STUDY ON TRAINING AND DEVELOPMENT PRACTICES IN IT COMPANIES

Muskaan Dhaliwal
Vaishnavi Saravanan
Army Law College, Pune
2nd Year (BBA-LLB)

Abstract
"Training sessions are vital to the learning process, but they are only one step in the learning process and this should never be forgotten." – **Ravinder Tulsiani**
Organizations and individuals ought to develop and progress simultaneously to survive and achieve goals. To achieve this every modern management ought to develop themselves through human resource development. Employee training happens to be an important sub-system of human resource management. Training refers to progressive teaching and imbibing professional attitude and knowledge. Training improves, changes, molds the employee's knowledge, skill, aptitude, behavior, and attitude towards the requirements of the job, and organization. Reference to the training of an employee is done in two areas: first being of operations, technical and allied areas, the second area of developing an employee in the areas of principles and techniques of management, administration, organization, and allied areas. This paper aims to attempt to understand the process and practices undertaken by IT Companies with respect to the training and development of employees.
Keywords: Training, development, organization, employee, programs, IT companies.

Objectives: - To study the purpose of training and development of employees.
- To study different types of training and development.
- The different techniques of training and development.
- Infosys, Tata Consultancy Service, and Wipro training and development programs.

Research Methodology: Secondary Data.

Introduction
Training and Development happen to be one of the main functions of human resource management. They are activities which are conducted within an organization to enhance the knowledge, skills, and abilities of employees to help them perform specific tasks.
Training is a process of upgrading an employee's skills, competencies, and knowledge. Training is a short-term reactive process meant for operatives and process in which the initiative is taken by the management. When an employee joins the organization, he/she is given specific job-related training to ensure the satisfactory performance of the duties and tasks that they are assigned. It focuses on teaching employees the way to use particular machines or the way to do specific tasks to extend efficiency.
The development features a future deem it's all about preparing the worker for the present also as well as future jobs, by providing them with learning opportunities to extend their capacities, so they can undertake more challenging and complex tasks. The process of development is in relation to insights, attitudes, adaptability, leadership, and human relations.

Literature Review
It is very necessary for the organization to design the training very carefully. (Michael Armstrong, 2000). "Training is the act of increasing knowledge and skills of an employee for doing a particular job. (Edwin B Flippo). Training is systematic development of the knowledge, skills, and attitudes required by an individual to perform adequately a given task or job. (Michael Armstrong, 2000). Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results (Partlow, 1996)
The term 'training' Points the process involved in increasing the aptitudes, skills, Knowledge abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones.

Proceedings of Online National Level Conference on
Innovative Business Strategies to cope with the present era of Globalisation
Organized by Indira Global Business School, Pune, Maharashtra, India
JournalNX- A Multidisciplinary Peer Reviewed Journal
ISSN: 2581-4230, Website: journalnx.com, May 30th, 2020

'Successful candidates placed on the jobs need the 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 different viewed to training and development needs to be explored. It has come to their attention by their own preferred model and through experience with large Organizations. The current traditional training continuously facing the challenges in the selection of the employees, in maintaining the uncertainty related to the purpose and in introducing new tactics for the environment of work and by recognizing this, they advising on all the problems, which reiterates the requirement for a flexible approach. (Casse and Banahan, 2007)

Purpose of training and development

1. **Enhances employee growth** – Employees who are proficient and on top of changing industry standards help's a company hold a position as a leader and strong competitor within the industry. The employee who receives the necessary training is able to perform better in their job as compared to a will. The training give's the employee a greater understanding of their duties and responsibilities within their role, and which in turn helps in building their confidence. This confidence in turn enhances their overall performance and which benefit's the company.

2. **Improved employee satisfaction and morale** – The training helps in creating a supportive workplace. The investment in training that a corporation makes shows employees that they're valued. Employees who feel appreciated and challenged through training opportunities may feel more satisfaction toward their jobs.

3. **Addressing weaknesses** – Many employees have some weaknesses in their workplace skills. A training program helps them to strengthen those (weak) skills that each employee needs to improve. A development program helps in bringing all employees to a higher level so they all have advanced skills and knowledge. This in turn reduces any weak links within the company.

