational and is independent of current industry environment. For example, values may include social responsibility, excellent customer service, etc.

The mission, vision, and values precede the objective in the inner loop. This model considers the organizational as a whole. The objective is formulated keeping these three things in mind and then the training model is further implemented.



The quality of employees and their development through training and education are major factors in determining long-term profitability of a small business. If you hire and keep good employees, it is good policy to invest in the development of their skills, so they can increase their productivity.

Every organization big or small, economic or social, old or new should provide training to all employees irrespective of their qualifications, skills suitability for the job etc. Thus, no organization can choose whether or not to train employees.

Conclusion : Training is about knowing where you stand (no matter how good or bad the current situation looks) at present, and where you will be after some point of time. The purpose of the training is basically to bridge the gap between job requirements and present competence of employees. Employee training programmes improve the individual's ability to adapt to changes in the marketplace, as when the staff is learning and working efficiently, fresh ideas can be learned and implemented more quickly. Training also ensures that you have quality people on hand when you expand. Because employees know what to do, they can grow your business. Besides that training builds a motivated and committed team that's loyal to your company. It also creates a pool of qualified replacements for employees who leave.

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