



# MUTHAYAMMAL ENGINEERING COLLEGE

## LECTURE HANDOUTS



(Approved by AICTE, New Delhi, Accredited by NAAC & Affiliated to Anna University)

Rasipuram - 637 408, Namakkal Dist., Tamil Nadu

**CSE**

**III/VI**

**Course Name with Code : Principles of Management and Engineering Ethics/16SHA08**

**Course Faculty : Dr.P.Srinivasan**

**Unit : II [Planning and Organizing] Date of Lecture:**

**Topic of Lecture:** Introduction of Planning

### Introduction :

- Planning is the most basic of all managerial functions which involves establishing goals, setting out objectives and defining the methods by which these goals and objectives are to be attained. It is, therefore, a rational approach to achieving pre-selected objectives.
- Planning involves selecting missions and objectives and the actions to achieve them.
- An important aspect of planning is decision making - that is, choosing the right alternatives for the future course of action.

### Prerequisite knowledge for Complete understanding and learning of Topic:

- Information
- Management
- Manager
- Employees
- Organization
- Goal
- Function in management

### Detailed content of the Lecture:

#### Introduction to Planning:

- ✓ Planning is essential in every walk of life.
- ✓ Each and every person has to frame a plan to complete their activities.
- ✓ The plan period may be short or long.

- ✓ Planning is the first and foremost function of management.
- ✓ Effective planning facilitates early achievement of objectives, which depends upon the efficiency of the planner.

### **Characteristics of Planning:**

- ✓ Following are the characteristics of planning.
- ✓ Planning is looking into the future.
- ✓ Involves predetermined line of action.
- ✓ It discovers the best alternative out of available many alternative
- ✓ It requires considerable time for implementation.
- ✓ It is a continuous process.
- ✓ Its object is to achieve predetermined objectives in a better way.
- ✓ It integrates various activities of organization.
- ✓ It is done for a specific period.
- ✓ It not only selects the objectives but also develops policies, programs and procedures to achieve the objectives.
- ✓ It is required at all levels of management.
- ✓ It is an interdependent process which coordinates the various business activities.
- ✓ It directs the members of the organization.
- ✓ Growth and prosperity of any organization depends upon planning

### **Objectives of Planning:**

- ✓ Reduces uncertainty
- ✓ Cooperation and coordination
- ✓ Anticipates unpredictable contingencies
- ✓ Economy in operation

### **Video Content / Details of website for further learning (if any):**

**link:** [https://www.tutorialspoint.com/management\\_principles/management\\_principles\\_planning\\_introduction.htm](https://www.tutorialspoint.com/management_principles/management_principles_planning_introduction.htm)

### **Important Books/Journals for further learning including the page nos.:**

Principles and Practice of Management ,Page nos-50-51

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III/VI

Course Name with Code : Principles of Management and Engineering Ethics/16SHA08

Course Faculty : Dr.P.Srinivasan

Unit : II [Planning and Organizing] Date of Lecture:

**Topic of Lecture:** Nature of Planning

### Introduction :

- Planning is the most basic of all managerial functions which involves establishing goals, setting out objectives and defining the methods by which these goals and objectives are to be attained. It is, therefore, a rational approach to achieving pre-selected objectives.
- Planning involves selecting missions and objectives and the actions to achieve them.
- An important aspect of planning is decision making - that is, choosing the right alternatives for the future course of action.

### Prerequisite knowledge for Complete understanding and learning of Topic:

- Information
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### Detailed content of the Lecture:

#### Nature of Planning:

- ✓ Goal oriented
- ✓ Primary function

- ✓ Mental Activity
- ✓ Continuous process
- ✓ Involves choice
- ✓ Forward looking
- ✓ Flexible
- ✓ Integrated process
- ✓ Includes efficient and effective dimension

### **1. Planning is a Primary Function of Management:-**

- Planning is a Primary Function of Management.
- Setting of goals and lines of action precedes the organization, direction, supervision and control.
- Planning precedes other functions of management. It is primary requisite but all functions are inter-connected.

