

UNIT-IV CHAPTER 12

EMPLOYEE TRAINING METHOD

INTRODUCTION

As organizations respond to the pressures for change from an increasing competitive environment, the employees at all level need to develop new capabilities and new skills. Systematic training and development is essential to make the human resources full effective. Though some of the employees already have some previous knowledge regarding the jobs, others may be entirely new to the jobs. So training is essential acquaint themselves with the jobs. Training is the act of increasing or enhancing the new skill of problem solving activity and technical knowledge of an employee for doing the jobs themselves. This chapter deals clearly the employee training methods.

I. CHOOSE THE CORRECT ANSWERS

- Off the Job training is given _____.
a) In the class room
b) On off days
c) Outside the factory
d) In the playground**
- Vestibule training is provided _____.
a) On the job
b) In the class room
c) In a situation similar to actual working environment
d) By the committee**
- Improves Skill Level of employees to ensure better job performance _____.
a) Training b) Selection
c) Recruitment d) Performance appraisal**
- When trainees are trained by supervisor or by superior at the job is called _____.
a) Vestibule training b) Refresher training
c) Role play d) Apprenticeship training**
- _____ is useful to prevent skill obsolescence of employees
a) Training b) Job analysis
c) Selection d) Recruitment**
- Training methods can be classified into training _____ training
a) Job rotation and Job enrichment
b) On the Job and Off the Job
c) Job analysis and Job design
d) Physical and mental**
- Case study method is _____ type of train-ee.
a) Only theoretical training
b) Both theory and practical training
c) Hands on training
d) Abservation Training**
- Elaborate discussion on specific topic comes under _____ method of training.
a) Under study b) Coaching
c) Conferences d) Counseling**

II. VERY SHORT ANSWER QUESTIONS:

- What is meant by training?**
Training is the organized procedure by which people learn knowledge and skill for a definite purpose.
- What is Mentoring training method?**
 - ❖ Mentoring is the process of sharing knowledge and experience of an employee.
 - ❖ It is always done by senior person
 - ❖ It is a one-to-one interaction like coaching
 - ❖ The mentor is responsible for providing necessary support to trainees, and feedback on the performance of the trainee.
- What is Role play?**
 - ❖ Under this method the trainees are explained the situation and assigned roles.

- ❖ They have to act out the roles assigned to them without any rehearsal.
- ❖ There are no pre-prepared dialogues.
- ❖ The members have to assume role and play the role without any preparation.
- ❖ For example, the role of customer and salesman; management and union leader.

4. State e-learning method?

- ❖ The use of technological process to access of a traditional classroom or office.
- ❖ E-Learning is also often referred to use online learning or web based training.
- ❖ It helps in reducing the cost.
- ❖ It helps in giving training anywhere and any time through internet.

III. SHORT ANSWER QUESTIONS:

1. What is vestibule training?

- ❖ It is a training of employees in an environment similar to actual work environment artificially created for training purpose.
- ❖ This type of training is given to avoid any damage or loss to machinery in the actual place.
- ❖ It helps in avoiding the disturbance of normal workflow in the actual workplace.
- ❖ It is given to Drivers, Pilots, Space Scientists etc.

2. What do you mean by on the job Training?

- ❖ On – the – job training is a form of training provided at the workplace.
- ❖ During the training the employees are familiarized with the working environment.
- ❖ Employees get a hands-on experience using machinery, equipment, tools, materials etc.
- ❖ An experienced employee or a manager are executing the role of the mentor.
- ❖ It is an inexpensive method of training.
- ❖ Coaching, job rotation, mentoring, job instruction, committee assignment are some of the avenues of the on-the-job training.

3. Write down various steps in a training programme.

- ❖ Whom to train?
- ❖ Who is the trainee?
- ❖ Who are trainers?

- ❖ What method will be used for training?
- ❖ What should be the level of training?
- ❖ Where to conduct the training programme?

4. Write short note on trainer and trainee.

Trainer:

- ❖ Trainer is the person who teaches skills to employee and prepare them for the job activity.
- ❖ Trainers may be supervisor, coworkers, HR staffs,
- ❖ In the other parts of the company the trainers may be outside consultants, industry association, faculty members of educational institutions like university etc.
- ❖ The trainers are also otherwise called as Instructor, Coach, Teacher, Mentor, Advisors, Counsellors, Guide, Guru, Manager, Handler, Tutor and Educator etc.

Trainee:

- ❖ A person who is learning and practicing the skills of particular job is called as trainee.
- ❖ Trainees should be selected on the basis of self interest and recommendation by the supervisor or by the human resource department itself.

