Literature Review:
In the present age of cut-throat competition, it becomes highly necessary for an organization to be dynamic. It should respond effectively and timely to the changes in the business climate. This is possible only when the employees in the organization are capable enough to cope with the pressures of the changing environment. For this there is no other alternative then to subject them to various training and development programs. Those companies with higher training investment have had higher market capitalization. It clearly indicates that the companies which have successfully implemented training programs have been able to deliver customer goals with effective results. It shows that good training results in enhancement of individual performance, which in turn, helps the organization in achieving its business goals. Training is a tool that can help in gaining competitive advantage in terms of human resource.

“Effective Training” article by Sarah L. Fogleman (2011) states it’s important that you find the right person to fill that position. If you don’t, chances are you’ll be filling that position again in a few weeks or, worse yet, dealing with an employee who isn’t well-suited for the position or the business. As a savvy manager once said, “It’s better to have a vacancy than to wish you had one.” Likewise, hiring the correct person to fill a position is just half the battle. If you’re too busy to train the new employee, many experts would say that you’re too busy to hire. Don’t let minor mistakes by new employees turn into bad habits that you will have to spend months trying to correct, all the while worrying about the damage your criticism might be doing to your relationship with that employee. New employees expect training and development. They want people to help them learn to do things correctly the first way. Don’t let your hectic schedule keep you from investing the time into teaching and orienting a new employee from the very beginning of your relationship.

According to Benjamin James Inyang (2011) Creating Value through People: Best Human Resource (HR) Practices in Nigeria - International Business and Management Vol. 2, No. 1. 2011, pp. 141-150. This paper explores the strategic role of the human resources of an organization. The HR function focuses on building the human capital that drives the organizational activities to success. The in-depth analysis of the relevant
literature shows that the workforce that is properly and continuously trained and developed through effective capacity building leverages the organization to achieve a competitive advantage and the bottom line. The human resource management function, essentially concerned with all matters related to employment relationships in the organization – that is, attracting, developing, motivating and maintaining a vibrant workforce – must be handled dutifully in strategic partnership with the HR professional. The paper recommends the HR strategies and practices that managers can adopt to drive optimum value from employees, and these range from proper selection of the right people through employee empowerment, capacity building, employee motivation to improved organizational rewards.

According to Ingunn Hybertsen Lysø, Kristian Mjøen and Morten Levin (2011) in their article “Using collaborative action learning projects to increase the impact of Management development”- International Journal of Training and Development 15:3 – 2011 Blackwell Publishing Ltd. mentioned that their article aims to contribute to the field of human resource development by exploring the conditions that influence the organizational impact of action learning projects. Many organizations use such projects as an integral part of their management development programs. Past research on action learning projects has shown how balancing action and learning improves the organizational impact of management development.

Enhancing Employees’ Commitment to Organisation through Training - International Journal of Business and Management Vol. 6, No. 7; July 2011 – by Owoyemi, Oluwakemi Ayodeji, Oyelere, Michael, and Elegbede, Tunde (2011) they state that the role of training in human resource management practice has spur renewed and vigorous debate about the need for training and development. The debate has led academics and management to ponder on some issues germane to the benefits or otherwise of training. Is training an investment in people or cost? If training is required, what are the criterion used to determine who should be trained and when to train? These questions have permeated management circle and those in HRM department. Recent years have seen training terms renamed as training and development or learning and development, a sign of the spate of debate on the issue. Given these flurry, this paper explores the relationship between training and employees’ commitment to their organisation. A regression analysis was conducted on the data collected. The study revealed a positive statistical significant
relationship between the different levels of training and employees’ commitment to the organisation. The paper concludes that the more the training giving to employees, the higher their level commitment to the organization.

