

**Training and Development**  
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**Module - 02**  
**Lecture - 10**  
**Training as a Function of Human Resources Management**

Welcome back to the module on strategic Training and Development. In today's lecture we are going to see Training as a Function of Human Resource Management. In the previous lectures we have seen how training is a like how it can be organized or like blended with the goals of the organization whenever we are talking of strategic training and development.

We have seen the process of blending it with the goals vision mission of the organization in the discussion when we have dealt with this like processes of strategic training and development. We have seen the different models of strategic training and development also, like how the organization can like imbibe the training in it is process of development.

We have also seen how the change can be brought in the organization with the help of training or rather the how to how and why training is a very intricate part of the change model that the organization is going to follow for it is change management. The in that is why we are now discussing on the training as an important function of the human resource management and development.

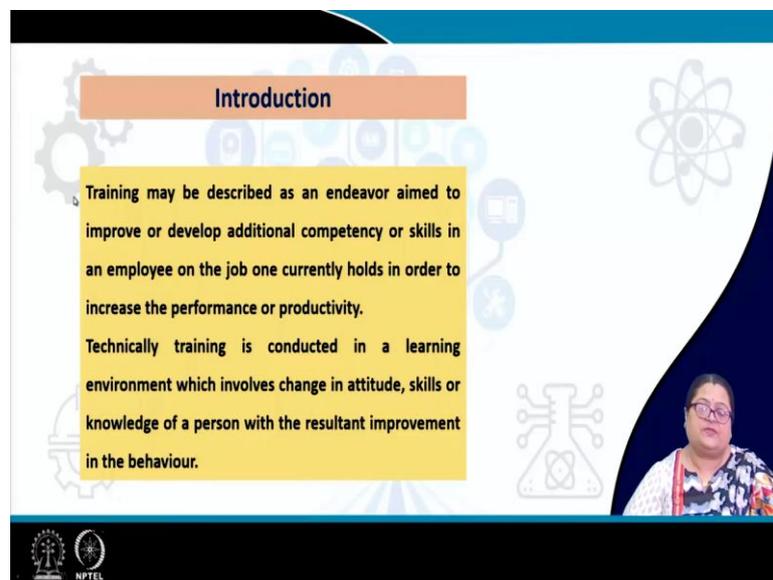
We have seen training as a decision-making process how it helps in the decision-making process the training it is self as a decision whether training needs to be given to employees for making them more functional, more effective for the goals of the organization. And now, today we are going to see how it is a very inter linked function with all the other functions of human resource management.

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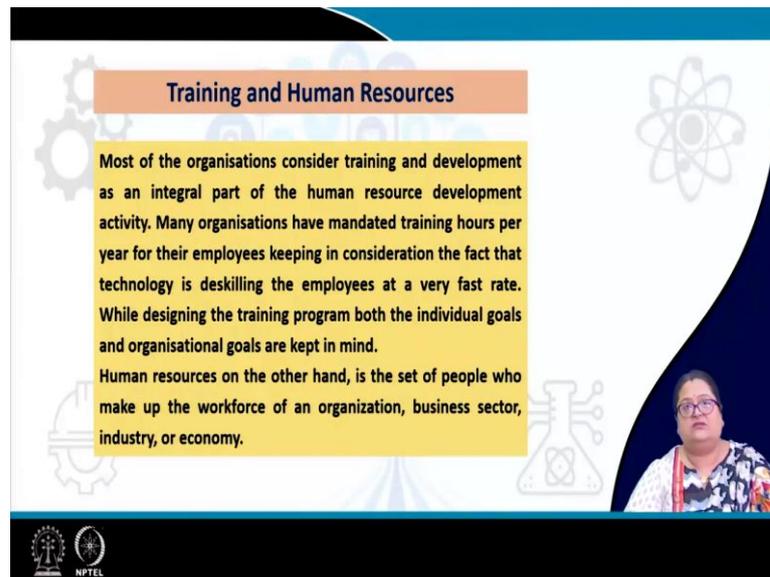
So, in this part of the lecture session we will see training as a function of human resource management.

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As we know training may be described as an endeavor aim to improve or develop additional competency or skills in an employee on the job one currently holds in order to increase the performance or productivity. So, technically training is done in a learning environment which involves like the change in attitude, skills and knowledge of a person with the resultant improvement in the behaviour.