4. **Consistency** – A vigorous training and development program helps in ensuring that all employees have a consistent experience and background knowledge in the company. The consistency is relevant for the company's basic procedures and policies. Increased efficiencies in processes lead to gain for the corporate.

5. **Increased productivity and adherence to quality standards** – It is essential to increases productivity and reduces the cost of production for meeting competition in the market. Productivity during a company usually increases when a corporation implements training courses as increased efficiency in the process ensures project success which successfully improves the corporate turnover and potential market share.

6. **Increased innovation in new strategies and products** – Ongoing training and upskilling of the workforce can encourage its creativity leading to new ideas that can be formed as a direct result of training and development.

7. **Assisting newcomer** – Training and development programs significantly help new employees to get accustomed to new methods of working, work culture of the company, new company, operating procedures, SOPs, etc.

8. **Industrial Safety** – Training and development program identifies and teaches employees about the different problems that can arise and about the safety measures to be taken in the company, various kinds of risks that are involved in their job, etc. So Training helps the employee handle the machines safely. It also helps them in knowing the use of various safety devices that are installed in the factory which in turn leads to less industrial accidents.

9. **Technology advancement -** New technology is introduced in the market every day. To keep the employees updated with the new technology, employees have to go through training and development so that it doesn't affect the company's productivity.

10. **Cope up with changing environmental conditions** – Training should enable functioning at the same optimum level even during the change in environmental conditions such as recently learned in the COVID-19 scenario. A well thought out training plan would enable its employees to perform in varying intrinsic and extrinsic environment scenario.

Proceedings of Online National Level Conference on
Innovative Business Strategies to cope with the present era of Globalisation
Organized by Indira Global Business School, Pune, Maharashtra, India
JournalNX- A Multidisciplinary Peer Reviewed Journal
ISSN: 2581-4230, Website: journalnx.com, May 30th, 2020

Different types of training and development

1.   eLearning - It's one of the essential types of employee training to teach to especially those employees who are remote or have high turnover rates. With tests, videos, activities, or interactive games with even gamified components, it can go a long way towards keeping employees engaged with the training. Employees can do their training with their own smartphone or on the computers provided by the company.

2.   Technical Training - Technical skills training is an essential employee education component because it's the main way employees will know how to technically do their jobs right. Technical training is inclined to improve and upgrade the technical skills of employees. Employees need to engage in ongoing learning on a regular basis to stay up-to-date with the latest developments. These job roles include data architects, data analysis, digital marketers, content writing, machine learning specialists, social media management, coding, web and app developers, programming, blockchain architects, etc. No matter what technical level employees are at, there is always room for improvement. Working technical skills give us know-how of practicing things like data analysis, content writing, social media management, coding, programming, encrypting, etc.

3.   Soft Skills Training - A better command over language help employee to disseminate their ideas and thoughts in a professional manner thus Soft skills training are essential for new and existing employees of all levels and are an extremely effective way to build an efficient, respectful and collaborative culture – ultimately affecting the bottom line. Due to poor communication skills every year many companies face loos of billions of dollars. Losses caused due to poor communication are huge and unavoidable. Thus, the performance of employees to a greater extent depends on their ability to interact with their colleagues as well as the management. This training could include how to be a good listener, learning how to communicate ideas more precisely, and how to be an effective team player.

Some topics that the employee train under soft skills training are:
- Communication skills
- Presentation skills
- Problem-solving skills
- Leadership skills
- Time management
- Ethics
- Teamwork

4.   On-boarding Training - Onboarding training is a series of department-specific sessions that take place over a long period of time. It is created with the goal of enabling new employees to be successful in their new roles in the shortest period of time. Onboarding trainings usually start on the first day of employment and in most of cases carries on throughout the first year. It is prepared by department leaders with the focus of reaching departmental goals and connecting them with overall company objectives. An all-inclusive onboarding training program will focus on more than the technical aspects of a job.

5.   Simulation employee training - Simulation training is provided through a computer or virtual reality device. Its aim is to reach departmental Simulation training can be a necessary option for employees in riskier or high-stakes fields. It is not only required by doctors and pilots rather can give very fruitful results when done in industries. This type of employee training is highly-effective and reliable, as it allows employees to progress consistently.