### **2. Thinking and intellectual process: –**

- Planning is intellectual process of predetermined thinking. It is a process of deciding about future actions.
- It includes the process where a number of steps are to be taken to decide the future course of action.
- Managers consider various courses of action which is necessary to achieve the desired goals and learn about the merits and demerits of every course of action and then finally decide what course of action may suit them best.

### **3. Planning is a continuous process: –**

- Planning is a continuous process of a manager upon some assumptions.
- Therefore, the manager has to revise and adjust plans in the changing circumstances.
- It involves continuous collection, evaluation and selection of data, and scientific investigation and analysis of the possible alternative courses of action and the selection of the best alternative.

### **4. Pervasiveness of planning:**

- Planning follows pervasiveness of planning.
- It is the function of every managerial personnel.
- The character, nature and scope of planning may change from personnel to personnel. It is universal activity.
- It is important to all managers in all levels as planning is required in all levels.

**5. Based on facts:**

Planning is not guess work but highly based on facts, realities, objectives and forecasting.

**6. Goal oriented/ future oriented:**

- Planning requires achieving objectives because any formulated objectives are meaningless without plans.
- It identifies actions that would lead to the desired objectives quickly and economically.

**7. Coordination:**

- Planning helps to coordinate various levels of activities .
- It provides guidelines to do work to all managers and staffs of all levels.

**8. Others:**

Planning is a selective process. It helps in increasing the efficiency

**Video Content / Details of website for further learning (if any):**

**link:**

<https://tyrocity.com/topic/nature-and-characteristics-of-planning/>

**Important Books/Journals for further learning including the page nos.:**

Principles and Practice of Management ,Page nos-55-56

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**III/VI**

**Course Name with Code : Principles of Management and Engineering Ethics/16SHA08**

**Course Faculty : Dr.P.Srinivasan**

**Unit : II [Planning and Organizing] Date of Lecture:**

**Topic of Lecture:** Importance of Planning

**Introduction :**

- Planning is the most basic of all managerial functions which involves establishing goals, setting out objectives and defining the methods by which these goals and objectives are to be attained.
- It is, therefore, a rational approach to achieving pre-selected objectives.
- Planning involves selecting missions and objectives and the actions to achieve them.
- An important aspect of planning is decision making - that is, choosing the right alternatives for the future course of action.

**Prerequisite knowledge for Complete understanding and learning of Topic:**

- Information
- Management
- Manager
- Employees
- Organization
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- Function in management

**Detailed content of the Lecture:**

**Importance of Planning**

1. Efficient Use of Resources
2. Establishing Organizational Goals
3. Managing Risk And Uncertainty
4. Team Building and Cooperation
5. Creating Competitive Advantages
6. Provides direction
7. Creates a unifying framework
8. Leads to economic utilization of resources
9. Reduces the risks of uncertainty
10. Facilitates decision making
11. Encourages Innovation & Creativity

#### **Efficient Use of Resources**

- ✓ All organizations, large and small, have limited resources.
- ✓ The planning process provides the information top management needs to make effective decisions about how to allocate the resources in a way that will enable the organization to reach its objectives.
- ✓ Productivity is maximized and resources are not wasted on projects with little chance of success.

#### **Establishing Organizational Goals**

- ✓ Setting goals that challenge everyone in the organization to strive for better performance is one of the key aspects of the planning process.
- ✓ Goals must be aggressive, but realistic. Organizations cannot allow themselves to become too satisfied with how they are currently doing – or they are likely to lose ground to competitors.

#### **Team Building and Cooperation**

- ✓ Planning promotes team building and a spirit of cooperation.
- ✓ When the plan is completed and communicated to members of the organization, everyone knows what their responsibilities are, and how other areas of the organization need their assistance and expertise in order to complete assigned tasks.
- ✓ They see how their work contributes to the success of the organization as a whole and can take pride in their contributions.

- ✓ Potential conflict can be reduced when top management solicits department or division managers' input during the goal setting process. Individuals are less likely to resent budgetary targets when they had a say in their creation.