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**Training and Human Resources**

Most of the organisations consider training and development as an integral part of the human resource development activity. Many organisations have mandated training hours per year for their employees keeping in consideration the fact that technology is deskilling the employees at a very fast rate. While designing the training program both the individual goals and organisational goals are kept in mind.

Human resources on the other hand, is the set of people who make up the workforce of an organization, business sector, industry, or economy.

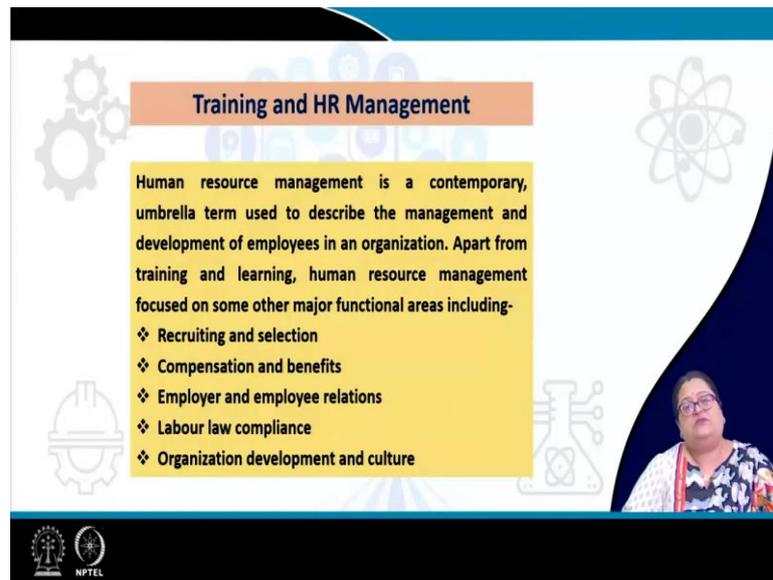
The slide features a blue header with the title 'Training and Human Resources'. The main content is in a yellow box. A presenter is visible in the bottom right corner. The NPTEL logo is in the bottom left corner.

Now, how training and human resources are like linked with each other, why it is taken to be one of the important functions of human resource management we are now going to discuss on that or before we go for that we will discuss on what are human resources. So, most of the organizations consider training and development as an integral part of human resource development activity. Many organizations have mandated training hours per year for their employees.

So, because it has to be kept in consideration with the fact that the fast improvement in technology is distilling the employees at a very fast rate. While designing the training program both the individual goals and the organizational goals are kept in mind that we have already seen in our previous discussion when we have seen like training as the part when we have discussed training as strategic training process and you have seen how the organizational goals can be achieved by linking training with the how to achieve the organizational goals by developing the competencies and skills of the people.

Human resources is the set of people who make up the work force of the organization, business sector, industry or economy.

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**Training and HR Management**

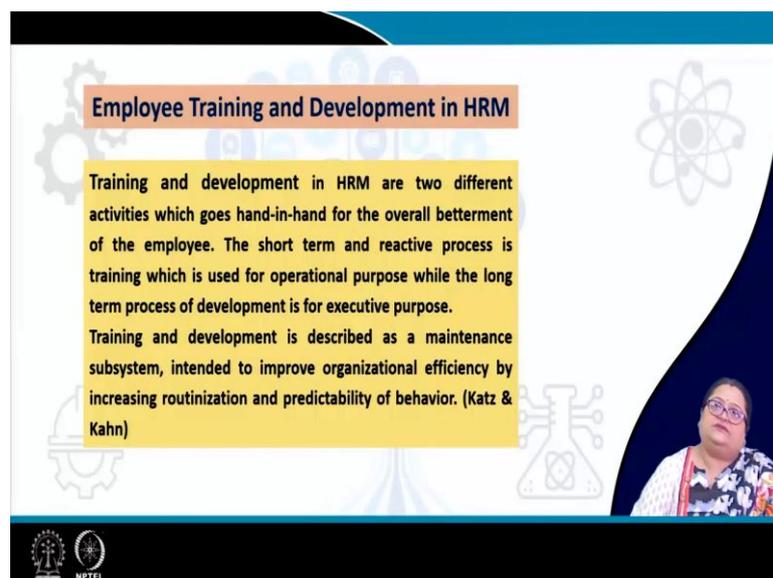
Human resource management is a contemporary, umbrella term used to describe the management and development of employees in an organization. Apart from training and learning, human resource management focused on some other major functional areas including-

