

## REVIEW ON TRAINING AND DEVELOPMENT PROGRAMM IN TELECOM SECTOR

**Tanveer Khan, MBA**

Assistant Professor, Saifia Science College, Bhopal  
[tanvi.tk.khan@gmail.com](mailto:tanvi.tk.khan@gmail.com)

**Dr. Nafees Ahmed Khan**

Assistant Professor, Saifia Arts and Commerce College, Bhopal  
[khanahamd294@gamil.com](mailto:khanahamd294@gamil.com)

### ABSTRACT:

This study analyzed the training and development process in present telecom market. In this study the company considered is Bharti Airtel. The company profile vision, goals, and company structure is reported here. This study also presents the theory and concepts of training, education, development, role of organization in training and development, role of trainee in transfer of training, methods of training, culture factor in global training program, training implementation, benefits of training and development to the company. Finally, conclusions are drawn based on the whole study.

**KEYWORDS:** Training, Development, Organization, Benefits of training and development.

### 1. INTRODUCTION

Training is the learning process that involves the acquisition of skills, concepts, rules or attitudes that increase the performance of the employees. According to E.B.Flippo "Training is the aim of increasing the knowledge and skills of an employee for doing a particular job." According to D.S.Brach "Training is organized procedure by which people learn knowledge and skills for a definite purpose."

Dale Yoder strongly remarks that training & development of an executive loses their punch drive and they die on the vine. Training and development are the only the way of overcoming the executive dropouts. It covers not those activities, which improve job performance but also those, which bring about growth of personality. In organizational term it is intended to equip person to gain promotion and hold greater responsibility. It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviours to enhance the performance of employees.

Training is activity leading to skilled behavior.

- It's not what you want in life, but it's knowing how to reach it
- It's not where you want to go, but it's knowing how to get there
- It's not how high you want to rise, but it's knowing how to take off
- It may not be quite the outcome you were aiming for, but it will be an outcome
- It's not what you dream of doing, but it's having the knowledge to do it
- It's not a set of goals, but it's more like a vision
- It's not the goal you set, but it's what you need to achieve it

Training is about knowing where you stand (no matter how good or bad the current situation looks) at present, and where you will be after some point of time. Training is about the acquisition of knowledge, skills, and abilities (KSA) through professional development.

## 2. COMPANY PROFILE

Telecom giant Bharti Airtel is the flagship company of Bharti Enterprises, its logo is given in figure-1. The Bharti Group, has a diverse business portfolio and has created global brands in the telecommunication sector. Bharti has recently forayed into retail business as Bharti Retail Pvt. Ltd. under a MoU with Wal-Mart for the cash & carry business. It has successfully launched an international venture with EL Rothschild Group to export fresh agri products exclusively to markets in Europe and USA and has launched Bharti AXA Life Insurance Company Ltd under a joint venture with AXA, world leader in financial protection and wealth management.

Airtel comes to you from Bharti Airtel Limited, India's largest integrated and the first private telecom services provider with a footprint in all the 23 telecom circles. Bharti Airtel since its inception has been at the forefront of technology and has steered the course of the telecom sector in the country with its world class products and services. The businesses at Bharti Airtel have been structured into three individual strategic business units (SBU's) - mobile services, broadband & telephone services (B&T) & enterprise services. The mobile business provides mobile & fixed wireless services using GSM technology across 23 telecom circles while the B&T business offers broadband & telephone services in 94 cities. The Enterprise services

provide end-to-end telecom solutions to corporate customers and national & international long distance services to carriers. All these services are provided under the Airtel brand.



Figure-1: Bharti Airtel logo

Airtel was born free, a force unleashed into the market with a relentless and unwavering determination to succeed. A spirit charged with energy, creativity and a team driven “to seize the day” with an ambition to become the most admired telecom service provider globally. Airtel, in just ten years of operations, rose to the pinnacle of achievement and continues to lead. As India's leading telecommunications company, Airtel brand has played the role of a major catalyst in India's reforms, contributing to its economic resurgence. Today we touch people's lives with our Mobile services, Telemedia services, to connecting India's leading 1000+ corporates. We also connect Indians living in USA, UK and Canada with our callhome service.