**Video Content / Details of website for further learning (if any):**

**link:**

<https://smallbusiness.chron.com/importance-planning-organization-1137.html>

**Important Books/Journals for further learning including the page nos.:**

Principles and Practice of Management ,Page nos-57-58

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III/VI

Course Name with Code : Principles of Management and Engineering Ethics/16SHA08

Course Faculty : Dr.P.Srinivasan

Unit : II [Planning and Organizing] Date of Lecture:

**Topic of Lecture:** Methods of planning

### Introduction :

- Planning is the most basic of all managerial functions which involves establishing goals, setting out objectives and defining the methods by which these goals and objectives are to be attained.
- It is, therefore, a rational approach to achieving pre-selected objectives.
- Planning involves selecting missions and objectives and the actions to achieve them.
- An important aspect of planning is decision making - that is, choosing the right alternatives for the future course of action.

### Prerequisite knowledge for Complete understanding and learning of Topic:

- Information
- Management
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### Detailed content of the Lecture:

#### Methods of Planning

- Objective Plan
- Standing Plan
- MasterPlan

#### **i)ObjectivePlan**

- ✓ Objectives are treated as basic plans that are necessary for all types of planning operations.
- ✓ Objective also plays a role in organizing, directing and controlling.

#### **ii)StandingPlan**

- ✓ It includes policies and procedures and is liable to repetitive actions. Actions can be repetitive and non repetitive.
- ✓ It helps ready guidelines for solving recurringproblems.
- ✓ Recurring problems are solved in different way .

#### **iii)Master Plan**

- ✓ Master plan covers the complete course of action along with consideration of time and strategy.
- ✓ Plans may be either broad or detailed in character

#### **Advantages of Planning**

- ✓ Better utilization of resources
- ✓ Helps in achieving objectives
- ✓ Economy in operation
- ✓ Minimizes future uncertainties
- ✓ Improves competitiveness
- ✓ Effective control
- ✓ Motivation
- ✓ Cooperation

#### **Video Content / Details of website for further learning (if any):**

**link:**

<https://www.yourarticlelibrary.com/organization/importance-of-planning-its-features-limitations-process-and-types/8652>

#### **Important Books/Journals for further learning including the page nos.:**

Principles and Practice of Management ,Page nos-51-52

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**Course Faculty : Dr.P.Srinivasan**

**Unit : II [Planning and Organizing] Date of Lecture:**

**Topic of Lecture:** Organization Structure

### **Introduction :**

- An organization is a social unit of individuals that is designed and managed to achieve collective goals.
- As such organizations are open systems that are greatly affected by the environment they operate in.
- Every organization has its own typical management structure that defines and governs the relationships between the various employees, the tasks that they perform, and the roles, responsibilities and authority provided to carry out different tasks.
- An organization that is well structured achieves effective coordination, as the structure delineates formal communication channels, and describes how separate actions of individuals are linked together.

### **Prerequisite knowledge for Complete understanding and learning of Topic:**

- Information
- Management
- Manager
- Employees
- Organization

- Goal
- Function in management

### **Detailed content of the Lecture:**

#### **Organizational structure**

- ✓ Organizational structure defines the manner in which the roles, power, authority, and responsibilities are assigned and governed, and depicts how information flows between the different levels of hierarchy in an organization.
- ✓ The structure an organization designs depends greatly on its objectives and the strategy it adopts in achieving those objectives.
- ✓ An organizational chart is the visual representation of this vertical structure. It is therefore very important for an organization to take utmost care while creating the organizational structure.

#### **Types of Organizational Structures**

1. Functional Structure
2. Divisional or Multidivisional Structure
3. Flatarchy Structure
4. Matrix Structure

#### **1.Functional Structure**

- ✓ Four types of common organizational structures are implemented in the real world. The first and most common is a functional structure.
- ✓ This is also referred to as a bureaucratic organizational structure and breaks up a company based on the specialization of its workforce.
- ✓ Most small-to-medium-sized businesses implement a functional structure. Dividing the firm into departments consisting of marketing, sales, and operations is the act of using a bureaucratic organizational structure.

#### **2.Divisional or Multidivisional Structure**

- ✓ The second type is common among large companies with many business units. Called the divisional or multidivisional structure, a company that uses this method structures its leadership team based on the products, projects, or subsidiaries they operate.
- ✓ A good example of this structure is Johnson & Johnson. With thousands of products and lines of business, the company structures itself so each business unit operates as its own company with its own president.