6.   Safety Training - It's a type of training that is undertaken by employees to ensure that they are protected from injuries caused by work-related accidents. A well-developed safety program would include directions and procedures for the employees. Safety training is especially important for organizations that use hazardous materials in their production such as chemicals. It is the legal and moral obligation of the

Proceedings of Online National Level Conference on
Innovative Business Strategies to cope with the present era of Globalisation
Organized by Indira Global Business School, Pune, Maharashtra, India
JournalNX- A Multidisciplinary Peer Reviewed Journal
ISSN: 2581-4230, Website: journalnx.com, May 30th, 2020

employers to guide its workforce to carry out their work in a safe manner. Safety training usually includes evacuation plans, fire drills, and workplace violence procedures. Thereby achieving aims of safety training which minimize incidents, increase awareness, and ensure that employees stay safe, happy, and efficient.

Training and Development programs of Infosys, TATA Consultancy, and Wipro.
Infosys
Infosys provides training and development opportunities to its employees right from the start. Infosys wants their employees to upskill and remain relevant and be involved with continuous education.
1.   Wingspan
The wingspan is a learning solution that helps the employees upgrade the employee's skill. It's a next-gen learning solution which helps employee to upgrade their skill to the next level by creating an environment for continuous learning. It recommends content to each employee based on what they need at the moment for their job and what comes next. Wingspan provides best-in-class curated content from several sources that employees can access to enhance their knowledge. Employees are provided engaging and personal experience, by creating their own 'aims', measuring how much time they have spent. The solution provided to the employees is personalized and relevant learning approvals while the AI-powered voice-enabled learning assistant also offers guidance at any stage of the learning process. The solutions allow the employees to test their capabilities through numerous assessments and gain relevant certifications. It also enables the employees to drive impactful learning initiatives with understanding leveraging analytics, which helps companies understand the learning trends within the organization and plan essential interventions.
Training courses are presented by subject matter experts (SMEs) which are employed by the company or by experts from universities or other organizations. After the training sessions, feedback from employees are collected and analyzed, in order to improve the efficacy and quality of the company's training programs.
At the end of each year, Infosys holds numerous lectures to summarize the whole training and development programs in the passing year so as to identify any problems and figuring out solutions to these problems. This helps the company improve next year's training programs.

Tata Consultancy Services
Tata Consultancy Services (TCS) runs numerous initiatives to help their employees grow in their careers, such as CareerHub, a platform that provides them with mentoring services and Inspires, a specialized program that provides develop career progression to high-potential employees. Other training and development programs are TCS Ignite, Initial Learning Programs, Ambassador Corp, and iCALMS, etc.

1.   The Initial Learning Program
The Initial Learning Program (ILP) is the strongest and the most assured grooming platform for all new recruits of TCS. The ILP aims to transmute fresh engineering graduates from different engineering fields into software experts and to welcome them into the TCS way of life. Trainees are introduced to various technologies and are also provided with project management, business or life skills, and project delivery. The trainees maintain a log of their daily learning, which is periodically reviewed by their respective advisers. The trainees are required to attain a pre-defined readiness level before being assigned to projects.

2.   The Ignite Program
The TCS Ignite program creates a skilled pool for the IT industries. It is an intense learning program for young science graduates who join Tata Consultancy Services. Each year thousands of the brightest and best graduates join the TCS ignite program. An open learning platform i.e. Open Ignite is used to select candidates. This platform attracts over 1,00,000 users from across 6,000 colleges across 700 towns all over the country. Selected candidates are made part of a six month, learning program, where they are taught through numerous technologies enabled learning tools that make learning fun. Candidates are exposed to various ongoing projects, which ensure that they are job-ready by the end of the program. On completion of the training, they are deployed in TCS client projects. Out of the 4,000 Ignite alumni, 10% are deployed onsite and 5% are made project leaders.