**2.1 Product Line**

Bharti Airtel offers GSM mobile services given in figure-2; all the 23-telecom circles of India and is the largest mobile service provider in the country, based on the number of customers.

The group focuses on delivering telecommunications services as an integrated offering including mobile, broadband & telephone, national and international long distance and data connectivity services to corporate, small and medium scale enterprises.

The group offers high speed broadband internet with a best in class network. With Landline services in 94 cities we help you stay in touch with your friends & family and the world.



Figure-2: Airtel Services

The Company compliments its mobile and broadband & telephone services with national and international long distance services. It has over 35,016 route kilometers of optic fibre on its national long distance network. For international connectivity to east, it has a submarine cable landing station at. For international connectivity to the west, the Company is a member of the South East Asia-Middle East-Western Europe – 4 (SEA-ME-WE-4) consortiums along with 15 other global telecom operators.

## 2.2 Image in the Market

Airtel is the Market Leader in Private Segment. Airtel holds a very good brand image. Airtel is providing better landline and broadband services as compared to other telecom companies. Airtel is providing better GSM Services and customer support to its customers.

## 2.3 Technology

Airtel is backed by the alliances with leading technology companies worldwide and state of the art infrastructure, it offers complete range of telecom solutions. These solutions enable corporate to network their offices within India and across the globe, provide them infrastructure to run business critical applications and provide them means to connect with their customers, vendors and employees.

These services include; Internet, MPLS -VPN, domestic and international private leased circuits, Satellite services (VSAT), Audio & Video conferencing, Data centre services, Managed network services, corporate value added services, EPBX, Centrex, Contact centre solutions.

### **Airtel Strategic Alliance for Technology :**

- The company has a strategic alliance with singtel. the investment made by singtel is one of the largest investment made in the world outside singapore , in the company.
- The mobile network equipment partners include NOKIA & ERICSSON. In the case of broadband, telephone services & enterprise services equipment supplier include SIEMENS, NORTEL , CORNING among others.
- The company also has an information technology alliance with IBM for its group-wide information technology requirements and with NORTEL for call centre technology

requirements. The centre operation for the mobile services have been outsourced IBMdaksh, Hinduja TMT.

## 2.4 Vision

By 2018 Airtel will be the most loved brand, enriching the lives of millions. " Enriching lives means putting the customer at the heart of everything we do. We will meet their needs based on our deep understanding of their ambitions, wherever they are. By having this focus we will enrich our own lives and those of our other key stakeholders. Only then will we be thought of as exciting, innovation, on their side and a truly world class company."

## 2.5 Goals

- To be globally admired for telecom services that delight customers.
- Airtel will meet global standards for telecom services that delight customers through:
  - Customer Service Focus
  - Empowered Employees
  - Cost Efficiency
  - Unified Messaging Solutions
  - Innovative products and services
  - Error- free service delivery

## 2.6 Organization Structure

The detail structure of the organization (Airtel) is given in figure-3.