- ❖ Recruiting and selection
- ❖ Compensation and benefits
- ❖ Employer and employee relations
- ❖ Labour law compliance
- ❖ Organization development and culture

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Human resource management is a comprehensive umbrella term, which is used to describe the management and development of an employees in an organization. So, apart from like the training and development there are other functions of human resource management and there are major functional areas which include like recruitment and selection, compensation and benefits, employer employee relations, labour law compliance, organizational development and culture.

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**Employee Training and Development in HRM**

Training and development in HRM are two different activities which goes hand-in-hand for the overall betterment of the employee. The short term and reactive process is training which is used for operational purpose while the long term process of development is for executive purpose.

Training and development is described as a maintenance subsystem, intended to improve organizational efficiency by increasing routinization and predictability of behavior. (Katz & Kahn)

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Employee training and development in HRM are though we utter these two things together there is a subtle difference whenever we are talking of training and development between these two terms so, but they are very close to each other and we will see what the differences are, but they go hand in hand for the overall betterment of the employees.

Now, what is the difference is the short term and reactive processes training which is used for operational purposes? While the long-term purpose of developments for executive purpose or making the employee ready for taking up major challenging roles in the organization roles that will come up in the future. so, to groom the employee for the future.

So, those are taken to be the development of the employee. The training is very specific skill based which is for the present job to prepare the employee for the future job is the development, but these two goes hand in hand together. So, training and development is taken to be a maintenance sub system, intended to improve the organizational efficiency by increasing the like routinization and predictability of the behavior.

So, if we can train the employee like how to do a thing, how to face a situation and what happens like they get prepared to deal with the uncertainties and we can understand like even the situation, how the employee is going to behave or the employee can understand also like how I am supposed to like do what in a given situation. So, training and development like helps more in the predictability of the behavior.

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**Employee Training and Development in HRM**

Training and development is always identified as one of the vital human resource functions. These are often used to motivate employees and improve their organizational commitment.

The HR Management of any organization is usually in-charge of planning and execution of training & development activities in the organization. This activity includes first search of skill gaps in the organization and adopting measures for the employees who can learn new skills and improve their performance so as to contribute to the productivity of the organization.

Dr. Khanna

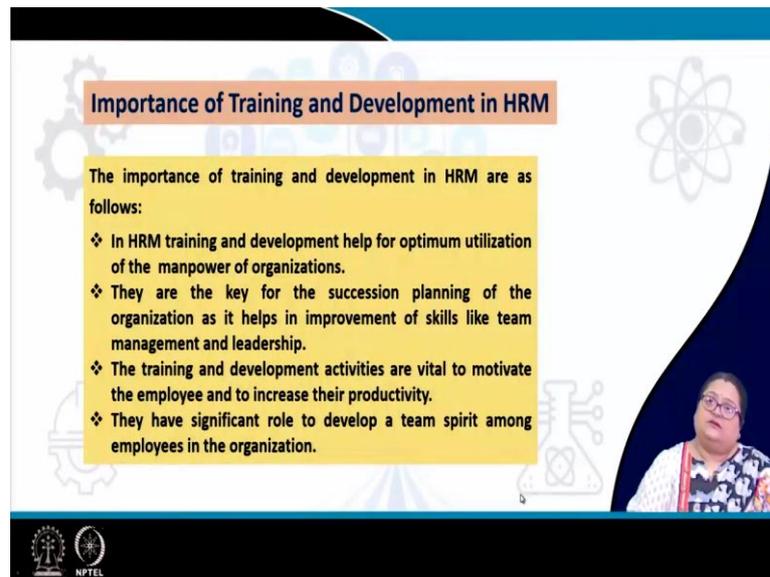
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Training and development has always been one of the major functions, vital functions of human resource management. They are often used to motivate employees and improve their organizational commitment. So, how to motivate employees is it is not only focused towards the organizational growth, but it has to be mapped with the personal growth needs of the employees also.