Proceedings of Online National Level Conference on
Innovative Business Strategies to cope with the present era of Globalisation
Organized by Indira Global Business School, Pune, Maharashtra, India
JournalNX- A Multidisciplinary Peer Reviewed Journal
ISSN: 2581-4230, Website: journalnx.com, May 30th, 2020

3.   Ambassador Crop

TCS Ambassador Corps is a leadership program that prepares experienced employees for global sales roles. TCS's Ambassador Corps Program happens to focus on acute business and communication skills and prepares managers to handle any challenges posed due to cultural diversity. It offers a speeded up learning curve and trains the managers to take their place on the global stage from the day they land in the international marketplace.

4.   iCALMS

iCALMS is a Competency Management tool that helps to integrate the skills set required and manpower available at a point of time. It ties the gap between the current competency and expected competency required for the associates. The gaps are then addressed by learning modules which are designed to identify and fulfill the needs of the organization.

TCS provides its diverse workforce with an encouraging environment to aid both their professional and personal advancement. TCS has been leveraging digital technologies widely to re-imagine its, talent development, talent acquisition, and engagement functions.

Under the training and development program, video capsules for awareness, known as Nano, are given to those in sales and at senior levels. Junior employees are given more extreme development and technology-focused programs.

TCS has created virtual labs where employees can get hands-on experience, followed by a formal assessment. Each level gets assessed.

For content, TCS has partnered with several education institutes, technology platforms, and product companies among others.

WIPRO

Wipro invests about 4% of its annual revenues in Training and Development, to upgrade the employee's existing skills. More emphasis is given in learning interventions to associate with the potential of being leaders in the company. Wipro has developed a state of art training facilities in all its delivery centers. For those with less than one year of experience a well-structured training program is conducted. This covers all aspects of software development skills that are required. Talent Transformation is mandatory for employees to provide technical & business skill training based on the department and divisional need. All competent employees can take training as per the need of their project requirement. Some of the organization's training and development programs are as follows:

1.   Project Readiness Program (PRP)

E-Learning has been introduced in the introductory training for new employees. Project readiness program (PRP) is an E-learning training and is a 68-day structured education training program that is offered to all new employees (Engineers as well as Non-Engineers). They are trained on essential technical skills to work in live customer projects. About 25% of induction training duration has been adopted in E-Learning mode.

2.   Wipro BPOs SEED Academic Program

This program helps employees enhance their academic capabilities. This program offers a large number of courses, which range from information technology to management subjects. SEED online portal provides 24X7 accesses to employees and program administrators.

3.   Wipro Academy of Software Excellence (WASE)

WASE is aimed at preparing the best Bachelor of Science students for the application programming environment. This course intakes fresh graduates with the necessary skills to work in applications of a growing software company, introducing them to the need for a quality process.

Conclusion

We have dwelled upon various facets of training and development in this short chapter. The methodology of training generally depends upon the organizational goals and hence there cannot be 'one shoe fits all sizes foot' approach. These goals can be short, mid, or long term hence similarly the training has to be always progressive and a continuous momentum with ever-evolving organization structure and output in step with influencing factors (both internal and external). More than anything else the minds set of employees has to be made adaptive through such training to accept the evolution of the organization with time. Few methods as being followed by some organizations have been discussed however it is not full spectrum. The focus of training should remain the trainee and the organization in tandem, any one of these going astray in direction of achievement will need to be steered back to the main path, and hence such situations need the intelligent application of training methodology.

Bibliography
   Websites
1) https://edgepointlearning.com
2) https://papers.ssrn.com/
3) https://shodhgangotri.inflibnet.ac.in/
4) https://businessjargons.com
5) https://uscreen.tv
6) https://www2.le.ac.uk/
7) https://www.hrdive.com/
8) https://www.quickbook.innuit.com
9) https://www.quora.com/
10) https://www.ukessays.com/
   Books
11) Human Resource Management by Mohammed S. Bawaji – Nirali publication
12) Human Resource Management text and cases 8th edition By K. Aswathappa – Mc Graw Hill Education Publication
   PDFs
13) TCS Supporting Learning and Development.
14) Wipro Supporting Learning and Development.
15) Importance and Effectiveness of Training and Development.
16) Importance of Training and Development on Organizational Performance.
17) Training and Development and Quality of Work-life.