Sulu Babaita ISIKA (2011) in the study - Motives for Training and Management Development in the Nigerian Banking Industry - Asian Social Science Vol. 7, No. 3; March 2011 focused on the motives for training and management development using the Nigerian Banking Industry as a case study. The study relied on both qualitative and quantitative analysis of data. The results of the analysis showed that banks see training and management development as important factors, as well having motives for investing in Training and management development. These motives include- new technology; productivity; responding to skills deficiencies; moral duty; new hire request; and staff request. Some of the recommendations based on the findings include- training should be seen as one of the most important strategies for organizations to help employees gain proper knowledge and skills needed to meet the environmental challenges; it must also be noted that, training and development, though primarily concerned with people, is also concerned with technology, the precise way an organization does business.

In the study by Jay Liebowitz, (2010) on The Role of HR in Achieving a Sustainability Culture - Journal of Sustainable Development Vol. 3, No. 4; December 2010 An organization’s Human Resource function can be instrumental in facilitating a comprehensive approach for creating a culture of sustainability and environmental stewardship. As such, it is recommended that an organization’s Sustainability Coordinator work more closely with the organization’s Human Resource executive. This idea might be considered a new area of focus for the practical implementation of sustainable development in a company. The strategy involves making significant changes to the organization’s systems for: recruiting applicants, selecting new employees, conducting new employee orientation, conducting performance evaluations, determining employee compensation, creating a succession planning process, providing employees with training and development, and mentoring employees and managers. It also involves creating a win-win-win collaboration among multiple stakeholders who are in conflict with each other. Numerous examples are provided demonstrating how a focus on each of the HR systems has helped organizations to create a sustainability culture.
According to Kurt Kraiger (2010) - An Empirical Evaluation of Three Popular Training Programs to Improve Interpersonal Skills - Journal of Psychological Issues in Organizational Culture, Volume 1, Number 1, 2010. Multiple measures are available to aid in the analysis, interpretation, and use of interpersonal style when interacting with others. To be maximally effective, interpersonal skills training should be logically linked to the assessment instruments, and training should provide not only information about the assessment instrument but also the knowledge and skills associated with using the instrument effectively to analyze and respond to the behavior of others. Effective training evaluation requires multiple measures conforming to the objectives of the training. The evaluations focused on:

• Trainee reactions, that is, the extent to which participants enjoyed the training and perceived the training as useful for diagnosing the behaviors of others and communicating effectively with them
• Participants’ knowledge of key concepts covered in training
• Participants’ skills at applying what they learned by correctly analyzing the interpersonal styles of how they would act toward other characters given knowledge of their styles or profiles.

Regardless of what participants remember from the training, it is important that they be able to use the training to analyze and respond to the interpersonal behaviors of others.

Nguyen Ngoc Thang, Truong Quang & Dirk Buyens (2010) - The Relationship Between Training and Firm Performance - This research interests include human resources management, training and development, employee and firm performance, and the labour market. This is a study on human resource training and its effect on firm performance, and it developed and proposed a framework for analysing training and firm performance issues in order to assess the advantages and disadvantages of many previous studies (e.g., research design, measurement of variables and firm performance or estimation method. There were two approaches to gauge the impact of training on firm performance, namely the studies that use firm level data from a large sample of firms and the case study approach. Based on the firm performance measures used in previous studies firm performance was classified into financial firm performance and non financial firm performance. The review offers new directions for future research that has potential to
guide practitioners and managers to decide on their human capital investment plans and provide training for their employees.

The program literature on Supervisor’s Role as an Antecedent of Training Transfer and Motivation to Learn in Training Programs by Azman Ismail, Hasan Al Banna Mohamed Ahmad Zaidi Sulaiman Suriawati Sabhi, (2010) Training and development program literature highlights two major characteristics of supervisor’s role: support and communication. The ability of supervisors to provide adequate support and practice good communication style in relation to training programs may lead to increased training transfer and motivation to learn. Though the nature of this relationship is significant, little is known about the predictive properties of supervisor’s role in training program literatures. Further, the outcomes of stepwise regression analysis showed four important findings: first, support insignificantly correlated with motivation to learn. Second, communication significantly correlated with motivation to learn. Third, support significantly correlated with transfer of training. Finally, communication significantly correlated with transfer of learning. Statistically, this result confirms that support is an important antecedent of motivation to learn and communication is an important antecedent of motivation to learn. Conversely, support and communication are important antecedents of training transfer in the studied organization. In addition, discussion, implications and conclusion are elaborated.