### **3.Flatarchy Structure**

- ✓ Flatarchy, a newer structure, is the third type and is used among many startups.
- ✓ As the name alludes, it flattens the hierarchy and chain of command and gives its employees a lot of autonomy.
- ✓ Companies that use this type of structure have a high speed of implementation.

### **4.Matrix Structure**

- ✓ The fourth and final organizational structure is a matrix structure. It is also the most confusing and the least used.
- ✓ This structure matrixes employees across different superiors, divisions, or departments.

### **Video Content / Details of website for further learning (if any):**

**link:**

<https://www.investopedia.com/terms/o/organizational-structure.asp>

### **Important Books/Journals for further learning including the page nos.:**

Principles and Practice of Management ,Page nos-111-123

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Course Faculty : Dr.P.Srinivasan

Unit : II [Planning and Organizing] Date of Lecture:

### Topic of Lecture: Job Design

#### Introduction :

- Job design is the process of Work arrangement (or rearrangement) aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks.
- Through job design, organizations try to raise productivity levels by offering non-monetary rewards such as greater satisfaction from a sense of personal achievement in meeting the increased challenge and responsibility of one's work.
- Job enlargement, job enrichment, job rotation, and job simplification are the various techniques used in a job design exercise

#### Prerequisite knowledge for Complete understanding and learning of Topic:

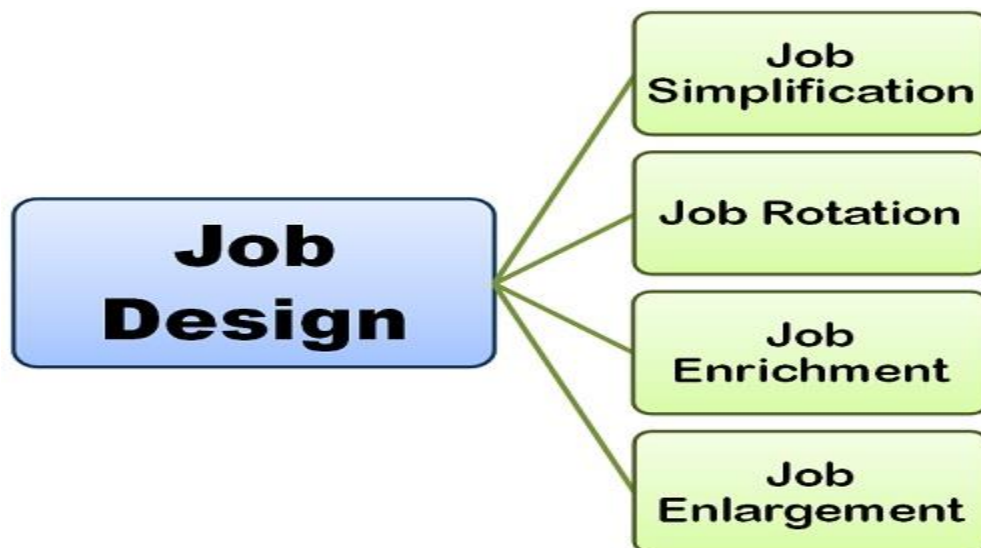
- Information
- Management
- Manager
- Employees
- Organization
- Goal
- Function in management

## Detailed content of the Lecture:

### Job Design :-

#### Definition:

- ✓ The **Job Design** means outlining the task, duties, responsibilities, qualifications, methods and relationships required to perform the given set of a job.
- ✓ In other words, job design encompasses the components of the task and the interaction pattern among the employees, with the intent to satisfy both the organizational needs and the social needs of the jobholder.
- ✓ The objective of a job design is to arrange the work in such a manner so as to reduce the boredom and dissatisfaction among the employees, arising due to the repetitive nature of the task



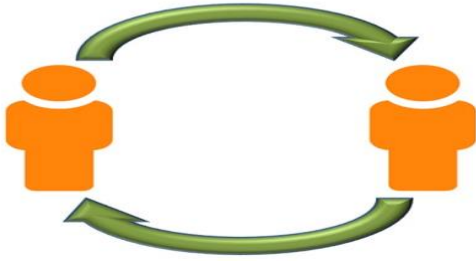
#### 1.Job Simplification

**Definition:** The **Job Simplification** means breaking the job into relatively easier sub-parts with the intention to enhance the individual's productivity by minimizing the physical and mental efforts required to perform a complex job.

