

Training and Development in MNC: A Case Study on Infosys

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Abstract:

Training and development is vital part of the human resource development. It will be assuming ever important role in wake of the improvement of scientific knowledge which has resulted in increasing competition, rise in customer's belief of quality and service along with a subsequent need to lower costs.

It is also become more vital worldwide in order to prepare workers for new jobs. A multinational corporation (MNC) has services other assets in at least one country other than its home country. Such companies possess offices and/or factories in numerous countries and normally have a centralized head office where they coordinate world-wide supervision. Very large multinationals have budgets that larger than those of many small nations in this paper we will discuss about training and development in infosys.

Key words: TRAINING & DEVELOPMENT, MNC, HUMAN RESOURCE DEVELOPMENT

Preface: A multinational corporation (MNC) has services other assets in at least one country other than its host country. Such companies possess offices and/or factories in numerous countries and normally have a centralized head office where they coordinate world-wide supervision. Very large multinationals have budgets that larger than those of many small nations. The need for Training and Development Before we say that technology is mainly responsible for increased necessity of training inputs to employees, it is essential to understand or know that there are many factors too that contribute to the latter. Training can also be necessary for the individual improvement and progress of the employee, which encourages him

to work for a certain organisation apart from just money. We also require training upgrade employees of the market trends, the change in the employment policies and other things.

The need for Training and Development is must the two factors that contribute to the increased must training and development in organisations:

Change: The word change encapsulates almost anything. It is one of the biggest factors that be a cause of the need of training and development. There is certainly the fact is that a definite relationship between the two. Change leads to the necessity of training and development and training and development leads to personal and organisational change, and the cycle goes on and on. More specifically it is the technology that is driving the need; changing the way how businesses function, compete and deliver.

Development: It is again one the strong reasons for training and development becoming all the more significant. Money is not the sole motivator at work and this is especially very true for the 21st century. People who work with organisations seek more than just employment out of their work; they look at natural development of self. Spirituality and self consciousness for example are growing rapidly world over. Individuals seek happiness at jobs which may not be possible unless an individual is aware of the self.

LITERATURE REVIEW: TRAINING AND DEVELOPMENT:

According to the Michel Armstrong, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job". (Source: A Handbook

of Human Resource Management Practice, Kogan Page, 8th Ed.,2001)

According to the Edwin B Flippo, “Training is the act of increasing knowledge and skills of an employee for doing a particular job.” (Source: Personnel Management, McGraw Hill; 6th Edition, 1984)

The term ‘training’ indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. ‘Successful candidates placed on the jobs need training to perform their duties effectively’. (Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata Mcgraw-Hill Publishing Company Limited, 2000, p.189)

The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social.

Individual Objectives –

These objectives are helpful to employees in achieving their personal goals, which in turn, enhances the individual contribution to the organization.

Organizational Objectives – Organizational objectives assist the organization with its primary objective by bringing individual effectiveness.

Functional Objectives – Functional objectives are maintaining the department’s contribution at a level suitable to the organization’s needs.

Social Objectives – Social objectives ensure that the organization is ethically and socially responsible to the needs and challenges of the society.

Opinions of different authors regarding Training & Development Oatey (1970) Training improves a

person’s skill at a task. Training helps in socially, intellectually and mentally developing an employee, which is very essential in facilitating not only the level of productivity but also the development of personnel in any organization. Yoder (1970)

Training and development in today’s employment setting is far more appropriate than training alone since human resources can exert their full potentials only when the learning process goes for beyond the simple routine.

Hesseling (1971) Training is a sequence of experiences or opportunities designed to modify behavior in order to attain a stated objective.

Kane (1986) If the training and development function is to be effective in the future, it will need to move beyond its concern with techniques and traditional roles. He describes the strategic approaches that the organization can take to training and development, and suggests that the choice of approach should be based on an analysis of the organization’s needs, management and staff attitudes and beliefs, and the level of resources that can be committed. This more strategic view-point should be of use in assessing current efforts as well as when planning for the future.

