

SETH ANANDRAM JAIPURIA COLLEGE (DAY),B.COM,SEMESTER-II
SUBJECT – MARKETING MANAGEMENT & HUMAN RESOURCE MANAGEMENT
SUBJECT CODE – CC2.2Chg
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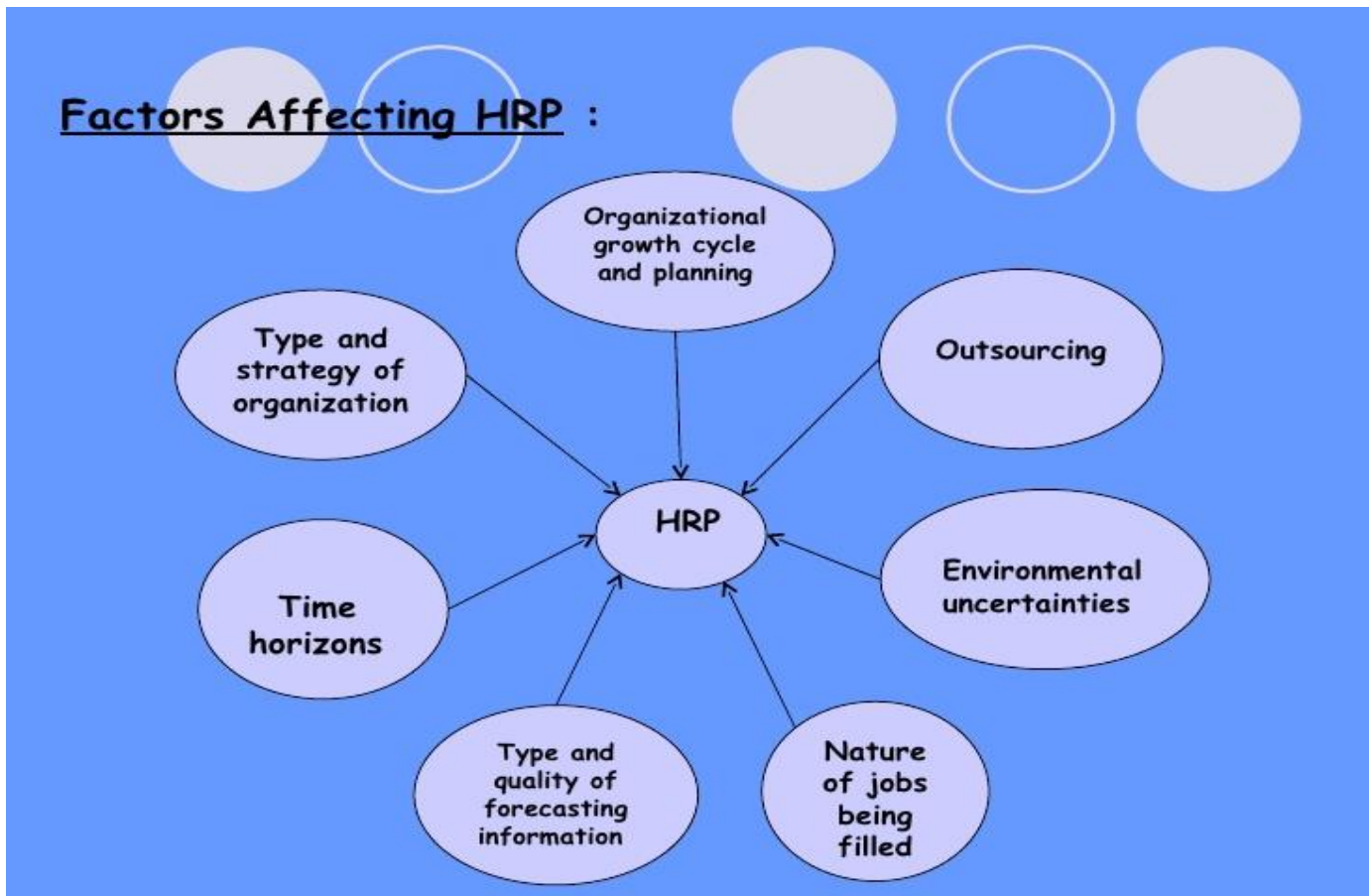
Module – II
HUMAN RESOURCE MANAGEMENT

UNIT – 2 : HUMAN RESOURCE PLANNING (Marks Allotted – 8)

Definition, Need and Features of Human Resource Planning (Follow class notes)

Factors affecting Human Resource Planning

- Type and strategy of organization
- Organizational growth cycles and planning
- Outsourcing
- Environmental uncertainties
- Nature of jobs being filled
- Time horizons
- Type and quality of forecasting information
- Labor market.



