



STATUS OF EXECUTIVE TRAINING AND DEVELOPMENT IN PUBLIC SECTOR ENTERPRISES –A STUDY

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ABSTRACT

Training and Development increasingly occupies a significant position within central enterprises, as a result of the growing interest in the training and development function which increase the level of production and productivity which securing reasonable returns on the investment, keeping in view the larger interests of the public. The department of Public Enterprise acts a nodal agency for coordinating training and development of managers in public enterprises. Training efforts organized by public enterprises are supplemented by courses offered by premier management and training institutes which provide specialized training facilities that are generally not available with public enterprise. The building up of infrastructure for expansion of training facilities has been given increasing importance by the management of public enterprises. An important milestone in the development of training has been the setting up of separate training department in public enterprise to identify the training requirements, specify the object of training, and ensure lying down of goals in regard to improving necessary knowledge to keep pace with change in the external environment. The

research paper is based on executive training and development in Public Sector Enterprises. Hence, the Public Sector Enterprises and the status of training and development is discussed in this paper.

Keywords: Executive, Training, Development, knowledge, Productivity.

Introduction

Public Sector Enterprises, both at the Central level and at the State level have played a very important role in the industrialization and the overall economic development of the country. While the macro-economic objectives of Public Sector Enterprises have been derived from the Industrial Policy Resolutions and the Five Year Plans, the need for public utilities in the states has been the main motivation behind the establishment of State Level Public Sector Enterprises. The State Level Public Sector Enterprises have, therefore, contributed greatly towards the development of infrastructure in the country.¹

Training and Development today and tomorrow

Management training as it is imparted in India today, has its origins in the west and is, therefore, strongly influenced by the western environment and economic conditions².

“We are entering a world where the old rules no longer apply”. The opening quote in a best seller rising Sun by Michael Crichton (1992) sums up how rapidly the future is changing and becoming unpredictable. Given the commitment to the continuous changes taking place in all type of organizations, like their best human resources functions, change will be only certainly for training functions and those responsible for Training & Development initiatives in their organizations. Training functions will have to run differently as organizations expect more evidence that they are contributing to organizational success. In response to calls for changes in the way, training has traditionally been done, many have responded by calling for redefining the mission of training and even firing or getting rid of in-house training together because it is not

cost-effective. In short, the pressure is on trainers and training functions to reinvest, reengineer, revitalize, remake, and improve what they do³.

Industry is today aware of the need for qualified men to manage and operate the industrial complex of our modern society. Few men are born managers. Most learn by experience or must be taught by formal methods. It is the company that provides the executives with his greatest learning opportunity. No competent schools have tried to make learning a substitute for experience⁴. In the late 1940's management became convinced that additional training might be useful to the supervisors and the executives of an organization⁵. Management development programs of all types began to arise in industry. Since 1946, this has been a conspicuous development in the business community⁶.

It is practically impossible to define and describe the full dimensions of training in public sector enterprises. What Machlup⁷ said in 1962 remains true now –

A statistical analysis of any industry and of its role and performance in the economy involves data of many kinds. Ideally they should include measures of physical output total sales broken down by major products, total employment, Value added and income originality in the industry, changes in composition of output, changes in selling prices, changes in productivity, and a few more things. Unfortunately, little of this can be had for the “knowledge industry”.

Existing Training and Development Practices

Training and Development increasingly occupies a significant position within central enterprises, as a result of the growing interest in the training and development function. A number of training and Development colleges/institutions have also cropped up, courses have been rationalized and training and Development capacities are effectively utilized. At present, the external training institutions and in-house training departments offer courses of a general nature. Specific courses include the areas of marketing management, production management, general management, design and development, financial management, etc. Occasionally,

seminars and workshops on planning, management, information system, etc. are also organized. In spite of all these laudable achievements, much remains to be done. The quality of training and development remains uneven, and courses are not geared to the changing needs of the environment. Management at the policy, strategic and operational levels have been slow to install adequate manpower planning and to back it with properly designed programmes of training and development for rigorous implementation. Though considerable improvement has been achieved in the quality of the trainers and external training and development institutions, it is not sufficient to meet the needs of the situation. Follow up measures have not been taken to ensure that the trained manpower is appropriately used. There is no well-designed system to obtain feedback from operational departments regarding training and development needs, so that training and development can be matched with specific needs. Thus, by and large, training and development has remained in isolated activity and an artificial dichotomy between theory and practice has been created.