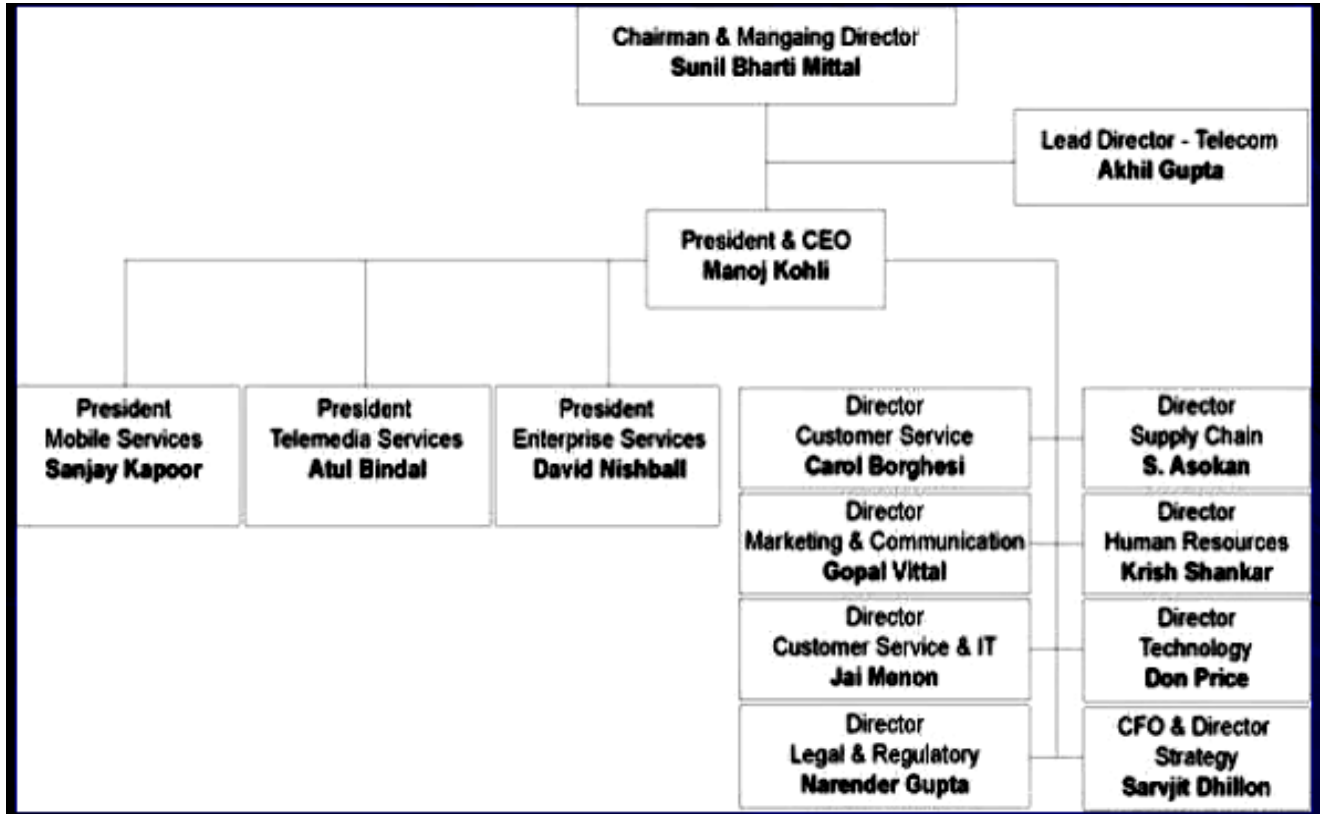


Figure-3: Organizer Structure

### 3. THEORY OF TRAINING & DEVELOPMENT

In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development.

Harrison observes that the name was endlessly debated by the Chartered Institute of Personnel and Development during its review of professional standards in 1999/2000. "Employee Development" was seen as too evocative of the master-slave relationship between employer and employee for those who refer to their employees as "partners" or "associates" to be comfortable with. "Human Resource Development" was rejected by academics, who objected to the idea that people were "resources" — an idea that they felt to be demeaning to the individual. Eventually, the CIPD settled upon "Learning and Development", although that was itself not free from problems, "learning" being an over general and ambiguous name. Moreover, the field is still widely known by the other names.

Training and development encompasses three main activities: training, education, and development. Garavan, Costine, and Heraty, of the Irish Institute of Training and Development, note that these ideas are often considered to be synonymous. However, to practitioners, they encompass three separate, although interrelated, activities:

### **3.1 Training**

This activity is both focused upon, and evaluated against, the job that an individual currently holds.

### **3.2 Education**

This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs.

### **3.3 Development**

This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

The "stakeholders" in training and development are categorized into several classes. The sponsors of training and development are senior managers. The clients of training and development are business planners. Line managers are responsible for coaching, resources, and performance. The participants are those who actually undergo the processes. The facilitators are Human Resource Management staff. And the providers are specialists in the field. Each of these groups has its own agenda and motivations, which sometimes conflict with the agendas and motivations of the others.