Limitations of Human Resource Planning

- The future is uncertain
- Conservative attitude of top management
- Problem of surplus staff
- Time consuming activity
- Expensive

UNIT – 4 : TRAINING & DEVELOPMENT (Marks Allotted – 8)

Training and Development is one of the main functions of the human resource management department. It involves improving the effectiveness of organizations and the individuals and teams within them.

Meaning

Training

Training is a process in which the trainees get an opportunity to learn the key skills which are required to do the job. Learning with earning is known as training. It helps the employees to understand the complete job requirements.

It refers to a systematic setup where employees are instructed and taught matters of technical knowledge related to their jobs and focuses on teaching employees how to use particular machines or how to do specific tasks to increase efficiency.

Development

Development refers to the overall holistic and educational growth and maturity of people in managerial positions. The process of development is in relation to insights, attitudes, adaptability, leadership and human relations. It helps the individual to bring efficiency and effectiveness in their work performances.

It is not only limited to a particular task, but it aims to improve their personality and attitude for their all round growth which will help them to face future challenges. It changes the mindset of the employees and makes them more challenging or competing.

Difference between Training and development

BASIS FOR COMPARISON	TRAINING	DEVELOPMENT
Meaning	Training is a learning process in which employees get an opportunity to develop skill, competency and knowledge as per the job requirement.	Development is an educational process which is concerned with the overall growth of the employees.

BASIS FOR COMPARISON	TRAINING	DEVELOPMENT
Term	Short Term	Long Term
Focus on	Present	Future
Orientation	Job oriented	Career oriented
Motivation	Trainer	Self
Objective	To improve the work performances of the employees.	To prepare employees for future challenges.
Number of Individuals	Many	Only one
Aim	Specific job related	Conceptual and general knowledge

Purpose of Training

- Improving quality of work force
- Enhance employee growth
- Prevents obsolescence
- Assisting new comer
- Reduces chance of accidents through health and safety measures
- Improves job satisfaction and thus boosts morale
- Increases the knowledge and skills of the trainees for doing a particular job.

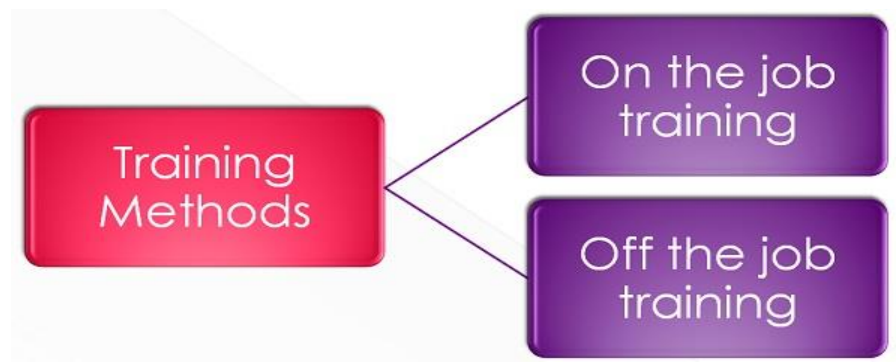
Benefits of Training to the Organisation

- Economy in Operations
- Greater Productivity
- Uniformity of Procedures
- Less Supervision
- Systematic Imparting of Skills
- Creation of Inventory of Skills.

Benefits of Training to the employees

- Acquisition of New Skills
- Higher Wages
- Industrial Safety
- Preparation for Promotion
- Versatile Utility
- Higher Morale
- Job Satisfaction.

Training Methods



Nowadays, training has become the core needs of the organization to develop specific skills in their existing and prospective employees. There are two methods for imparting training in workers are on-the-job training and off-the-job training. While on-the-job training is provided at the workplace itself, the trainees produce things while learning. In off-the-job training, the trainees are away from the work environment, that eliminates stress, frustration and bustle of day-to-day job.