Executive training and development has to:

- Ensure development of adequate number of executives ;
- Professionalize the skills of existing executives;
- Be oriented to achieving the objectives of the enterprises;
- Be designed, based on a survey of target of the enterprise, with a view to identifying its most critical problems;
- Sharpen the employee professional and technical skills;
- Bring about changes in the employee attitudes and behavioral patterns;
- Expose the managerial personnel to modern management techniques and practice;
- Ensure continuous availability of trained power to cope with plans of development and diversification of activities;
- Prepare employees at the lower and middle levels for assuming high-level assignments;

- Facilitate improvement of skill and knowledge among the workers and qualify them for higher posts;
- Improve employees effectiveness in handling various operations; and
- Enhance, increase the level of production and productivity while securing reasonable returns on the investment, keeping in view the larger interests of the public.

Training Programmes of Executives

a) Kinds of Training

There are various types of training that an organization may adopt depending on the main objectives of training and these are outlined below:

i. Refresher Training

The employees are made to attend refresher courses at specific training at public sector enterprises. This exposes the employee to modern trends in the field of business. That is, it involves updating skills to meet the job requirement of employees.

ii. Orientation Training

This is mainly concerned with acquainting new employees with the organization. This training is aimed at getting all new entrants familiarize with the organization's goals, structure, culture, work standard and other conditions of employment.

iii. Career or Development Training

This type of training aims at preparing employees for the future. This enables employees to take up higher responsibilities.

iv. Job Training

This involves teaching the employee how to perform the job for which he or she is hired or employed for. This is to help employees to acquire the necessary skills and experience for specific jobs.

b) Methods of Training linked by Executives

The selection of method for training need to be based on identified training needs, training objectives, an understanding on the part of the trainees, the resources available and an

awareness of learning principles. The most popular training and development method used by organizations can be classified as either “on-the-job training”, conferences, seminars, lecture sessions, group discussion and case study under “off-the-job training”

Development of Infrastructure in Public Sector Enterprises in India

Economic Development in any underdeveloped country depends on infrastructure without sufficient doses of investment in expansion power and energy. Transportation and Communication facilities, and basic and heavy industries, the process of industrialization cannot be sustained. India had inherited an undeveloped basic infrastructure from the colonial period. After Independence, the Private Sector neither showed any inclination to develop itself nor did it has any resources to make this possible. It was comparatively shy both financially and technically and was incapable of establishing a heavy Industry immediately. This has forced the state's participation in industrialization essential, as the state could enforce a large scale mobilization of capital, the co-ordination of industrial construction and training. The Public Sector has not only improved the road, rail, air and sea transport system, but also expanded them in manifold. Thus, the Public Sector has enabled the economy to develop a strong infrastructure for the further economic growth. At the same time, private sector also has benefited immensely from these projects undertaken by the Public sector".⁸

Training and Development as an ingredient in Public Sector Enterprises

The Department of Public Enterprises acts as the nodal agency for all Central PSEs and assists in the formulation of policy pertaining to performance improvement and evaluation, financial accounting, personnel management and in related areas⁹. One of its divisions deals exclusively with management development and training. It does get directly involved in these activities but operated through a network of about 75 institutions for the conduct of programmes ranging from one-day to one year. It arranges programmes on topical themes functional areas and general management¹⁰.

As organization strive to compete in the global economy, differentiation on the basis of the skills, knowledge and motivation of their workforce takes on increasing importance. According to a recent industry report by the American Society for Training and Development (ASTD), organizations alone spend more than \$ 126 billion annually on employees training and development (Paradise 2007).¹¹

Management Training and Development for improving Performance of Executives

Training is a short term facet of Human Resource Development concerned with the development of present skills of a job and also the future skills that would help in its efficient execution. Management development on the contrary is a long term and continuing phenomenon equipping a person with skills and concepts that could prepare him to take up new responsibilities¹².

