



Training and Development Methods in Telecom Industry in India

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Abstract: The paper investigates the training and development methods in Telecom Industry of India. Telecom sector provides prime support services which are required for modernization and development of Indian economy. The research study includes all types of, on-the-job training methods and off-the-job training methods like Demonstration, Job Instruction, Vestibule training, Apprenticeship, Coaching, Job Rotation, Simulation training, Sensitivity training, Special Projects, Management games, Case study, Role Playing etc. Productivity, quality of work, efficiency of employee and overall performance of organisation depend up to great extent on training and development programmes. Paper has five sessions, first Introduction, second Review of Literature, third Research Methodology, fourth assessment and last conclusion.

I. INTRODUCTION

India is currently a second largest telecommunication market. Training and development programmes of H.R.M. Practices have great contribution to maintain growth and performance of telecom companies. There are many companies in telecom sector of India like Airtel India, Vodafone India, Idea cellular, Reliance communication, Aircel Ltd., BSNL, Tata tele-services, Uninor, MTNL, etc. The objective of training is to achieve individual goal along with organisational goal. Training and development programmes are the main functions of H.R.M. Practices which are very effective to improve overall performance of organisation. Training is a step by step process which is very useful to change the attitude and behaviour of employee towards the work. According to Flippo "Purpose of training is to achieve a change in behaviour of those trained and to enable them to do their jobs better." P.G. Aquinas has written in his book "Human Resource Management, Principles and Practices" the major benefits of training to organisation and employee are Higher productivity, better organisational climate, less supervision, prevents manpower obsolescence, economical operations, prevent industrial accidents, improve quality, greater loyalty to fulfil organisation's personnel needs, standardisation of procedures, personal growth, development of new skills, higher earning capacity, helps adjust with changing technology, increased safety and confidence.

Training Methods and the activities for which they are used

	Orienting New Employees, Introducing Innovations in Products and Services	Special Skills Training	Safety Education	Creative Technical, and Professional Education	Sales Administrative Supervisory And Managerial Education
	1	2	3	4	5
A. On-the-job methods					
Orientation training	√	--	-	-	-
Job instruction training	√	√	-	-	-
Apprentice training	√	√	-	-	-
Internships and assistantships	--	√	-	√	√
Job rotation	√	--	-	-	√
Coaching	--	√	√	√	√
B. Off-the-job methods					
Vestibule	√	√	-	-	-
Lecture	√	√	√	√	√
Special study	√	√	√	√	√
Films	√	√	√	√	√
Television	√	√	√	√	√



Conference or Discussion	√	--	√	√	√
Case Study	--	--	-	-	√
Role Playing	--	--	-	√	-
Simulation	√	√	√	√	-
Programmed instruction	√	√	√	√	-
Laboratory training	---	---	√	√	-

Source: based on Personnel /Human Resource Management by Leap and Crino.

II. REVIEW OF LITERATURE

Reuben D.(2014),“A study on impact of training in IT industry”, Madurai Kamraj University. Training and development programmes are main function of H.R. department. Different types of training are given to employees according to training need analysis. Training is very effective to improve knowledge, skills and competencies. Training and development programmes make employees comfortable with new technology and change the attitude of employees towards work. At the time of recession well trained employee can survive and sustain for long time.

Kamili, Shamima,” Effectiveness of training and development policies in select banks in J and K.”,University of Kashmir . The organisation which wants to grow fast should invest more and more on overall employee’s development .There are different types of training and development programmes in competitive business environment. Training is very effective to improve efficiency, quality of work and overall personality of an employee.

Purohit, Gaurang (2015),” A comparative study on training and development practices of corporate hospitals in Gujarat”, Saurashtra University Due to technological changes and cut throat competition, training has become most important activity of HRM practices. Employees are assets and training is investment. Training is continuous step by step process to improve the performance of employee. Nowadays in organisation, training is compulsory H.R. Department has to prepare training calendar at the beginning of financial year.

Naim, Ashraf, ”Training and development of end users for management information systems”, Aligarh Muslim University. Training and development programmes should be arranged according to individual training need analysis and it should be flexible.

Shridhar, Hegde Anjali, (2005),”A study on training and employee development in commercial bank”. Mangalore University Training is a bridge to fill the gap between actual performance and expected performance of employees. Training is a process to change behaviour, attitude and mind set of employees at work place .Training is very effective to improve quality of work and efficiency of employees. Training programmes are foundation of success of any organisation.

Bhuyan, Sriparna (1996),”Training and development of managers of public enterprises a study of a few public enterprises of Assam”, Gauhati University Different types of training methods and techniques are very useful to enhance the knowledge, skills and competency in employees of organisation. Training is actual investment on employee which increases satisfaction level of employee and overall profitability of company.

Abhyankar Moreshwar, Woman,(2010),”Impact of training inventions on development of competencies of employees in selected private sector unit pune”, Savitribai Phule Pune University. Nowadays all companies are keeping separate HR Department and focussing on training programmes. After LPG, environment has become so competitive, and to survive and grow in this environment is a biggest challenge in front of companies.