Difference Between On-the-job and Off-the-job training

BASIS FOR COMPARISON	ON-THE-JOB TRAINING	OFF-THE-JOB TRAINING
Meaning	On the job training refers to a form of training which is provided at the work place during the performance of the actual job.	When the employees are given training outside the actual work location, such a type of training is termed as off the job training.
Approach	Practical	Theoretical
Active participation	Yes	No

BASIS FOR COMPARISON	ON-THE-JOB TRAINING	OFF-THE-JOB TRAINING
Location	At the workplace	Away from the workplace
Principle	Learning by performing	Learning by acquiring knowledge
Work disruption	No, because trainees produce the products during learning.	Yes, because first training is provided which is followed by a performance.
Carried out by	Experienced employees	Professionals or experts.
Cost	Inexpensive	Expensive
Suitable for	Manufacturing firms	Non-manufacturing firms

Definition of On-the-job training

As the name suggests, “on the job” training (OJT) is a method of imparting training to the employees when they are on the job at the workplace. The aim of training is to make the employees familiar with the normal working situation, i.e. during the training period, the employees will get the first-hand experience of using machinery, equipment, tools, materials, etc. It also helps the employees to learn how to face the challenges that occur during the performance of the job.



On-the-Job Training Methods

The main theme of this training method is learning by doing where the supervisor or the experienced employees demonstrate the trainees how to perform a particular task. The trainees follow the instructions of the supervisor and perform the task.

Due to the simplicity, this method highly used by the firms to train the current or future employees.

On-the-job training methods

- Coaching
- Mentoring
- Job Rotation
- Job Instruction Technology
- Apprenticeship
- Committee assignments
- Understudy
- Internship training
- Orientation training

Advantages of 'On the Job' Training

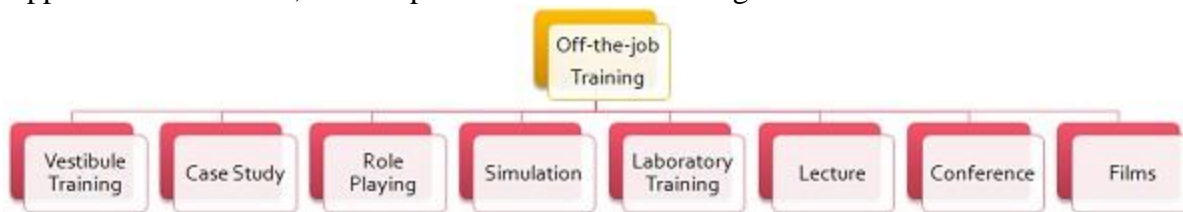
- It is quite simple in nature
- The method is economical
- The workplace is the learning centre
- Real-time practice

Disadvantages of 'On the Job' Training

- Low Productivity rates will occur
- Errors On Production will also occur
- Costly both monetarily and physically
- Disturbance arises
- Possibility Of Accidents

Definition of Off-the-job training

“Off the job” training is a method of training, which is undertaken at a site, away from the actual workplace for a particular period. The reason behind imparting training at a place other than the job location is to provide a stress-free environment to the employees where they can concentrate only on learning. Study material is supplied to the trainees, for complete theoretical knowledge.



Off-the-job Training Methods

The trainees are free to express their views and opinions during the training session. Moreover, they can explore new and innovative ideas.

It is one of the expensive training methods. It involves selection of the place of training, the arrangement of facilities for the workers, hiring an expert to impart training, etc.

Off-the-Job Training Methods

- Lectures and Conferences
- Vestibule Training
- Simulation Exercises
- Sensitivity Training
- Transactional Training
- Case study method
- Roleplay
- Incident method
- Grid training
- In-basket method
- Business games
- Management education
- Conferences
- Laboratory training
- Films

Advantages of 'Off the Job' Training

- More like classroom teaching
- Audio-Visual method aids the visual medium of a brain
- Error-free production rates
- The method is economical
- The method is highly time-saving
- High productivity rates are maintained

Disadvantages of 'Off the Job' Training

- The method is completely detached from the workplace
- It may become non-effective in the actual context
- Quality may become deteriorated
- Production may hinder