IV. LONG ANSWER QUESTIONS:

1. Define training. Discuss various types of training.

According to Mathis and Jackson "Training is a learning process whereby people learn skills, concepts, attitudes and knowledge to aid in the achievement of goals.

I) On the Job Training:

On the job training refers to the training which is given to the employee at the work place by his immediate supervisor.

The following are the on the job training methods.

i) Coaching Method

- ❖ In the coaching method of training, the superior teaches or guides the new employee about the knowledge and skills relevant to a given job.
- ❖ In this method superior plays the role of coach or guide and an instructor.
- ❖ Under this method the superior should point out mistakes/lapses committed by the

new worker and also advise the remedial measures, to trainees.

- ❖ The trainees can clear their doubts then and there.

ii) Mentoring method:

- ❖ Mentoring is the process of sharing knowledge and experience of an employee.
- ❖ The focus in this training is on the development of attitude of trainees.
- ❖ It is mostly used for managerial employees.
- ❖ Mentoring is always done by senior person, it is also one-to-one interaction, like coaching.
- ❖ Besides the mentor is responsible for the providing necessary support to trainees, and feedback on the performance of trainee.

iii) Job Rotation Method

- ❖ Under this method a trainee is periodically shifted from one work to another work and from one department / division to another department / division for a particular period of time.
- ❖ The main aim of job rotation is to expose the employee to various inter related jobs.

iv) Job Instruction Techniques (JIT) Method:

- ❖ In this method, a trainer at the supervisory level gives some instructions to an employees to how to perform his job and its purpose.

v) Apprenticeship Training Method:

- ❖ The apprentice or trainee learns the job knowledge and skills from the trainer or superior or senior worker.
- ❖ Generally the apprenticeship training is given to the technical cader like that Mechanics, Electricians, Craftsmen, Welders, Fitter etc.,
- ❖ This duration of this training programme ranges from one to five years.
- ❖ The trainee gets the stipend during the training period.

II) Off the Job Training:

- ❖ Off the job training is the training method where in the workers/employees learn the job role away from the actual work floor. In other words training which is carried out away from your normal place of work.

i) Lecture Method:

- ❖ Under this method trainees are educated about concepts, theories, principles and

application of knowledge in any particular area.

- ❖ Trainer may be generally drawn from Colleges, Universities, Consultancies, Institutions, Manufacturing concern, Union etc.,
- ❖ They impart training effectively by their oratorical skill, knowledge and practical knowledge using audio visual tools.

ii) Group Discussion Method

- ❖ Under this method participants are divided into various groups.
- ❖ They were provided a particular issue for deliberation. Each groups has to prepare solution after deep discussion with their group members.
- ❖ The group leader has to present the solution to the audience, which will be discussed or deliberated by other groups.
- ❖ Moderator will give final solution after listening to divergent view points.

iii) Case Study Method

- ❖ Trainees are described a situations which stimulate their interest to find solution.
- ❖ They have to use their theoretical knowledge and practical knowledge to find solution to the problem presented.
- ❖ There is no single solution to the problem.
- ❖ It may vary depending upon view points of trainees.
- ❖ In short, the purpose of case study method is, to make trainee apply their knowledge.

v) Role Play Method

- ❖ Under this method trainees are explained the situation and assigned roles.
- ❖ They have to act out the roles assigned to them without any rehearsal.
- ❖ There are no pre-prepared dialogues.
- ❖ Thus they have to assume role and play the role without any preparation.
- ❖ For example the role of customer and salesman, management and union leader, foreman and worker etc. may be played in the training arrangements.

vi) Seminar/Conference Method

- ❖ This method enables the trainees to listen to the lectures / talk delivered on specific topics and provides opportunities to participate, to interact with the speaker and get their doubts

clarified or select participants may be allowed to present papers with the audio visual aids as delegates.

- ❖ They share their rich experience at the seminar through their papers.
- ❖ Thus participants can widen and deepen their knowledge by their active participation

at the conference. e.g. Doctors conference, Salesman Conference etc.,

- ❖ This is one of the oldest method, but still a favorite training method.

2. What are the difference between on the job training and off the job training?

Sl.No	Basis of Comparison	On the Job Training	Off the Job Training
1.	Meaning	The employee learns the job in the actual work environment	Off the job training involves the training of employees outside the actual work location
2.	Cost	It is cheapest to carry out	It requires expenses like separate training rooms, specialist, resources like projectors
3.	Location	At the work place	Away from the work place
4.	Suitable for	Generally imparted in case of Manufacturing for production related jobs	Mostly imparted for managerial and non production related jobs
5.	Approach	Practical approach	Theoretical approach
6.	Principle	Learning by performing	Learning by acquiring knowledge
7.	Carried out	It is carried out by the experienced employee	Training which is provided by experts
8.	Deals with	Training is very relevant and practical dealing with day-to-day requirement of job	It can more easily deal with groups of workers at the same time
9.	Work disturbance	The scope for distractions is more, as there may be noise and disturbances because of working machines, tools and gadgets.	There is no distraction because trainees are away from the actual working environment.
10.	Methods	Coaching, job rotation, apprenticeship, mentoring, under study, job instruction, committee assignment are some of the avenues of On-the job training methods.	Role-plays, seminars, lectures, case studies, vestibule field trip programmed instruction demonstration e-learning are the some of the off-the job training methods.