When the training can be mapped with the personal like developmental or growth piece of the employees; they also have a sense of like growing like becoming more efficient, becoming more competent and that motivates the employees. So, if that can be done. So, it will act really as a good motivator and because the organization is given the scope for this personal enrichment it increases the organizational commitment of the employees.

The aging management of any organization is usually in charge of planning and execution of training and development activities in the organization this includes this activity includes for search of skill gaps in the organization and adapting measures for the employees who can learn new skills and improve their performance. So, as it leads to the contribution to the productivity of the organization.

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**Importance of Training and Development in HRM**

The importance of training and development in HRM are as follows:

- ❖ In HRM training and development help for optimum utilization of the manpower of organizations.
- ❖ They are the key for the succession planning of the organization as it helps in improvement of skills like team management and leadership.
- ❖ The training and development activities are vital to motivate the employee and to increase their productivity.
- ❖ They have significant role to develop a team spirit among employees in the organization.

The slide features a blue header, a yellow text box, and a small video inset of a woman in the bottom right corner. The background includes faint icons of a gear, a lightbulb, and a molecular structure. The NPTEL logo is visible in the bottom left corner.

Now, we are going to discuss on the importance of training and development in HRM. There are many important functions which are contributed by training and development in HRM, but we are going to list here few of them. So, it is first is of course it helps in the optimum utilization importance of training and development in HRM. The importance of training and development in HRM are as follows. The in HRM training and development it helps for optimum utilization of the man power in the organization.

Because, if you are trained to face a particular situation, if you are trained to do a work properly, then there will be less wastages of resources, like less time taken to understand the problem and give the solution to it and like, it gives you can optimize the utilization of the man power in the organization.

If you are trained for multi skills, then maybe you can like think of like job redesigning and clubbing the roles together if there is a deficiency of human resources in the organization thus also leading to optimum utilization of the man power in the organization. So, second is there training and development are the key to the succession planning of the organization.

Specifically, development as it helps in the improvement of the skills like, team management and leadership. So, like training and development as we have already told it is very much linked with the carrier path of the employee in the organization. So, that the skill sets that you develop the competencies that you develop will help you to take up the

future role responsibilities and may be gradually groom you for moving towards the leadership position. So, it is a very important part of succession planning.

The training and development activities are vital to motivate the employee and to increase their productivity. They have also significant role to develop a team spirit among the employees in the organization. So, how to perform in a group, how to be a good team member, these are important training programs that we generally design for people, who are going to work in a group, who are as a part of induction processes.

So, that they get the important skill sets, the competencies, the behavioral like qualities that are required to perform in a team.

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The slide features a white background with a blue header and footer. The title 'Importance of Training and Development in HRM' is in a blue box. Two yellow boxes contain bullet points. The footer includes logos for IIT Kharagpur and NPTEL.

### Importance of Training and Development in HRM

- ❖ Training and development are also important from the safety point of view as it encourages employee to perform job properly without any life risk.
- ❖ From the organizational point of view the HR training and development are important for performance management to increase profitability and enhance corporate goodwill.

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Training and development are also important from the safety point of view as it encourages employee to perform job properly without any life risk. Because, it training and development not only give you an exposure to the how it needs to be done the or the dos of what needs to be done.

It also makes you aware of the don'ts. So, when you come to know about the dos and don'ts of a particular work it makes you more like prepared to face the challenges with less of risk. Because you know like how to be more how to like imbibe within the processes that you are taking for like answering to the problem or deliverables like how to minimize the risk factor, how to like incorporating safety in the process.

From the organizational point of view the HR training and development are important for performance management to increase the profitability and enhance corporate goodwill. So, the it is also an integral part of performance management. Because, whenever we are talking of performance management it is not only evaluating how you have performed, but it is helping you to perform so, that you can reach the organizational objectives.

Now, how can we help you to perform is through this training and development process? A whole set of discussion on like how training and development is linked with the performance management process of the organization and there in like NPTEL lectures or the performance management course that we have and you can refer to it to understand the link of training and development with the performance management.