The conflicts with perhaps the most devastating career consequences are those that take place between employees and their bosses. The number one reason people leave their jobs is conflict with their bosses. And yet, as author, workplace relationship authority, and executive coach, Dr. John Hoover points out, "Tempting as it is, nobody ever enhanced his or her career by making the boss look stupid." Training an employee to get along well with authority and with people who entertain diverse points of view is one of the best guarantees of long-term success. Talent,

knowledge, and skill alone won't compensate for a sour relationship with a superior, peer, or customer.

**4. ROLE OF ORGANIZATION IN TRAINING AND DEVELOPMENT**

An organization has a very close relationship with the trainee and the trainer because it is the first contact for both. The description of role of organization is given in figure-4.

The demand for the training in the organization increases when the organization wants:

- To hire new people – training as a means of training new recruits
- To Expand – When the company wants to increase its headcount
- To increase certain number of staff (in position) by a certain date
- To enhance the performance of employees
- Organization’s name to be a part of training unit

Demand for training also increases when there is change in the nature of job, change in taste of consumer, change in methods of product development, etc. The organization goes through the following steps for the transfer of training to the field.

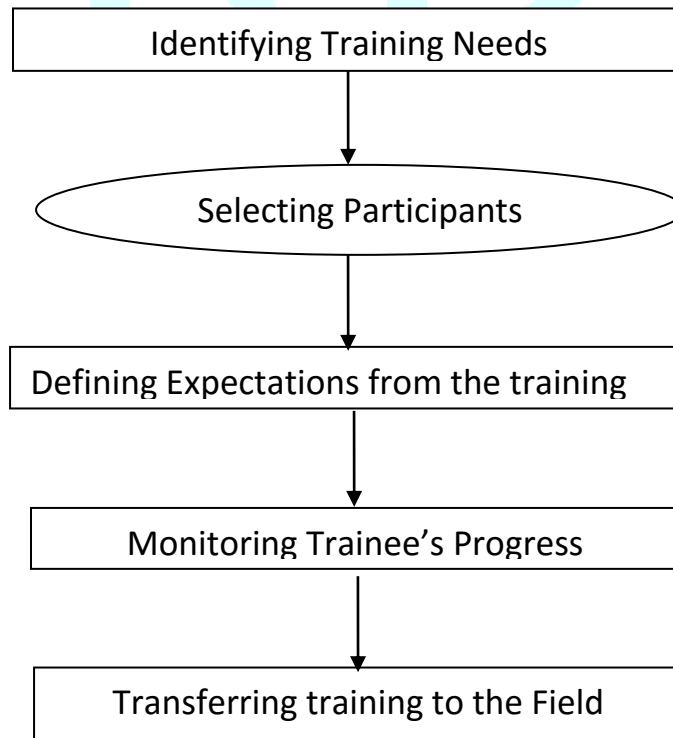




Figure-4: Role of Organization

But the problem arises when the organization outsource the training process. In this situation the organization assumes that the trainer must be aware of the type of training needs of the participants and their organization and their content will meet those needs. This leads to failure of the program, which results in collusion. Therefore, it's a foremost duty of the organization to make the trainer and their organization aware of their culture, climate, responsibilities of organization, etc.

### 5. ROLE OF TRAINEE IN TRANSFER OF TRAINING

The trainee is a major stakeholder in a training program. The whole training program is developed for the trainees only. Each candidate plays an important role in the transfer of training because one participant's attitude regarding the training influence the other participants and also each participant can assist by advancing the learning process to realize the training objectives. Participant's willingness to invest in the program is directly proportional to the benefits of the learning that the trainee could expect. Each participant forms their own perception towards training. Some perceptions remain the same during the program, while some faded depending upon the assessment of a program by the participant.

