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Academic Leadership Journal

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Issues: Summer 2010 - Volume 8 Issue 3
Posted On 2010-08-25 08:17:27
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I. Introduction-

Trained manpower that can infuse order into the system is the need of the hour. This could be the most important contribution of well-managed companies that have developed a sound management cadre. Commercial organizations are best equipped to play a critical missionary role for two reasons- their vast and influential presence as also sound environmental management which is good business. Issues of social perspective now occupy important boardroom space. Corporate houses traditionally employing managerial skills to enhance the bottom line and shareholders value are increasingly re-examining their managerial skill and policy mix. There is yet unrecognized but a significant corporate demand for managerial resources which understand the social dynamics. For a long time there has been a tradition of combining business and society to meet the needs of academic study and public policy, but its primary concern has been to regulate and motivate business rather than re-orienting and training business personnel to work for public good.

Training, as related to human resource development can be described as educational ‘maintenance’. In other words it is the preservation, continuous refinement and updating of human capacity and skills, making him aware of the surrounding environment so that he is able to work in a given process of production. Rogers, (1975) had stated that human resources are the most dynamic of all the resources of the organization. They need considerable attention from the management of the organization to realize their full potential in their work.

II. Identifying Needs for Innovation in training-

Like everything else, the curriculums of management institutions also undergo changes according to the demands and needs of the industry. Slowly but surely, the assumption that business can go on as usual is breaking down. The increasing importance being accorded to environmental and social issues in business developments has heightened awareness of these issues among various levels of management.

Developments in any field are results of interaction between practice, research and external influences. This external influence is training. Innovation in training need is any shortfall in terms of employee knowledge, understanding, skills and attitudes against what is required by the job, or the demands of organizational and environmental change. As change is inevitable, innovation in training is must.
III. Methodological Re-orientation and Benefits in training-

A term frequently used to describe well-organized orientation in training (and development) keeping in pace with the change is ‘Methodological Re-orientation in training’. This can be illustrated diagrammatically as a cycle of events, which is initiated by the policy of the institution, and sustained by its training unit.

Benefits of training include:

- provision of a pool of skilled manpower for the institution
- improvement of existing skills
- increase in the knowledge and experience of employees
- improvements in job performance with resulting improvement in overall productivity
- greater commitment of facilitators (i.e. increased motivation) and
- personal growth opportunities for employees (Onwarishi, 1974)

IV. Re-orientation in Training/Teaching is needed in the following situations-

- introduction of new technologies
- manage dispersed and decentralized units in business
- develop better skills in teamwork, coordination and the management of schedules and records
- adapt to organizational change and become responsible leaders to combat environmental change

V. Domain skills not enough-

Both businesses as well as governments have existed on earth since ancient times, but terms like Human Resource Development, Corporate Social Responsibility and Sustainable Development are being talked of only for the last decade. The reason lies in the growing size of businesses and the corresponding shrinking roles of governments. As the people are more educated and informed than their predecessors, their expectations from corporate houses too have increased manifold. The advent of scientific inventions and the dominance of democratic forms in most parts of the world have led to the exponential growth of the middleclass all over the world.

The growing need to capture and distribute enterprise knowledge and improve the dissemination of the processes can be addressed with the integration of technical skills and conceptual skills. In India, only
well-established companies are focusing on empowering employees in each and every aspect of employee training. To gain benefits from employees, even small and growing enterprises need to look at investing in people via counseling, mentoring and training them both in internal and external environment.

A training programme at an organization should not be synonymous with training in only technical skills or domain skills because a technically well-qualified employee may not be in a position to think holistically and put across his ideas about the same to his superiors, peers or customers. This in turn will not only lead to employee frustration but incur loss to the organization as well. Today, at every level of the organization, employees should recognize ongoing training as a tool that will help them not only to do their jobs better but also to improve their skill-sets and prepare them for increased holistic job responsibilities in future. Hence, what is required at present is training in Holistic Development.

VI. Holistic Development: The Structural Method-

Every new cultural paradigm needs language and a conceptual framework for the new perspective. The concept of Holistic Management has begun to develop language specific enough to at least replace current buzz words that can mean different things to different people. If one mulls over what it takes to survive and profit in competitive and volatile market conditions, the common solution would be to offer improved products and services. This may be partly true. However, improvements are only the expected results, not the source of competitive advantage. Improved product development through innovation arises from the knowledge and experience of employees. Hence, employees are the core content of the industry, and their contribution is significant to the business. Business survival is not solely based on products and services. Rather, it is dependent on the complete understanding of the internal and external environment that surrounds the job.

