


# Chapter 13

## Training and Development as Effective Strategies for Human Resource Development in Moroccan Companies

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### **ABSTRACT**

*Among the best strategies for effective human resource development in companies are the practices of training and development of the human resources function aimed at retaining intelligent and productive human capital. They include initial on-the-job training and development, traditional or virtual classroom training and development, mentoring, and coaching. Organizational learning practices as a culture should be encouraged by offering diversified training programs. However, companies should implement strategic training and development programs that target the goals and needs of their human capital, fostering a culture of belonging and engagement by involving employees in decision-making processes and providing them with beneficial training feedback.*

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## **INTRODUCTION**

Today, the human capital of the enterprise is attracting increasing attention from professionals and researchers in management sciences. The latter have realized l'importance de taking en compte les hidden values of human capital in reporting and company value, beyond accounting and financial indicators, in order to get closer to the real value of the company or to better value it (DAANOUNE, R., & LHASSAN, I. A. 2016).

In line with other developed and developing countries, Morocco has recently placed great emphasis on the training and development of its employees, as this is a key element of modern management and a strong point for administrative development. L'objectif de cette méthode est d'améliorer l'efficacité de l'administrative processus en se concentrant sur une qualifiée et trainée workforce, considérée comme une essential condition pour le succès du processus de développement (Batac, J., & Maymo, V. 2019).

To keep abreast of the times and their rapid evolution in all areas of life, training and development have become essential to improve and expand people's knowledge, hone their skills and expertise, develop their capabilities and modify their attitudes as an effective tool in change and development processes. As a result, continuous and specific training has become one of the essential elements for improving the effectiveness and efficiency of organizations, as well as strengthening their ability to evolve and keep pace with development.

The importance of training and development and the strategic role they can play in preparing and developing human resources and optimizing their knowledge and expertise to achieve outstanding performance that helps Moroccan companies not only achieve their objectives, but also increase their competitiveness. It is on this basis that we have chosen to conduct this research.

## **I. THEORETICAL AND CONCEPTUAL FRAMEWORK**

A company is a combination of resources (technologies, distribution network, brands, patents, etc.), some of which can give it a competitive edge over its rivals. For some companies, human resources are a strategic resource, in the sense that the implementation of strategy and differentiation from competitors depend on the possession of certain skills by individuals. The possession and mobilization of strategic knowledge by experts can be a determining factor in an organization's performance. Human resources are particularly strategic in industries where innovation is at the heart of a company's competitiveness (Ferrary, M. 2014). All too often, a company's training department enjoys a positive image insofar as it organizes friendly training

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