India is opening up. The challenges of opening up provide a wide range of opportunities subject to the acquisition of relevant skills, competencies and concepts. The management training and development in the pre-reforms era of 1947-1991, required a limited innovation and thinking dealing with the needs of internal progression within the organizations and the method and techniques that could increase the productivity of workers and supervisors on offices. The present day concept of management training and development envelopes an all round development covering the needs of the individual, team, organization and society¹³.

Management development might be defined as a continuing process to increase the effectiveness of organization members through planned learning. Lifelong learning is essential for individuals at all levels to remain relevant in today's fast – paced environment. Faced with constant challenges, changing technologies, and a fluid environment, executives especially must continue to broaden their perspectives and strive for continual professional executive development. Executive must specifically strengthen and reinforce their executive core qualification (ECQ), skill and knowledge to make informed decisions and devise new innovation solutions to the complex challenges they continuously encounter. The executive development Plan (EDP) is a key tool in assisting executives in their continued development. EDPs should

outline the short term and long- term developmental activities that will enhance an executive's performance. These activities should meet organizational need for leadership, managerial improvement, and result. EDPs should be reviewed annually and revised as appropriate by an Executive Resource Board (or similar governing body designated by the agency to oversee executive development.¹⁴

Current Scenario of Training and Development

Large-scale public enterprises have established their own management development/executive development and technical training institutes with a view to providing effective training to their staff. These training centers have emerged as major training institutes with full-time faculty and regular calendar of programmes. The department of Public Enterprise acts a nodal agency for coordinating training and development of managers in central public enterprises. Training efforts organised by public enterprises are supplemented by courses offered by premier management and training institutes which provide specialized training facilities that are generally not available with public enterprise. The building up of infrastructure for expansion of training facilities has been given increasing importance by the management of public enterprises. An important milestone in the development of training has been the setting up of separate training department in public enterprise to identify the training requirements, specify the object of training, and ensure lying down of goals in regard to improving necessary knowledge to keep pace with change in the external environment. Within the organization, a public enterprise must re-design its training plans and objectives, care must be taken with regard to the method of objectives, provisions of training schemes for groups with common needs, assessment of external training facilities, methods of implementation and evaluation procedures and achieving better results. In the current scenario products and services offered should be of good quality at a better price. To achieve these, unless the executives are properly trained purpose cannot be achieved. The emerging trends in the world or the business like WTO, ISO and Qualities Consciousness are warranting the training and development programmes as statutory and to be more frequent. Training and development can be provided in a number of ways through lectures, demonstrations, case studies, and films. Various governments and other public institutions, number of schools and centers have been established to impart training and development in

specific trades. Corporate training and development is another area where the managers or trainees are facilitated with various kinds of training and development needed by the organization depending upon the situation.¹⁵

Conclusion

The present system of training and development reveals the following problem areas. There is an urgent need to address the training and development need gaps of individual employees and to depute such employees for adequate training and development. Care should be taken to ensure that every individual is requiring training and development. There is a significant gap in respect of training and development of decision-making skills and analytical abilities, which can be achieved only through scientific method, and appreciation of modern quantitative techniques and tools. Training and development is not integrated with subsequent career paths of the trainees. There is no systematic procedure to link performance in training and development to the trainees' future prospects. This has led to the training and development program being taken lightly. Proper post training and development utilization of trained personnel in enterprises does not exist. Systematic and continuous assessment of the training and development needs, adaptation of the system to these needs by suitable modifications and monitoring the quality of training and development with a view to initiating further improvements is lacking. Thus, the job of the trainer is to first identify what exactly is the training and development needs. In this process, many approaches may be followed. To accomplish the overall objectives of improved public enterprise performance, management training and development has to be designed in terms of both organizational requirements and individual needs. Individual public sector undertakings are made responsible for identifying the training and development needs and providing the training and development facilities to their managers. Several public enterprises have introduced the scheme of training and development known as "Training and development with Industry", the objective of such training and development programmes is to fully prepare the middle management to function as organizers, managers, and instructors of their working group, whose coordination they have to ensure. This scheme aims to inculcate skills and "Keep skills going" performance.

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