Raymond (1986) The influences of trainees’ characteristics on training effectiveness have focused on the level of ability necessary to learn program content. Motivational and environmental influences of training effectiveness have received little attention.

This analysis integrates important motivational and situational factors from organizational behavior theory and research into a model which describes how trainees’ attributes and attitudes may influence the effectiveness of training.

Adeniyi (1995) Staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization.

Chris (1996) Training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth.

Seyler, Holton III, Bates, Burnett and Carvalho (1998) The continuous changing scenario of business world, training is an effective measure used by employers to supplement employees' knowledge, skills and behaviour.

Akinpeju (1999) The process of training and development is a continuous one. The need to perform one's job efficiently and the need to know how to lead others are sufficient reasons for training and development and the desire to meet organizations objectives of higher productivity, makes it absolutely compulsory.

Oribabor (2000) Training and development aim at developing competencies such as technical, human, conceptual and managerial for the furtherance of individual and organization growth.

Isyaku (2000) The process of training and development is a continuous one. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively.

Tan, Hall and Boyce (2003) Companies are making huge investment on training programmes to prepare them for future needs. The researchers and practitioners have constantly emphasised on the importance of training due to its role and investment.

Stavrouet al., (2004) The main goal of training is to provide, obtain and improve the necessary skills in order to help organizations achieve their goals and create competitive advantage by adding value to their key resources – i.e. managers.

Chih, Li and Lee (2008) Training programme is dependent on the following parameters for its success

(i) perceived value of leaning programme (ii) attitude to teacher (iii) response to learning conditions (iv) desire to learn: the degree to which trainees really want to Peccei (2009), The key determinants of overall satisfaction with training (OST) are perceived training efficiency (PTE) and Perceived usefulness of training (PUT).

Bates and Davis (2010) Usefulness of training programme is possible only when the trainee is able to practise the theoretical aspects learned in training programme in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises, and computer based learning to provide exposure to a current and relevant body of knowledge and real world situations.

Kalaiselvan and Naachimuthu (2011) Training cost and business benefits are drawn on X and Y axis respectively. Four quadrants were identified to highlight (i) strategic (Lower training cost and higher business benefits), (ii) Payback (Higher training cost and higher business benefits) (iii) Think (Lower training cost and lower business benefits) (iv) Drop (Higher training cost and higher business benefits).

Karthik R (2012) Training objectives tell the trainee that what is expected out of him at the end of the training program. Training objectives are of great significance from a number of stakeholder perspectives; Trainer, trainee, designer, evaluator.

Need for the Study:

Training and development is important aspect in every organisation increase in competitiveness and advancement of technology leads need for training and development in this paper we will discuss about Training and Development in the infosys.

Objective:

The main objective of this paper is to study Training and Development in the Infosys

Methodology:

This paper mainly based on secondary data. The articles which are published in the area of in Training and Development and information from Infosys Website.