The holistic development of an individual means touching all parameters of his life such as his work, family, personal and spiritual zones. If employees’ interests and preferences in all these zones are nurtured further, they tend to give their best to their jobs.

A focus on these factors will improve their attitudes, which is directly related to the progress of the company.

VII. The Human Resource Department and Training in Holistic Development-

Human Resource Development practitioners should agree on the point that satisfied employees are often most productive (Mindess, 1988). Many people will relate production to the satisfaction of employees on the level of pay and benefits that they get from their jobs. There is truth in this, but it is only part of the reason. Relationships and environment in the workplace, as well as employees’ competence, also have a lot to do with employee productivity, it is an amalgamation of the whole (Rathus, 1973).

A good training program is holistic in approach and addresses the two important aspects that affect employee performance and productivity-

- it must equip employees with the tools of the business.
- it must create a workplace environment of professionalism, loyalty, and commitment, and most
importantly, warm and open relationships among employees.

The first aspect of training, skills development, is easier to accomplish than the second aspect. There are many tools available to HR managers that can be used to formulate training programs. The Training Needs Analysis is the most potent tool of HR managers. Depending on how it is constructed, it can be used to ferret out most of employees’ problems and issues that affect performance.

Growing organizations are driven by their strong vision and leadership qualities that should percolate down to all employees. An individual should be evaluated right from his joining time to see how he fits not only into the current job but also future jobs. Based on this, organizations should design training programmes that include soft and technical skills. Such initiatives allow an employee to know himself, to learn how to adapt himself to different situations and to tackle challenges in future. Eventually, employees should feel that they are an asset to the company.

VIII. Corporate Social Responsibility and Training in Holistic Development-

Corporate social responsibility (CSR) is a complex topic. Despite the fact that today the legal, ethical and discretionary expectations from business are greater than ever before, many companies totally disregard social issues and problems, whereas many other purport to pursue the goal of not only increased revenues and profits, but also of community and societal betterment. Traditionally, CSR is seen as a voluntary action that business can take over and become compliance with minimum legal requirements to address both their own competitive interests and the interest of wider society (Castka, 2004). However increasing literacy levels, rise of middle class and a general increase in awareness among citizens about social and environmental issues have forced business to adopt a broader view of their responsibilities that covers not only stakeholders, but many other constituents as well, including employees, suppliers, customers, the local community, government, non-governmental organizations, environmental groups and special interest groups.

Corporate Social Responsibility varies from place to place, industry to industry and changes over time. But the basic philosophy behind the process is one of openness and transparency. It should prioritize stakeholders using a Structured Methodology. Companies are increasingly recognizing the strategic importance of building business practices that create sustainable bottom lines, sustainable global economies, environments and societies; but it is time to rethink about means of building capacity within their organizations to meet challenges.

Throughout the past century there has been debate about the economic and social responsibilities of corporations and their accountability to society. CSR is narrowly defined as either-

- putting profits toward philanthropic programs that may or may not be connected to the business, or
- promising to operate in a better way (e.g., becoming cleaner, more efficient or more transparent).

The concept of CSR emerged from the sense of responsibility among polluting industries like those of oil, chemicals, tobacco, mining etc. CSR, at any rate is thriving. It is now an industry by itself. As an individual is expected to be, corporate houses should also be ethical, caring for the environment, providing equal opportunity, setting aside a part of their earnings for social causes and so on.
Companies should recognize that they can no longer claim to create societal value simply by being engines of prosperity. Similarly, those that approach CSR primarily as a reputation enhancer should begin to understand that this ultimately leads them to the margins of their business model. An all-round training programme is hence necessary teaching to operate both for the interests of the company and society.