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The slide features a blue header with the title "Training Need in Different Strategies". Below the title, a yellow box contains the text: "As discussed earlier, there are four business strategies which include the following:". This is followed by a bulleted list of four strategies: "❖ Concentration,", "❖ Internal growth", "❖ External growth and", and "❖ Disinvestment". Below the list, it states: "All these have implications for training practices. Each strategy differs based on the goals of the business." The slide also includes a small video inset of a woman in the bottom right corner and the NPTEL logo in the bottom left corner.

Training need in different strategies. So, we were discussing about the training as an important part of strategic decision making. Training it is self as a strategic component where we have talk discussed on strategic training now, in this part of the discussion we are going to now focus on like how training, what is the need for training, in the different strategies that are taken by the business. A for it is survival and growth.

So, as discussed earlier there are four business strategies which include the following concentration, internal growth, external growth and disinvestment. All these have implication for training practices. Each of these strategies differs based on the goals of the business and of course, the training practices in these four strategies are going to

differ. So, now we are going to understand like what is the need for training in each of these different strategies.

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The slide features a title bar at the top with the text "Training Need in Different Strategies". Below this, a yellow box contains the following text: "❖ **Concentration strategy:**  
A concentration strategy is when a business focuses on a specific group of clients, a specific product, or a specific geographic market. This strategy focuses on increasing market share, reducing costs, or creating and maintaining a market niche for products and services." The slide is decorated with various icons including gears, a lightbulb, a network diagram, and a chemical structure. A small video inset in the bottom right corner shows a woman speaking. The NPTEL logo is visible in the bottom left corner.

Before we discuss on that we have to understand what these strategies mean, now concentration strategy. A concentration strategy is when a business focuses on a specific group of clients, a specific product or a specific geographic market. This strategy focuses on an increased market share, reducing cost or creating and maintaining a market niche for products and services.

So, you have to understand the objectives of the strategy or the focus. So, it focuses on increasing market share, reducing cost or creating and maintaining a market niche for products and services. Now, if that is what the strategy wants to reach. Now, how training is going to help to achieve the strategy.

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**Training Need in Different Strategies**

❖ **Concentration strategy (continued):**

There are three sub-strategies:

- **Market Penetration**  
This concerns acquiring a larger percentage of the existing market for the firms existing products.
- **Market Development**  
This concerns selling existing products in new markets. A popular method of entering new markets with existing products is to pursue new sales channels.
- **Product Development**  
This concerns the creation of new products to sell or deliver within the existing market.

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So, we will discuss further on some categories of this strategy which like includes market penetration. This concerns acquiring a larger percentage of the existing market for the firms existing products. Market development, this is where it concerns selling existing products in new markets. A popular method of entering new markets with existing product is to pursue new sales channels. Product development. These concerns the creation of a new product to sell or deliver within the existing market.

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**Training Need in Different Strategies**

❖ **Internal growth strategy**

Internal growth strategy refers to the growth within the organisation by using internal resources. Internal growth strategy focus on developing new products, increasing efficiency, hiring the right people, better marketing.

It has two main components like

- Expansion and
- Diversification

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The internal growth strategy, it refers to the growth within the organization by using internal resources. Internal growth strategy focuses on the developing of new products, increasing efficiency, hiring the right people and better marketing. It has two main components like, expansion and diversification. We will see what these two components are.

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The slide is titled "Training Need in Different Strategies" and is part of an NPTEL presentation. It features a yellow box with the following content:

- ❖ **Internal growth strategy (continued)**
  - **Expansion**

Expansion leads to better utilisation of the resources and to face the competition efficiently. Expansion can be happened through

    - Market penetration strategy
    - Market development strategy
    - Product development strategy

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Now, what is expansion? Expansion leads to the better utilization of the resources and to face the competition efficiently. It can happen through three stage you know like strategy which is market penetration strategy, market development strategy, and product development strategy.

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**Training Need in Different Strategies**

❖ **Internal growth strategy (continued)**

- **Diversification**

The diversification is another form of internal growth strategy which is meant to allow the company to enter new lines of business that are different from current operations. There are four types of diversification

- Vertical diversification
- Horizontal diversification
- Concentric diversification
- Conglomerate diversification

Diversification, the diversification is another form of internal growth strategy which is meant to allow the company enter into new lines of business that are different from current operations that is why this word diversification. There are four types of diversification, which is vertical diversification, horizontal diversification, concentric diversification and conglomerate diversification.