Anjali Ghanekar (2009) Essentials of Training and Development – Clarifies the strategic role of training and development in Human Resource Management. The focus of training and development goes beyond the immediate requirements of the job. The development programs must have a long term perspective and must meet the needs of the organisation in four major areas; human resource planning, organizational adaptation and improvement, organizational culture and climate and organizational effectiveness. It focuses on aligning training and development to business strategies. Needs assessment, training design and delivery methods and training evaluation and career planning of employees and employee development are properly explained. Thus it provides the essentials of training and development in organizational settings.
Herman Aguinis and Kurt Kraiger (2009) (Benefits of Training and Development for Individuals and Teams, Organizations, and Society - Annu. Rev. Psychol. 2009. 60:451–74 – Volume 60, 2009) believe that training in work organizations is an area of applied psychological research that is particularly well suited for making a clear contribution to the enhancement of human well-being and performance in organizational and work settings as well as in society in general. This article provides a review of the training and development literature since the year 2000. The literature review focuses on the benefits of training and development for individuals and teams, organizations, and society. How they have adopted a multidisciplinary, multilevel, and global perspective to demonstrate that training and development activities in work organizations can produce important benefits for each of these stakeholders. It also reviews the literature on needs assessment and pertaining states, training design and delivery, training evaluation, and transfer of training to identify the conditions under which the benefits of training and development are maximized. Many studies have gathered support for the benefits of training for organizations as a whole. These benefits include improved organizational performance (e.g., profitability, effectiveness, productivity, operating revenue per employee) as well as other outcomes that relate directly (e.g., reduced costs, improved quality and quantity) or indirectly (e.g., employee turnover, organization’s reputation, social capital) to performance.

An Article by Haslinda ABDULLA (2009) - Major Challenges to the Effective Management of Human Resource Training and Development Activities - The Journal of International Social Research Volume 2 / 8 Summer 2009. He mentioned Human resource training and development (HR T&D) in manufacturing firms is a critical aspect of the development of a knowledge-workforce in Malaysia. The objective of this study is to examine challenges to the effective management of HR T&D activities in manufacturing firms in Malaysia. In order to achieve this objective, in-depth interviews were conducted with 58 HR managers managing employees’ training and development, employing a purposive or judgmental sampling technique. The study revealed three major challenges to the effective management of HR T&D. These include a shortage of intellectual HRD professionals to manage HR T&D activities, coping with the demand for knowledge workers and fostering learning and development in the workplace. It is hoped that the findings of this study will provide HR professionals with a clear
understanding and awareness of the various challenges in managing effective HR training and development. Hence, relevant and appropriate policies and procedures can be developed and implemented for an effective management of HR T&D.


Every organization needs to have well trained and experienced people to perform the activities that have to be been done. It is necessary to increase the skill level and increase the versatility and adaptability of employees. As the jobs become more complex, the importance of employee development also increases. In a rapidly changing society, training and development are not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable workforce. ‘Training’ ‘development’ and ‘education’ are three terms which are frequently used. When given a deep thought, there appear differences between them. In all ‘training’ there is some ‘education’ and in all ‘education’ there is some ‘training’. The two processes cannot be separated from ‘development’. Training programs are a costly affair and a time consuming process, therefore they need to be drafted very carefully. These steps include; 1. Discovering or Identifying the training needs. 2. Getting ready for the job. 3. Preparation of the learner. 4. Presentation of operation and knowledge. 5. Performance try-out. 6. Follow-up and Evaluation of the programme. Thus there is a need to improve the effectiveness of training programs a across sectors in the organization.