Some personal factors that affect the trainee's learning are:

- Family Situation
- Personal Problems
- Relation between the training program and personal objective
- Level of self esteem
- Benefits expected from training
- Comfort level with the trainer
- Learning style of trainee
- KSA of trainee
- Previous training experiences
- Desire for professional growth and development

Some environmental factors that affect the trainee's learning are:

- Relationship with colleagues and subordinates
- Training team
- Trainer team
- Training objective
- Content of training
- Training design i.e. methods, techniques, and strategies
- Environment in the program
- Composition of training group
- Infrastructure i.e. eating facilities, tea/coffee breaks

No matter how good the training program is, in the end it is the participant only who decides whether to change his behavior or not. Trainees do not change their behavior merely because someone tells them to do. They change when they feel there is a need of it. They do it with their own learning style. The trainer and the organization can only try to remove the mental blocks of the trainee, rest depends on trainee itself.

## 6. METHODS OF TRAINING

There are various methods of training, which can be divided in to cognitive and behavioral methods. Trainers need to understand the pros and cons of each method, also its impact on trainees keeping their background and skills in mind before giving training.

Cognitive methods are more of giving theoretical training to the trainees. The various methods under Cognitive approach provide the rules for how to do something, written or verbal information, demonstrate relationships among concepts, etc. These methods are associated with changes in knowledge and attitude by stimulating learning.

The various methods that come under Cognitive approach are:

- Lectures
- Demonstrations
- Discussions
- Computer based training (CBT)

- Intelligent tutorial system(ITS)
- Programmed instruction (PI)
- Virtual reality

BEHAVIORAL METHODS: These are more of giving practical training to the trainees. The various methods under Behavioral approach allow the trainee to behavior in a real fashion. These methods are best used for skill development.

The various methods that come under Behavioral approach are:

- Games and simulations
  - Behavior-modeling
  - Business games
  - Case studies
  - Equipment stimulators
  - In-basket technique
  - Role plays

Both the methods can be used effectively to change attitudes, but through different means.

Another Method is MANAGEMENT DEVELOPMENT METHOD:-The more future oriented method and more concerned with education of the employees. To become a better performer by education implies that management development activities attempt to instill sound reasoning processes.

Management development method is further divided into two parts as:

**On the job training –**

The development of a manager’s abilities can take place on the job. The four techniques for on-the job development are:

- Coaching
- Mentoring
- Job rotation
- Job instruction technique (JIT)

**Off the job training –**

There are many management development techniques that an employee can take in off the job. The few popular methods are:

- Sensitivity training
- Transactional analysis
- Straight lectures/ lectures

## 7. CULTURE FACTOR IN GLOBAL TRAINING PROGRAM

Communicating the information to different people from different cultures and different nationalities can give rise to many problems. Many simple things that seem simple and straightforward to communicate become difficult when it comes to communicating in different environment. Giving training in one's own culture is quite different from giving training in different culture. Being a good trainer is not the only requirement but understanding socio-economic and cultural backgrounds has now become an important part.

Values, norms, attitude are the building blocks of culture. Values means what a group of people believes to be good, bad, right, or wrong. Norms means the social rules and guidelines that prescribe appropriate behavior. Attitude disposes a person to act in a certain way toward something in a certain situation. A trainer giving training in different culture has to keep these things in mind before delivering content.

Instances: A good case that concerns attitude towards time in different cities: People are very punctual in United States. People from US tend to come little early for any meeting, or when invited for dinner, party to someone's home because in their culture it is considered to be polite to arrive on time. In Great Britain, people tend to come late for any appointment. If called at 5 P.M., that means come at 5.30 or 6 P.M. Even for Argentineans, coming on exact time is far too early. For instance, In US, if the trainer gets late for a scheduled training session it is treated as a breach of etiquette. And it may result in loss of trainer's respect and failure in transfer of training.

Age, Gender, and Professional Status – Different cultures give different regard to age, gender, and professional qualification. For example, in Japan, people give high regard to older people. Older people are regarded as having greater knowledge, skills, wisdom, and abilities. Respect in the sense that people are more willing to listen to and seriously consider the information. In such

a culture, a young trainer might have to work harder to gain attention and face problems in executing the program and transfer of training.