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**Training Need in Different Strategies**

❖ **External growth strategy**

External growth (or inorganic growth) strategies are about increasing output or business reach with the aid of resources and capabilities that are not internally developed by the company itself. This can therefore, be divided between Mergers and Acquisitions strategies and Strategic Alliance Strategy (e.g. joint ventures).

External growth strategy, in external growth or in inorganic growth strategies are about increasing the output or business reach with the aid of resources and capabilities that are

not internally developed by the company it is self. These can therefore be divided into two types like mergers and acquisition strategy and strategy alliances strategy. So, either you merge or acquire another organization or you form a strategic alliance which are joint ventures.

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**Training Need in Different Strategies**

❖ **External growth strategy (continued)**

**Mergers and Acquisitions**

It has a number of advantages as a growth strategy that improves the competitive strength of the acquirer, such as-

- Business extension
- Business consolidation
- Building capabilities
- Speed of action
- Financial efficiency
- Tax efficiency
- Asset stripping

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Now, what are mergers and acquisitions, and how like it helps in the growth strategy. So, mergers and acquisition has a number of advantages as growth strategy that improves the competitive strength of the acquirer, such as business extension, business consolidation, building capabilities, speed of action, financial efficiency, tax efficiency and asset striping. So, these are some of the things over which the acquirer gets a like competitive strength.

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**Training Need in Different Strategies**

❖ **External growth strategy (continued)**

**Strategic Alliance (joint venture)**  
companies can also share resources and activities to pursue a common strategy without sharing in the ownership of the parent companies. There are two main types of strategic alliance. They are

- **Equity alliances** involve the creation of a new entity that is owned separately by the partners involved.
- **Non equity alliances** are typically looser, and do not involve the commitment implied by ownership

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Training need in different strategies. Strategic alliances or joint ventures. The companies can also share resources and activities to pursue a common strategy without sharing in the ownership of the parent companies. They are there are two main types of strategic alliances they are equity alliances, which involve the creation of a new entity that is owned separately by the partners involved. Non equity alliances are typically looser and do not involve the commitment implied by ownership.

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**Training Need in Different Strategies**

❖ **Disinvestment strategy**

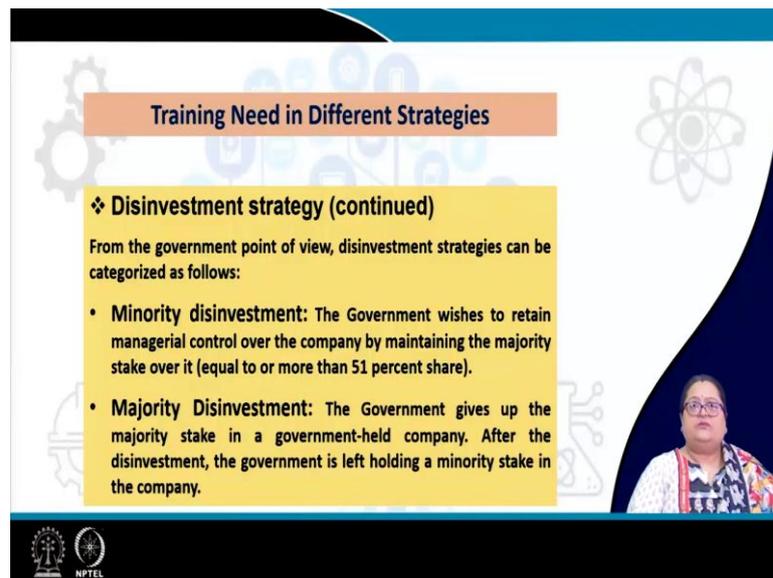
Disinvesting is an exit strategy that means taking out an existing investment. Disinvestment policies are commonly followed by governments to allocate resources more efficiently. It can, generally be categorized as follows:

- **Organizing market segment**
- **Offloading unnecessary assets**
- **Social and legal considerations**

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This investment strategy, this resting is an exit strategy that means, taking out an existing investment. These investment qualities policies are commonly followed by governments to allocate resources more efficiently it can generally be categorized as follows: organizing market segments, offloading unnecessary assets and social and legal considerations.