Pattanayal, Biswajeet, has written in his book ”Human Resource Management” that training should be connected directly with business goal. There are some important points which should be considered while giving training like there should be proper training need analysis ,organisation should adopt various training practices, various training aids and modes ,it should be given at all levels, and finally proper evaluation of training.

According to Flipppo “Training is the act of increasing the skills of employees for doing a particular job”.

According to Harold Koontz and Cyril O’Donnell, “Developing a manager is a progressive process in the same sense that educating a person is. Neither development nor education should be thought of as something that can ever be completed, for there are no known limits to the degree one may be developed or educated. Manager Development concerns the means by which a person cultivates those skills whose application will improve the efficiency and effectiveness with which the anticipated results of a particular organisational segment are achieved”

III. RESEARCH METHODOLOGY

Research methodology is systematic theoretical analysis of methods. It includes, defining problems, formulating hypothesis, collection of data, analysis of data and finally conclusion.

Objective of study- To find out Training and development methods in Telecom Companies in India.



Data collection- The researcher has collected secondary data from following methods- books, journals, newspaper, e-journals, Ph.D., thesis, websites, research, project, annual reports etc.

IV. ASSESSMENT/FINDINGS

There are many types of on-the- job training methods and off-the-job training methods in telecom companies like Demonstration, Job Instruction, Vestibule training, Apprenticeship, Coaching, Job rotation, Simulation training, Sensitivity training, Special Projects, Management games, Case study, Role Playing etc.

On-the- job methods are very effective to train employees at work place. It is learning by doing method. An employee will be trained from his immediate boss. As for as off-the- job training is concerned employees get training outside the work place. It is very useful to learn concepts theories and problem solving abilities. It is more related with knowledge.

These are some on-the-job and off-the- job methods of telecom companies ----

ON –THE -JOB METHODS

- ✓ **Coaching-** In this method employee will get training and guidance from his boss at work place. The boss will give guidance, direction, advice, criticism and suggestion to his subordinates to improve their skills and quality of work.
- ✓ **Job Rotation-** In this method employee moves from one job to another job to get experience of different works. It is a cheaper and less time consuming method.
- ✓ **Special Assignment-** In these method employees get assignment at work place and immediate boss guides them to complete their task. This is first-hand experience for employees.
- ✓ **Job Instruction training-** Instruction is given to employee at workplace which is very effective to teach manual skills.
- ✓ **Orientation-** Employees are introduced at new work place. Employees try to understand policy, product, services and culture of company in that period.

OFF-THE-JOB TRAINING

- ✓ **Lecture Method-** The expert delivers lecture regarding subject matter in front of employees and workers, which is very effective to enhance the knowledge and skills of employees.
- ✓ **Conference Method-** In this method people who are participating will discuss on any common topic. It is very useful training method because person can learn from others by comparing his opinions with others. According to P. G. Aquinas there are three types of conferences—
 1. Direct Discussion
 2. Training Conference
 3. Seminar Conference
- ✓ **Seminar-** In this method paper is prepared and presented by one or more than one trainees on selective topic and followed by critical discussion. The chairman of seminar summarises the contents of the papers.
- ✓ **Case Study Method-** In this method trainee will get the problem and they have to find out solution of that problem. Problem is related to the principle which is already taught them. According to P.G. Aquinas, in the case study method, the trainee is expected to understand facts about the case. Trainee should define the objectives and identify the problem related to the case. After that trainee will develop courses of actions and finally choose one action.
- ✓ **Role playing-** This method is introduced by Moreno, a Venetian psychiatrist. In this method artificial situation is created. Trainees are assigned the role and they have to act according to their role. Role playing involves employee-employer relationships-recruitment, selection, discharge, dismissal, customer relation etc. It is very effective for human behaviour and leadership training.
- ✓ **Management Games-** It is class room exercise in which different teams of participants will compete against each other. It improves decision making, analytical skills and understanding of interrelationship.
- ✓ **Sensitivity Training-** In this method an experimental laboratory situation is developed. Members understand the behaviour of new members. It develops specific behavioural skills.

V. CONCLUSION

Telecom is a major sector of Indian Economy and one of the prime support services. There is great competition in Indian telecom sector. BSNL & MTNL are major public players and there are many private players. Currently telecom sector is in restructuring phase. New telecom player like Reliance jio has change the market. Great competition within telecom operators to survive which resulted as job cuts and mergers. It will take 1-2 years to stabilize telecom sector. Training and development programmes help employees to survive in cut throat competition. Training and development programmes enhance efficiency of employees, quality of work, and overall performance of organisation. There are different types of training programmes like Induction Training, Job Training, Promotional Training, Refresher Training, Apprenticeship Training, and Internship Training which are used in Telecom companies of India. Every method has some advantages and disadvantage, for example Merits of On



the job training are: Employees get actual environment at workplace, it is less expensive and less time taking, it is very effective method, no additional people are required to give training and demerits of On the job training are: It may be disorganised, noisy and low productive. Telecom companies use different type of training methods according to training need analysis. HR Manager of Telecom Company has to follow proper training process like Needs for Training, Determining Type of Training, Identify Training Program, Goals& Objectives, Implementing Training Program, and Evaluating Training Program.

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