

“International Training and Development”*Dr. Aarti Khanchandani**Assistant Professor**Faculty of Commerce and Management Studies**Lachoo Memorial College of Science and Technology (Autonomous)**Jodhpur, Rajasthan***Abstract:-**

After globalization the importance of international training and development have been increased leading to changes in business processes and practices. Some of it are cross border migration of labor, restructuring of businesses. This paper deals with cross cultural issues and communication .it outlines the various issues related to international training and development, its design and delivery to build the competencies of employees. Workplace diversity have become a major challenge and through training and development programmes we can build the capabilities of individuals to improve the overall performance of organization.

Keywords:-cross-cultural issues, competency, organization and international training and development.

Introduction

Expansion of international trade, cross border flow of investments, cross cultural impact on domestic businesses and restructuring of business practices are the factors leading to increase the importance of international training and development. The cascading effect of globalization even transcends to the task or operational environment of business organizations. Increase in cross border mergers and acquisitions ,alliances and partnership which require specialized skills ,knowledge and understanding of culture mediated business practices of countries with whom the employees of organizations may have to work.

Cross Culture Training

Cross culture is defined as difference in culture of different countries.it therefore requires interaction and understanding of people who represent different cultures. With respect to culture, people differ in their perception, their ways of understanding, rituals and symbols. Hence, cross culture management requires specialized skills and knowledge .organizations develops such skills form CCT.

CCT make use of training delivery tools such as structured lectures, field trips, role plays, simulation, sensitivity training and other exercises. Kim and Ofori-Dankwa (1995) described four major delivery methods that is intellectual method, area simulation model, self-awareness model and cultural awareness model .the intellectual model involves the traditional classroom

approach of general reading and lecture. The area simulation model incorporates culture specific activities with games and exercises. Self-awareness training model focuses on having participants and identifying their strengths and weaknesses in dealing with different cultures, especially taken for granted assumptions about intercultural situations. The cultural awareness model focuses on the theoretical foundation of behavioral differences across cultures.

Generic Contents of cross cultural training, module includes:-

- Briefing on cultural identity
- Briefing on diversity issues
- Business etiquette of host country
- Detailing of culture of host country
- Language and communication
- Political and economic issues of host country.

Specific contents of cross cultural marketing module:-

- Selling in an multicultural environment
- Managing international sales force.
- Exploring group cultures
- Customer service in an multicultural market
- Leading multicultural teams.

Paige (1986) explained that CCT not only prepares employees to successfully work in multicultural environment, but also prepare them to settle back in their host country which represents another culture. Brsilin and Yoshida (1993) defined CCT as formal process of grooming people to enable them to successfully interact and perform their jobs with those whom are culturally apart.

Cross cultural training Methods

Based on global organizational practices, four effective methods of CCT have been identified. However depending on the firm's specific requirements such methods are:-

- Increasing awareness about host country, including the sharing of vital information and others
- Orientation on the host country's cultural, social, political and economic facts
- Detailed analysis and information sharing on host country's cultural constructs
- Selection of experimental learning activities.

Managing Diversity

Globalization along with internationalization of business has also created the challenge of managing diversity in workplaces. In an globalized business era, an organization requires people to come together irrespective of their religion, race, caste and gender to unite and pursue their common goals (Bhattacharya, 2010). Managing such diversity requires conformance to the principles of uniformity. Globalization has increased the ethnic diversity of the labor market and as a result changed the employment landscape. Today's organizations are represented by people who are diverse in terms of personality and work style, race, age, gender and socio economic stratification.

Diversity refers to all the ways in which people differ and in which people are similar (age, ethnicity, gender, belief, ability and so on). Diversity management has been defined as inclusion in all groups at all levels in the company (Bryan, 1999). Diversity is now a key HRD strategy. It ensures that organizations are not only compliant with the diversity legislation, but also find, select and retain the talent, which is needed to drive the business. HRD issues for diversity are now becoming more challenging as international networking and mobility are now changing the social and cultural composition of communities.

Effective management and workplace diversity

With workplace diversity becoming common, subsequent to globalization, organizations need to take employees through diversity management training programmes, so that diversity issues get suitably addressed, and people with diversity can get integrate with them with the organization. There are few guidelines can effectively manage its diversity issues:-

- Be extra vigilant on diversity issues:-this requires attention even to those diversity issues for which organizations may not receive complaints, but could understand that diversity neutral practices are avoided, leading to discrimination.
- Avoid any bias or favoritism-this requires ensuring that when benefits are given, they are given based on certain objectivity. Else employees who are deprived in the same status group may feel that they are being discriminated.
- Ensure you are free from personal prejudice-managers often take decisions based on their personal prejudices.
- Frame a policy documents-such policy documents must spell out the consequences of workplace discrimination. Organizations make their diversity related policies public, to draw the attention of everyone working in the organization and also other stakeholders of the organization.
- Educate employees on workplace discrimination-such an initiative should be ongoing so that managers can update their knowledge and understanding on diversity issues and develop their diversity management competency.

Diversity and Business Performance

Diversity in an organizations improves their business results. However, it requires adequate training, particularly for those who need to manage diverse teams. Diverse teams members become innovative and can develop their ability to solve workplace problems quickly. This has been established through worldwide research reports. Therefore, HRD practices in organizations need to be flexible enough to value diversity while recruiting, training, motivating and rewarding employees. Another way to argue the point that diversity trained enough to turn diversity into their advantage. Workplace diversity, therefore, promotes team work, builds increased commitment from team members, makes team members more innovative and helps them strengthen their problem solving abilities, which together percolates to increased levels of business performance in organizations.

Best HRD Practices Strategies for working with Diversity

Organizations that value diversity must provide adequate opportunities to their employees to acquire skills to work in a multicultural environment, so that they can understand not only their own but also other cultures, values, beliefs and attitudes.

Six best HRD practices to work with diversity are:-

1. Training and education programmes
2. HRD policies that mandate fairness and equity
3. Systematic career guidance
4. Mentoring programmes
5. Nondiscriminatory performance appraisal system
6. Programmes like lectures, internship and scholarship.

Conclusion

Globalization is enforcing cultural homogenization, transforming the local culture. Similarly, in a post globalization era, organizations operating across the countries are also focusing on increased team work, cross functional groups decentralized decision making and even on functional autonomy at the global business unit (GBU) level. At GBU level executives managers need to more aggressively shape the behaviors of culturally diverse people. Yip (1992) documented the effect of globalization on organizational culture and strategy.

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