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The slide is titled "Training Need in Different Strategies" and is part of a presentation. It features a yellow background for the main text and a blue header. The text describes disinvestment strategies from a government perspective. A small inset video shows a woman speaking. The NPTEL logo is visible in the bottom left corner.

### Training Need in Different Strategies

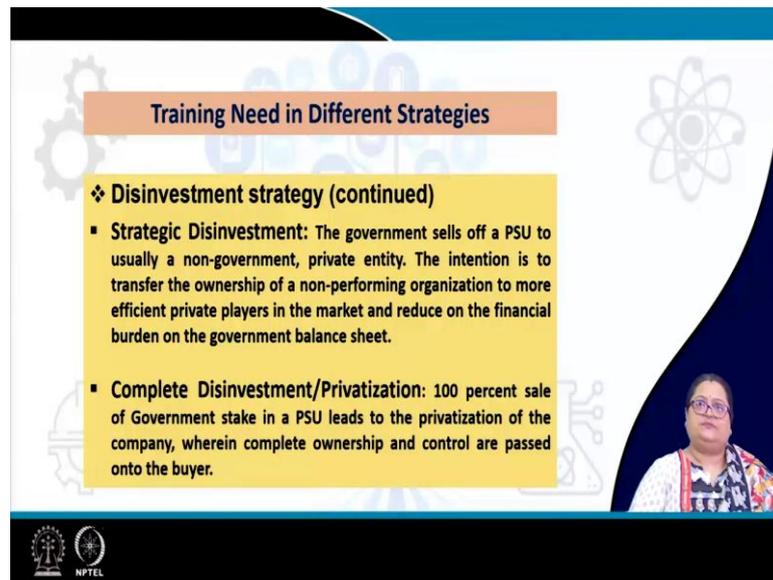
#### ❖ Disinvestment strategy (continued)

From the government point of view, disinvestment strategies can be categorized as follows:

- **Minority disinvestment:** The Government wishes to retain managerial control over the company by maintaining the majority stake over it (equal to or more than 51 percent share).
- **Majority Disinvestment:** The Government gives up the majority stake in a government-held company. After the disinvestment, the government is left holding a minority stake in the company.

From the government point of view disinvestment strategies can be categorized as follows: minority disinvestment, the government wishes to retain managerial control over the company by maintaining the majority stake over it, which is equal to more than 51 percent share. Majority disinvestment, the government gives up the majority stake in the government health company.

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The slide features a blue header with the title "Training Need in Different Strategies". Below the title is a yellow box containing the following text:

❖ **Disinvestment strategy (continued)**

- **Strategic Disinvestment:** The government sells off a PSU to usually a non-government, private entity. The intention is to transfer the ownership of a non-performing organization to more efficient private players in the market and reduce on the financial burden on the government balance sheet.
- **Complete Disinvestment/Privatization:** 100 percent sale of Government stake in a PSU leads to the privatization of the company, wherein complete ownership and control are passed onto the buyer.

In the bottom right corner of the slide, there is a small video inset showing a woman with glasses and a colorful patterned top. The NPTEL logo is visible in the bottom left corner of the slide.

After the disinvestment, the government is left holding a minority stake in the company. Strategic disinvestment, the government sells of a PSU to usually non government, private entities. The intention is to transfer the ownership of a non performing organization to more efficient private players, in the market and reduce on the financial burden on the government balance sheet.

Complete disinvestment or privatization 100 percent sale of the government's stake in the PSU leads to the privatization of the company, wherein complete ownership and control are passed on to the buyer.

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Strategy	Emphasis	Training implications
Concentration	<ul style="list-style-type: none"><li>• Increased market share</li><li>• Reduced operating cost</li><li>• Market niche created</li></ul>	<ul style="list-style-type: none"><li>• Team building</li><li>• Cross training</li><li>• Specialized program</li><li>• Interpersonal skill training</li><li>• On-the-job training</li></ul>
Internal growth	<ul style="list-style-type: none"><li>• Market development</li><li>• Product development</li><li>• Innovation joint venture</li><li>• Merger</li><li>• Globalization</li></ul>	<ul style="list-style-type: none"><li>• Cultural training</li><li>• Technical competence in jobs</li><li>• Manager training in feedback and communication</li><li>• Conflict negotiation skills</li><li>• High quality communication of product value</li></ul>

Now, what are the implications of the business strategy for training? Till now, we have discussed on the different strategies, now what are the implications of these business strategy for training. First is the concentration strategy. It is emphasized is on the increased market share, reduced operating cost and market niches getting created.