According to Thanos Kriemadis, Anna Kourtesopoulou (2008) Human Resource Training and Development: The Outdoor Management Development (OMD) Method - SMIJ – VOL. 4, Number 1, 2008 The Outdoor Management Development (OMD) Method. In the age of international competition in today’s economy, companies must train their employees and prepare them for jobs in the future. There are many different types and educational approaches in human resource training, but the present study will focus on the Outdoor Management Development (OMD). For better understanding, the particular training method and the core stages of the training process will be examined and the definitions of OMD as an educational tool for management development will be presented. Basic theories and models will be analysed as well as the benefits earned and evaluation concerns about the effectiveness of such training programs.

Shows how human resource management fits into the strategic planning process, it also shows the relationship between organizational development, practitioners and trainers. It provides an overreaching model of the training process and includes a small business perspective to training and development and its implementation. Integrated learning and design theory which help in the design of effective training. It highlights the important aspects of each training process. Learning is achieved if at the beginning of the training people know where they should focus their attention. Another area of focus was the overreaching model of the training process and its sub-processes. This model provides an understanding of the logical sequencing of training activities, from needs analysis to implementation and evaluation. The model demonstrates training as a system and how its processes are interconnected. Therefore the output of one phase becomes the input for the next phase in training.

B. Janakiram (2007) Training & Development – Makes an effort to blend training and organizational strategic planning and to bring out comprehensive details to cater to the needs of practicing trainers and managers. An effort has been made to bring out more clarity to Training sub-system and it also envisages looking at training from an Indian perspective. The information presented is useful for management practitioners, administrators and executives as well. Professional tips like handling difficult training situations, trainers styles etc. has evoked interest in trainers as well.


An organization’s very survival depends upon how it trains it people initially and then continues to train them, duly advancing the levels of training as time goes by. It is clear that employees need to be developed and the process of developing then never ends. Trainers are now playing an increasingly critical role in supporting individuals, teams and business management. In this respect today’s trainers need to be more than excellent presenters; they are also require a range of consultancy and coaching skills to understand
the place of technology in supporting learning and to be able to align personal development values with business objectives.

This book is based on research conducted in several disciplines while offering practical perspective. Training and Development reflects the traditional as well as the broadening role of training and development in organizations. It discusses the role of training and development in companies. "Strategic Training" focuses how they can support business goals. Designing training programs. Learning Theories and Program address the learning process and characteristics of a learning environment and practical suggestions for designing training to ensure that training occurs. It also discusses how to evaluate training programs and cost effective training programs, evaluating return on investment and if performance is reached. E-learning and use of technology in training. These include – Web –based training instructions. Employee Development, cross cultural training and skill based pay included in this book.

Expatriate Training & Support - Michael Beitler (2005) states that By necessity, much of the responsibility for success in international markets falls upon expatriate managers. Expatriate managers are managers working in countries other than their home countries. Successful implementation of a global business strategy requires expatriate managers with cross-cultural management skills. He suggested following the proposed four-phase training model for expatriate managers: 1. Self-awareness 2. General awareness of cultural differences 3. Specific knowledge acquisition 4. Specific skills training. Expatriate training and support are critically important to the success of international organizations.

According to S.K. Bhatia (2005) - Training and Development Concepts and Practices. Carefully planned and conducted training and development efforts help employees to achieve goals through higher levels of skills and competencies. While all development is self development, carefully thought and skillfully conducted training programs and development efforts can make a significant difference by enabling the members of an
organization at all levels to grow and achieve higher levels of competence and enhance organizational capability and effectiveness.

V.V. Raman (2004) Training and Development - Concepts and Cases – briefs about the holistic approach to training and development, training needs to enhance the employee morale and the process and the methodologies in evaluating them. It also throws light on the process and importance of training and development which is taking place in various new economy industries like Wipro, Infosys and some of the service sectors like Banking and Insurance too. Training is used to attract, retain and motivate staff. “The industries that have emerged as the leaders in the past hundred years are those that have raised productivity of the manual worker. Fifty years from now- if not sooner – the leadership in the world economy will move to countries and industries that have most systematically raised knowledge worker” – Acc. Peter Drucker. High leverage training is linked to business strategy, helping an organization to achieve mission and goals through systematic instructional design and comparative benchmarking.