3. Explain the benefits of training.

(i) Benefits to the Organization

- ❖ It improves the skill of employees and enhances productivity and profitability of the entity.
- ❖ It reduces wastages of materials and idle time
- ❖ It exposes employees to latest trends.
- ❖ It minimizes the time for supervision. It reduces the frequency of accidents at workplace and consequent compensation payment.
- ❖ It reduces labour turnover of employee
- ❖ It improves union and management relation.

(ii) Benefits to the Employees

- ❖ It adds to the knowledge skill and competency of employee
- ❖ It enables him to gain promotion or achieve career advancement in quick time.
- ❖ It improves the employees productivity
- ❖ It enhances the morale of the employee.
- ❖ Employees get higher earnings through incentives and rewards.
- ❖ It builds up the confidence of employee by changing his attitude positively towards work
- ❖ It enables him to observe safety practices voluntarily during his engagement in dangerous operation

(iii) Benefits of Customer

- ❖ Customers get better quality of product/service.
- ❖ Customers get innovative products or value added or feature rich products.

ADDITIONAL QUESTIONS:**I. CHOOSE THE CORRECT ANSWERS:**

1. Which of the following persons are known as trainers?
a) Mentor b) Guide
c) Guru d) All of the above
2. Sharing of knowledge and experience of an employee is known as _____.
a) Coaching b) Role play
c) Mentoring d) None of the above
3. The following are the benefits of training
a) Increased productivity b) Reduced accidents
d) Reduced supervision d) All of the above
4. _____ is widely used for human relations and leadership training
a) Business games b) Role playing
c) Case Study method d) Job rotation
5. _____ refers to the learning opportunities designed to help employees grow.
a) Training b) Development
c) Education d) All of the above

6. Which of the following is a hindrance to effective training?

- a) Career planning workshop
- b) Aggregate spending on training is inadequate
- c) Mentoring
- d) Career counseling

7. _____ are variable rewards granted to employees according to variations in their performance.

- a) Remuneration b) Perks
- c) Fringe Benefits d) Incentives

8. Which one of the following is not the operative function of HRM?

- a) Development b) Controlling
- c) Compensation d) Integration

9. Which one of the following is not in sequence of personnel training procedure?

- 1. Instructor preparation 2. Present the task
- 3. Try out performance 4. Training performance
- 5. Follow up
- a) 1,2,3,4,5 b) 2,1,4,3,5
- c) 1,4,2,3,5 d) 3,1,2,5,4

10. Assertion(A): Inevitable the firm must go to the external sources for lower entry jobs.

Reason(R): For positions where required qualification/experience are not met.

Codes:

- a) Both A & B are not correct
- b) A is true, but B is false
- c) R is true, but A is false
- d) Both A and R are correct.

11. Statement (A) : Training is for present jobs. Statement (B) : Development is for future jobs.

Statement (C) : Orientation is not enough for employee

Statement (D) : Training help employees to their present job

- (A) Statement 'A', 'B' and 'C' are true
- (B) Statement 'B', 'C' and 'D' are true
- (C) Statement 'A', 'C' and 'D' are true
- (D) statement 'A', 'B', 'C', 'D' is true

12. Assertion (A): Merit rating of an employee is the process of evaluating the employees performance on the job in terms of the requirements of the job.

Reason (R): Employees' merit rating is a technique for fair and systematic evaluation of an employee's capacities and abilities and performance on the specific job.

Codes:

- (A) Both (A) and (R) are correct, and (R) is the right explanation of (A).
- (B) Both (A) and (R) are correct, but (R) is not the right explanation of (A).
- (C) Both (A) and (R) are incorrect.
- (D) (R) is correct, but (A) is incorrect.

13. Assertion (A): In the coaching method of training, the superior teaches or guides the new employee.

Reason (R): The superior plays the role of coach or guide and an instructor.

- (A) Both (A) and (R) are correct, and (R) is the right explanation of (A).
- (B) Both (A) and (R) are correct, but (R) is not the right explanation of (A).
- (C) Both (A) and (R) are incorrect.
- (D) (R) is correct, but (A) is incorrect

14. Assertion(A): There is no prepared dialogues in Role –Play method.

Reason(R): Under Role play method trainees are explained the situation and assigned roles.