Similarly, some countries are also biased about the gender. Like in Gulf countries, women's role is limited to households only. In such a culture, it is not possible for women trainers to undergo training programs because people will not be as receptive as in other culture.

Same is with high professional status- the higher the qualification of the trainer, the more will be the importance attached to the information.

## 8. TRAINING IMPLEMENTATION

To put training program into effect according to definite plan or procedure is called training implementation. Training implementation is the hardest part of the system because one wrong step can lead to the failure of whole training program. Even the best training program will fail due to one wrong action. Training implementation can be segregated into:

- Practical administrative arrangements
- Carrying out of the training

### Implementing Training

Once the staff, course, content, equipments, topics are ready, the training is implemented. Completing training design does not mean that the work is done because implementation phase requires continual adjusting, redesigning, and refining. Preparation is the most important factor to taste the success. Therefore, following are the factors that are kept in mind while implementing training program:

The trainer – The trainer need to be prepared mentally before the delivery of content. Trainer prepares materials and activities well in advance. The trainer also set grounds before meeting with participants by making sure that he is comfortable with course content and is flexible in his approach.

Physical set-up – Good physical set up is pre-requisite for effective and successful training program because it makes the first impression on participants. Classrooms should not be very

small or big but as nearly square as possible. This will bring people together both physically and psychologically. Also, right amount of space should be allocated to every participant.

Establishing rapport with participants – There are various ways by which a trainer can establish good rapport with trainees by:

- Greeting participants – simple way to ease those initial tense moments
- Encouraging informal conversation
- Remembering their first name
- Pairing up the learners and have them familiarized with one another
- Listening carefully to trainees' comments and opinions
- Telling the learners by what name the trainer wants to be addressed
- Getting to class before the arrival of learners
- Starting the class promptly at the scheduled time
- Using familiar examples
- Varying his instructional techniques
- Using the alternate approach if one seems to bog down

Reviewing the agenda – At the beginning of the training program it is very important to review the program objective. The trainer must tell the participants the goal of the program, what is expected out of trainers to do at the end of the program, and how the program will run. The following information needs to be included:

- Kinds of training activities
- Schedule
- Setting group norms
- Housekeeping arrangements
- Flow of the program
- Handling problematic situations

## **9. BENEFITS OF TRAINING & DEVELOPMENT TO THE COMPANY**

- Optimum Utilization of Human Resources – Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.

- Development of Human Resources – Training and Development helps to provide an opportunity and broad structure for the development of human resources’ technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
- Development of skills of employees – Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.
- Productivity – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
- Team spirit – Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
- Organization Culture – Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
- Organization Climate – Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- Quality – Training and Development helps in improving upon the quality of work and work-life.
- Healthy work environment – Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.
- Health and Safety – Training and Development helps in improving the health and safety of the organization thus preventing obsolescence.
- Morale – Training and Development helps in improving the morale of the work force.

- Image – Training and Development helps in creating a better corporate image.
- Profitability – Training and Development leads to improved profitability and more positive attitudes towards profit orientation.
- Training and Development aids in organizational development i.e. Organization gets more effective decision making and problem solving. It helps in understanding and carrying out organizational policies.
- Training and Development helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.

## 10. CONCLUSIONS

The conclusions can be drawn based on this study are follows:

- The training and development helps in optimum utilization of human resources and provide the opportunity and broad structure for the development of human resources' technical and behavioral skills in the organization.
- It increases the job knowledge, skills and overall personality of the employees, hence increase the productivity and team spirit.
- It develops and improves health culture, learning, effectiveness, quality of work, health and safety of the organization.
- It improves the morale of the work force and creates a better corporate image.

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**Tanveer Khan** received MBA degree in human resource management from Institute of Professional Education and Research (IPER), Bhopal (2011). Currently she is an assistant professor in commerce & management department, Saifia Science College, Bhopal. Email: tanvi.tk.khan@gmail.com And **Dr. Nafees Ahmed Khan** he is an assistant professor in commerce & management department, Saifia Arts and Commerce College, Bhopal. Email: khanahamd294@gmail.com