#### 2..Job Rotation

**Definition:****Job Rotation** is the management technique wherein an employee is shifted from one job role to the other, with the purpose of familiarizing him with all the verticals of an organization

## Job Rotation



### 3.Job Enrichment

**Definition:** The **Job Enrichment** is the job design technique used to increase the satisfaction among the employees by delegating higher authority and responsibility to them and thereby enabling them to use their abilities to the fullest

### 4.Job Enlargement

**Definition:** The **Job Enlargement** refers to the horizontal expansion of jobs wherein more and more activities, and tasks are added to the existing job scope at the same level in the organization.

#### Video Content / Details of website for further learning (if any):

**link:**

<http://www.whatishumanresource.com/job-design>

#### Important Books/Journals for further learning including the page nos.:

Net Reference

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**Course Name with Code : Principles of Management and Engineering Ethics/16SHA08**

**Course Faculty : Dr.P.Srinivasan**

**Unit : II[Planning and Organizing] Date of Lecture:**

**Topic of Lecture: Recruitment**

### **Introduction :**

- Job design is the process of Work arrangement (or rearrangement) aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks.
- Edwin B. Flippo defined the recruitment process – ‘Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization.’
- In the words of Dale S. Beach ‘Recruitment is the development and maintenance of adequate manpower resources

### **Prerequisite knowledge for Complete understanding and learning of Topic:**

- Information
- Management
- Manager
- Employees
- Organization
- Goal
- Function in management

### **Detailed content of the Lecture:**

#### **Recruitment**

It involves the creation of a pool of available labor upon whom the organization can draw when it needs additional employees.' The recruitment process leads to a collection of candidates for any vacancies an organization might have.

### **Internal Sources of Recruitment**

- ✓ Internal sources of recruitment consist of employees who are already on the payroll of a firm.
- ✓ It also includes former employees who have returned to work for the organization. Recruitment from internal sources is done to fill up vacancies through promotion, re-hiring and transferring employees within the company.

### **External Sources of Recruitment**

External sources of recruitment refer to the sources that lie outside or exist external to the organization

### **Recruitment Process:-**

#### **Recruitment Planning**

- ✓ Recruitment planning is the first step of the recruitment process, where the vacant positions are analyzed and described.
- ✓ It includes job specifications and its nature, experience, qualifications and skills required for the job, etc.

### **Identifying Vacancy**

- Number of posts to be filled
- Number of positions
- Duties and responsibilities to be performed
- Qualification and experience required

### **Job Analysis**

Job analysis is a process of identifying, analyzing, and determining the duties, responsibilities, skillsabilities, and work environment of a specific job. These factors help in identifying what a job demands and what an employee must possess in performing a job productively.

A job description provides information on the following elements –

- Job Title / Job Identification / Organization Position
- Job Location
- Summary of Job
- Job Duties
- Machines, Materials and Equipment
- Process of Supervision

- Working Conditions
- Health Hazards

### **Job Specification**

A job specification document provides information on the following elements –

- Qualification
- Experiences
- Training and development
- Skills requirements
- Work responsibilities
- Emotional characteristics
- Planning of career

### **Screening / Shortlisting**

- ✓ Screening starts after completion of the process of sourcing the candidates. Screening is the process of filtering the applications of the candidates for further selection process.
- ✓ Screening is an integral part of recruitment process that helps in removing unqualified or irrelevant candidates, which were received through sourcing. The screening process of recruitment consists of three steps –

i)Reviewing of Resumes and Cover Letters

ii)Conducting Telephonic or Video Interview

iii)Identifying the top candidates

### **Evaluation and Control**

- ✓ Evaluation and control is the last stage in the process of recruitment.
- ✓ In this process, the effectiveness and the validity of the process and methods are assessed. Recruitment is a costly process, hence it is important that the performance of the recruitment process is thoroughly evaluated.