So, what are the training implications? Treat team building, cross training because you have to increase the market share so you need to understand the different parts of the market, specialized program of skill-based training, because you are going to reduce the operating cost, interpersonal skill training and on the job training.

Internal growth, the emphasis is on market development, product development, innovation joint ventures, mergers and globalization. Now, you can see like these are more related to the understanding with the cultures, when you are talking of globalization you talk mergers also it focuses on cultures innovation; it talks of like giving feedback resolutions of conflict etcetera and increasing of course the technical competency.

So, we can see the training implications for this include culture training as the foremost one, technical competencies in jobs, manager training in feedback and communication like conflict negotiation skills, high quality communication of product values.

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Strategy	Emphasis	Training implications
External growth	<ul style="list-style-type: none"><li>• Horizontal integration</li><li>• Vertical integration</li><li>• Concentric diversification</li></ul>	<ul style="list-style-type: none"><li>• Integration of training system</li><li>• Team building</li><li>• Development of shared culture</li><li>• Determination of capability of employee in acquiring firms</li></ul>
Disinvestment	<ul style="list-style-type: none"><li>• Retrenchment</li><li>• Turnaround</li><li>• Divestiture</li><li>• Liquidation</li></ul>	<ul style="list-style-type: none"><li>• Leadership training</li><li>• Interpersonal communication</li><li>• Out placement assistance</li><li>• Job search skill training</li><li>• Motivation, goal setting, time management, cross training</li></ul>

External growth, in external growth there is a horizontal integration and also vertical integration and concentric diversification. Now, what are the training implications for this? In integration of training system again team building is a very important part because when you are working with different sets of people coming you know maybe from a diverse background, team building training is very important.

Link to it is development of a shared culture and determination of the capability of employee in acquiring firms. Disinvestment strategy, which gives emphasis on retracement turn around divestiture and liquidation because, the government is coming out of a relationship.

Now, when this is happening it is obvious like some people are going to be losing their job. So, what becomes important and you have to communicate these things to your employees. So, leadership training is very important and interpersonal communication how to communicate about this change to the people it requires you need specific training for this communication.

Out placement assistance is very important because, as we are talking of training and development and when it talks of a relationship hand holding support. So, because you have changed your strategy or you are getting focused somewhere else and you want to come out of a business relationship, but still your responsibility the responsibility lies with the organization to take care of the employees and that is why out placement

assistance is very important job search skill training is important, how to search for a new job.

Motivation, goal setting, cross training, time management these are important trainings given to the employees so that so these are important trainings given to the employees. So, that even if they are not employed with us, but they are employable they have their employability, so that they can get their job as well.

So, it is the responsibility of the organization to make their employees job ready. So, and so that they can like find a job elsewhere also and that is why this outplacement assistance job, search skill training, how to search for a job, how to find out a job which matches with my needs, with my personality pattern. This requires training and these types of training are very important when an organization takes the disinvestment strategy.

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These are the references that we have used for developing this part of the lecture on this how training is related and it is a very important part of human resource management.

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The slide features a dark blue header with the word "CONCLUSION" in bold yellow text. Below the header is a large white area with a yellow text box containing the following text: "This part of lecture session has given clear picture training as important function of human resource, employees training and development in HR and training needs in different strategies which will be good lesson to the learners". In the bottom right corner of the slide, there is a small video inset showing a woman with glasses and a colorful patterned top. At the bottom left of the slide, there are two circular logos, one of which is the NPTEL logo.

So, what we expect like this session has given a clear picture of training as an important function of human resource, employees training and development in HR and training needs in different strategies which will be a good lesson for the learners to follow and implement in the organizations any clarifications of course, we are there to like discuss in the live discussion sessions forum that comes up.

Thank you and happy learning.