

Seth Anandram Jaipuria college(B.com,II semester morning shift)

Subject :Human resource Management

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Note-1

Training & Development

Methods of Training:

There are mainly two methods of training

1.on-the-job method

The workers by on- the- job method learns to master the operations involved on the actual job situation under the supervision of his immediate boss who has to carry the primary burden of conducting this training. Various methods of on the job training are as follows:

- Coaching:- In these method the coach gives direct instruction and guidance with extensive demonstration and provides feedback regarding the performance of the trainee and also offers some suggestions for improvement.
- Job Rotation:-In this type of training the trainee is rotated periodically from one job to another job. Trainee gains experience and job knowledge while working under the

- supervision of each supervisor or trainer under each assignments
- Job instructions:- It is also known as step-by step training in which the trainer explain the way of doing the jobs to the trainee and allow him to do the job. After appraisal of the performance the trainee is provided with the feedback by the trainer and in case of mistake the trainer correct the trainee.
 - Committee Assignment:- Under this method a group of trainees are asked to solve a given actual organizational problem by discussing the problem.
 - Internship Training:- Under this method instructions through theoretical and practical aspects are provided to the trainees to gain real life experiences as well as employment.

2. off -the-job method

Off - the - job training is conducted in a location which is near or away from work, at a special training center. In these methods trainee have to devote entire time to the development objective. Following training technique are used under off-the-job method:

- Vestibule training:-under this method actual work conditions are simulated in a classroom. Materials, files and equipment which are used in actual job performance are also used in the training. After completion of training, the trained worker will be assigned similar jobs in actual workplace. Vestibule training is also relatively expensive.

- Special course and lectures:- special course and lectures can be established by business organization in numerous ways. First, there are course which the organizations themselves establish to be taught by members of the organization. A second approach to special courses and lectures is for organizations to work with universities or Institutes in establishing a course or series of courses to be taught by instructors of these institutes.
- Conference or Discussion:-In this method the participants pool their ideas and experience, examine and share facts and data, draw conclusions in attempting to arrive at improved methods of dealing with the problems and contribute to the improvement of job performance.
- Case studies:- Usually case study methods deals with any problem confronted by a business which can be solved by an employee. The trainee is asked to learn the case and come out with possible solutions. This method increases the trainee's power of observation.
- Brain-Storming:-This is the method of simulating trainees to creative thinking. This method is suitable for a group of 8-12 members. They must come from different departments and must have different backgrounds. This approach was developed by Alex Faickney Osborne in 1953 in which ideas are invited from every group members regarding solution of a particular problem. Lots of ideas are generated through brain storming session

- which are critically examined and finally it is determined which idea or ideas gives best solution of the specific problem.
- Sensitivity training:-This method is widely used to enhance self awareness. Sensitivity training associated with such groups, T groups (Training groups), human awareness groups. The T -groups is generally an unstructured group consisting of ten to twenty members. In this method a situation is created and the trainees are virtually put into the situations in which the behavior of each individual in the group is examined along with the comments of other trainees. This is a bright way for the trainee to learn the effect of his/her behaviour on other people.
 - Role playing:-This method involves realistic behaviour in imaginary situations. It's purpose is to increase the trainer's skills in dealing with other people. The trainee plays the role of certain character such as marketing manager, production manager, quality control inspector, workers. The main objective of these method is developing interpersonal relations and better instructions involving two persons.
 - Programmed Instructions:-Under this method subject matter to be learned by the trainees is presented in series of carefully planned step by step units. This units are arranged from very simple to more complex levels of instructions. The next unit can be understood only if the previous unit has been properly understood by the

trainees. Questions are asked in proper sequence from these units and indication given promptly whether the answer are correct or not. This method is time consuming and expensive.

- Management Games:-In this method trainees are divided into small groups consisting of five to six person each. Each Group competes with the other groups in a simulated market place. This method helps the trainees to develop their problem solving skills, leadership skills, teamwork.