### **Video Content / Details of website for further learning (if any):**

**link:**

[https://www.tutorialspoint.com/recruitment\\_and\\_selection/recruitment\\_process.htm](https://www.tutorialspoint.com/recruitment_and_selection/recruitment_process.htm)

### **Important Books/Journals for further learning including the page nos.:**

Principles and Practice of Management ,Page nos-166-168



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**Course Name with Code : Principles of Management and Engineering Ethics/16SHA08**

**Course Faculty : Dr.P.Srinivasan**

**Unit : II[Planning and Organizing] Date of Lecture:**

### **Topic of Lecture: Selection**

#### **Introduction :**

- Job design is the process of Work arrangement (or rearrangement) aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks.
- The selection process can be defined as the process of selection and shortlisting of the right candidates with the necessary qualifications and skill set to fill the vacancies in an organisation. The selection process varies from industry to industry, company to company and even amongst departments of the same company..

#### **Prerequisite knowledge for Complete understanding and learning of Topic:**

- Information
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- Manager
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#### **Detailed content of the Lecture:**

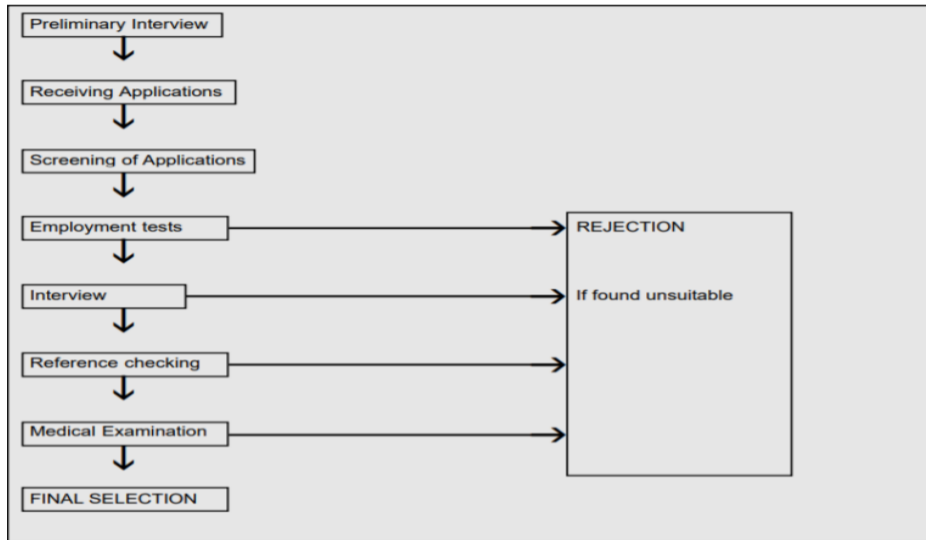
##### **Selection Process**

Every organisation creates a selection process because they have their own requirements. Although, the main steps remain the same. So, let's understand in brief how the selection process works.

## 1. Preliminary Interview

This is a very general and [basic interview](#) conducted so as to eliminate the candidates who are completely unfit to work in the organisation. This leaves the organisation with a pool of potentially fit employees to fill their vacancies.

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## 2. Receiving Applications

- Potential employees apply for a job by sending applications to the organisation.
- The application gives the interviewers information about the candidates like their [bio-data](#), work experience, hobbies and interests.

## 3. Screening Applications

- Once the applications are received, they are screened by a special screening committee who choose candidates from the applications to call for an interview.
- Applicants may be selected on special criteria like qualifications, work experience etc.

## 4. Employment Tests

- Before an organisation decides a suitable job for any individual, they have to gauge their talents and skills.
- This is done through various [employment tests](#) like intelligence tests, [aptitude tests](#), proficiency tests, personality tests etc.

## 5. Employment Interview

- The next step in the selection process is the employee interview.
- Employment interviews are done to identify a candidate's skill set and ability to work in an organisation in detail.
- Purpose of an employment interview is to find out the suitability of the candidate and to give him an idea about the work profile and what is expected of the potential employee.