Responsible companies are now creating training opportunities to help solve societal problems that are fundamentally connected to their core business, and are transforming themselves in the process. In recent years, the business case regarding environmental issues has been gaining ground, revolving around the idea that what is good for the environment, workers and community is also good for the financial performance of the business. It is often described as performance with a purpose. With the concept of Triple Bottom Line gaining ground among Indian Companies, the IIMs are now incorporating similar specialized courses. According to sustainability, ‘The Triple Bottom Line’ focuses corporations not just on the economic value they add but also on the environmental and social value they add and destroy. At its narrowest, the term is used as a framework for measuring and reporting corporate performance against various parameters. At its broadest, the term is used to capture the whole set of values, issues and processes that companies must address in order to minimize any harm resulting from various activities. With its emphasis on financial and environmental benefits, the greening revolution marked a significant step forward in corporate responsibility. The Triple Bottom Line was developed to address this by encouraging companies to think in terms of adding economic, social and environmental value. A newer concept called Triple Green Rating is slowly emerging, involving parameters as water-positive, carbon-positive and zero solid waste.

One excellent example of transformational CSR through training is Toyota and its hybrid cars. As climate change concerns and fuel costs began to skyrocket, rather than approaching the issue as the government’s responsibility and a threat to their bottom line, Toyota confronted the challenge. It invested in a fundamentally new way of powering cars – the hybrid engine – even though there was no guarantee that the public would embrace it. But the public did. As a result, Toyota strengthened its brand, delivered terrific value to its shareholders and employees, and took one step closer to addressing today’s most pressing energy challenge. Recently Toyota launched Prius, their latest hybrid car promising to run at 89 gm/km of carbon dioxide emissions making itself one of the cleanest cars in the world.

Harvesting rainwater is a huge initiative being promoted by the Indian government to combat water scarcity and reduced ground water tables across the country. Therefore Coca-Cola manages rainwater-harvesting projects at Delhi schools in partnership with the Central Ministry.

Fortunately India has number of companies with long traditions of philanthropic and community programmes. As Indian companies grow global, in many corporate houses ownership is becoming distinct from management. This coupled with other socio-economic regulatory pressures has resulted in a shift from corporate philanthropy to corporate social investment through training. The term CSI is often used to describe a company’s investment in a range of community activities. It of course includes, but should go beyond the concept of corporate philanthropy.

IX. Environment and training in Structural Method-

With its emphasis on financial and environmental benefits, the greening revolution marked a significant
step forward in corporate responsibility and one that most corporate responsibility theorists failed to predict. The term ‘eco-efficiency’ has become widely used; highlighting that there need not be trade-off between business and environmental performance. Some years from now, corporate environmental financial reporting will be just as common as environmental management systems are today. Environmental accounting is generally defined as the identification, measurement and allocation of environmental costs, the integration of these environmental costs into business decisions and the subsequent communication of the information to the stakeholders of the company. But that would be possible only when business personnel are trained to think about environmental issues in a holistic way. It can be achieved by the following steps-

- prioritize on environmental issues like energy efficiency, natural resource utilization, waste management and climate change
- define and agree within the institution the general and particular areas for training, based on environmental needs and employee requirement
- review possible ways of meeting needs and the availability of resources
- select appropriate training events and interventions to meet overall development of employees
- construct a coherent training plan in the light of available resources
- communicate and build a supportive internal environment for training
- prepare an evaluation approach and plan based on environmental audit
- provide training and evaluate its efficiency and effectiveness, and
- use the evaluation data to assess its impact, to improve training provision and to inform future plans

Companies which have changed their business to operate more sustainably and which have successfully managed to communicate those changes to consumers are reaping the reward. Marketing Gurus believe that the time has come when the consumer wants to know if a company is committed to corporate governance, is an equal opportunity employer and is environment friendly. People might not mind paying a little more, as long as they have belief in the claims and actions of the product / service provider. Products and services which are insensitive to the environment and to social implications will not survive in the long run.

X. Conclusion-

It is time for every company to gear itself toward a fundamental mission: being supportive towards environment and improving the health and well-being of individuals, families and communities. Academic institutions have a vital role to play, perhaps even an obligation to fulfill, in equipping the next generation of business leaders with the cross functional holistic skills to cope with and flourish in an era of globalization in a way that creates economic growth and guarantees a sustainable future for people and the planet. The idea appears in several guises in business schools, but lacks a strong identity. The subject is best described as a field of study. Strictly speaking, it does not qualify as an academic discipline since it lacks a core theory and methodology.

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