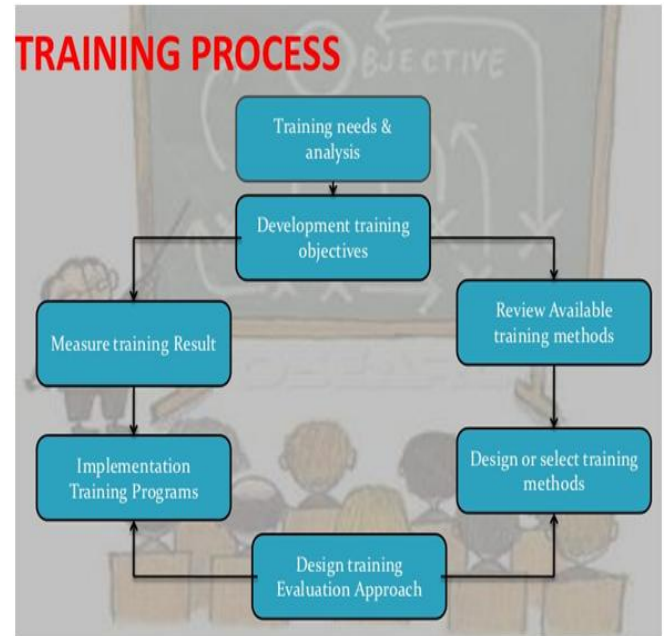
Infosys is the second-largest Indian IT services company by 2016 revenues, and the largest employer of H-1B visa professionals in the United States. On January 12, 2017, its market capitalisation was \$34.38 Billion Infosys Limited formally Infosys Technologies is an Company Profile Indian global technology services company headquartered in Bangalore. Infosys is ranked 27 in the list of top companies of India in Fortune India 500 list in 2011. It has offices in 29 countries and development centers in many Infosys had 145,088 employees of 85 countries. nationalities as on Infosys provides business December 31, 2011. consulting, technology, engineering and outsourcing services to help clients in over 30 countries Vision & Mission is to be a globally respected corporation Mission that provides best-of-breed business solutions, leveraging technology, Mission Statement is to achieve delivered by best-in-class people their objectives in an environment of fairness, honesty, and courtesy towards their clients, employees, vendors and society at large SERVICES Aerospace and Automotive Banking and Capital Markets Communication Service Providers Energy and Utilities Healthcare Insurance Life Sciences Manufacturing Media and Entertainment Retail and Consumer Packaged Goods Services Transportation and Services

TRAINING AND DEVELOPMENT is a subsystem of an Introduction Following are the areas -organization.

- 1) Studying training activities
- 2) Analyzing training programme
- 3) Evaluating the training.

TRAINING PROCESS Training needs & analysis Development training objectives Review Available Measure training Result training methods Implementation Design or select training Training

Programs methods Design training Evaluation Approach



Three types of training need analysis:

Training Need Analysis -Organizational need analysis
-Job need analysis -Person need analysis

T&D Department

Teams:-

- Corporate training team
- Organizational development team
- Training dept is divided across different verticals

1-communication service providers e.g. british telecom.

2-banking and capital market e.g. UBS,Deutsche. 3-manufacturing vertical e.g. Cisco,ingram micro

4)insurance and health care-Aon

5) emerging markets-yahoo and British petroleum

Training Methods

- Panel
- Demonstration
- Seminar
- Lecture
- Conference

- Training Methods
- Self-Discovery
- Simulations
- Case Studies
- Role Playing
- Mentoring
- On-the-job training
- Movies/Videos/Computer based Trainings

Infrastructure

- Classroom
- Halls
- Mysore campus:-world's biggest training center It is a Rs. 260 crore corporate training center.
- It adds 12,000 employees every year.
- The US \$ 60 million training center is housed in a 270 acre campus at Mysore
- Facilities at the training center of the Infosys comprise food court, employee care center, theatre, and education research block, beside the trainee hostel.

Training & Development Programs

- Training & Induction and Training programme
- Development Programs Higher efficiency-trained on project management
- training sessions The new recruits are trained at the Global Education Centre (GEC) in Mysore Soft skill Training
- Technical Training
- Quality Training Middle-Management Leadership program

Career Development Career pathing:

- Chalk out career path for all
- Should have completed 18 months in Infosys
- Provided by carrer counceller
- Higher Education
- MBA
- 50% fee reimbursed

EVALUATION

Performance Development Plan:-

A sheet which the employee and manager has to fill where both of them have to provide information which all areas the employee has improved in.

Projects:-

Small term projects like on Six Sigma, where at the end of it the employee has to give presentations to the training team.

Questionnaire:-

- Feed back from the employees on the quality and content of training
- Analysis is done on it and than it is scaled.

Result and Effect

Golden Peacock National Training Award (GPNTA)
Year- 2006For- ITsector

Category- -Training Design For Employer For Year-2009

Reduction in HR turnover

Conclusion:

Training and development is important aspect in every organisation increase in competitiveness and advancement of technology leads need for training and development infosys had adapted above training and development programmes to the employee to increase his standards in competitive world and reduce employee turnover in the company.

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