- An employment interview is critical for the selection of the right people for the right jobs.

**Video Content / Details of website for further learning (if any):**

**link:**

<https://www.toppr.com/guides/business-management-and-entrepreneurship/human-resource-management/selection-process/>

**Important Books/Journals for further learning including the page nos.:**

Principles and Practice of Management ,Page nos-168-169

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Unit : II[Planning and Organizing] Date of Lecture:

### Topic of Lecture: Training Methods

#### Introduction :

- Training and development programmes are designed according to the requirements of the organisation, the type and skills of employees being trained, the end goals of the training and the job profile of the employees.
- These programmes are generally classified into two types: (i) on the job programmes, and (ii) off the job programmes

#### Prerequisite knowledge for Complete understanding and learning of Topic:

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- Management
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#### Detailed content of the Lecture:

##### Training

- Training given to people in a supervisory or managerial capacity is – Lectures, Group Discussions, Case studies, Role-playing, Conferences etc.

- People in managerial programmes are given this type of training- Management Games to develop decision making, Programmes to identify potential executives, Sensitivity training to understand and influence employee behaviour, Simulation and role-playing, Programmes for improving communication, human relations and managerial skills.

## **I. On-the-Job Methods**

This refers to the methods of training in which a person learns a job by actually doing/performing it. A person works on a job and learns and develops expertise at the same time.

### **1.Understudy**

In this the employee is trained by his or her supervisor. The trainee is attached with his or her senior and called understudy or assistant. For example, a future manager might spend few months as assistant to the present manager.

### **2.Job rotation**

This refers to shifting/movement of an employee from one job to another on regular intervals.

### **3.Special projects**

The trainees' may ask to work on special projects related with departmental objectives. By this, the trainees will acquire the knowledge of the assigned work and also learn how to work with others.

### **4.Experience**

It refers to learning by doing. This is one of the oldest methods of on-the-job training. Although this is very effective method but it also very time-consuming and wasteful. Thus it should be followed by other training methods.

### **5.Committee assignment**

In this, the trainees become members of a committee. The committee is assigned a problem to discuss and make recommendations.

### **6.Coaching**

In this, the supervisor or the superior acts as a guide and instructor of the trainee. This involves extensive demonstration and continuous critical evaluation and correction.

## **II. Off-the-Job Methods**

- These methods require trainees to leave their workplace and concentrate their entire time towards the training objectives.

### **1. Special courses and lectures**



These are the most traditional and even famous today, method of developing personnel. Special courses and lectures are either designed by the company itself or by the management/professional schools. Companies then sponsor their trainees to attend these courses or lectures. These are the quick and most simple ways to provide knowledge to a large group of trainees.

## **2. Conferences and seminars**

In this, the participants are required to pool their thoughts, ideas, viewpoints, suggestions and recommendations. By attending conferences and seminars, trainees try to look at a problem from different angles as the participants are normally from different fields and sectors.

## **3. Case study method**

This technique was developed by Harvard Business School, U.S.A. It is used as a supplement to lecture method. A case is a written record of a real business situation/problem faced by a company. The case is provided to the trainees for discussion and analysis. Identification and diagnose of the problem is the aim in case study method. Alternate courses of action are suggested from participants.

## **4. Programmed instruction/learning**

This is step-by-step self-learning method where the medium may be a textbook, computer or the internet. This is a systematic method for teaching job skills involving presenting questions or facts, allowing the person to respond and giving the learner immediate feedback on the accuracy of his or her answers."

## **5. Role-playing**

In this method, the trainees are assigned a role, which they have to play in an artificially created situation. For example, a trainee is asked to play the role of a trade union leader and another trainee is required to perform the role of a HR manager. This technique results in better understanding of each other's situation by putting foot in other's shoes.

### **Video Content / Details of website for further learning (if any):**

#### **link:**

<https://www.toppr.com/guides/business-management-and-entrepreneurship/human-resource-management/training>

### **Important Books/Journals for further learning including the page nos.:**

Net reference

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