- (A) Both (A) and (R) are correct, and (R) is the right explanation of (A).
- (B) Both (A) and (R) are correct, but (R) is not the right explanation of (A).
- (C) Both (A) and (R) are incorrect.
- (D) (R) is correct, but (A) is incorrect

15. Statement (A) : Job analysis information provides the foundation of an organization's hum resource information system.

Statement (B) : The job analysis information can be collected through interviews, juries of experts, mail questionnaires, employee logs, direct observation, or some combination of these techniques.

Code:

- (A) Statement 'A' and statement 'B' both are true
- (B) Statement 'A' and statement 'B' both are untrue
- (C) Statement 'A' true but statement 'B' is untrue
- (D) Statement 'B' is untrue but statement 'A' is true

ANSWERS									
1	d	2	c	3	d	4	b	5	b
6	b	7	d	8	b	9	c	10	d
11	d	12	b	13	a	14	a	15	a

II. VERY SHORT ANSWER QUESTIONS:

1. What is meant by coaching method?

- ❖ The superior teaches or guides the new employee about the knowledge and skills relevant to a given job.
- ❖ In this method superior plays the role of coach or guide and an instructor.
- ❖ The trainees in this method can clear their doubts then and there.

III. SHORT ANSWER QUESTIONS:

1. Write short note on Programmed Instruction Method.

- ❖ The subject matter to be learnt is presented in a series of units.
- ❖ These units are arranged from simple to complex level.
- ❖ Trainee has to read the unit, understand the concept and take part in self-evaluation exercises.
- ❖ The system provides feedback on the accuracy of response given by trainee.
- ❖ On the successful completion of each and every unit, he/she will go to subsequent level.
- ❖ If they forget they will go back to original and if they do not forget they will be move on to the next level.

IV. LONG ANSWER QUESTIONS:

1. What is the need for training? (Any five)

The purpose of Training can be explained as follows:

i) Improved Quality of Work

- ❖ Training helps to focus on specific area and develop employee skills.

- ❖ It enables employee to increase the quality of work carried out by them.

ii) Enhance Employee Growth

- ❖ Employees who undergo training becomes good at their job.
- ❖ Imparting new skills helps in performance enhancement of the employees.

iii) Prevention of Obsolescence:

- ❖ Training helps to learn more knowledge regarding the latest technologies and techniques.
- ❖ The employee gets updated with the latest technology and trend.

- ❖ The major purpose of training is to avoid obsolescence.

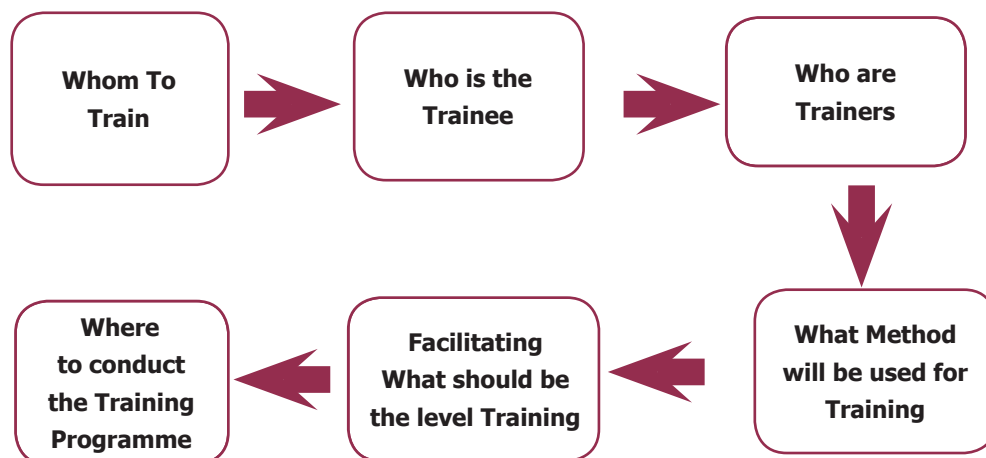
iv) Enlightening New Recruits

- ❖ New employee can learn the methods of working, techniques, reporting, related tools and equipment used in the job, the work culture of the company etc. with the help of training.

v) Improved Safety Measures:

- ❖ Employees gain awareness about the risks involved in job and safety measure to be adopted through a proper training program.
- ❖ This helps to improve safety in the work place and avoid accidents.

2. Explain the steps in designing a training programme.



1. Whom to Train?

- ❖ Training department has to determine the candidates for whom the training should be imparted.
- ❖ In other words it should identify whether it is needed for operational level employees or supervisory level employees or executive level.

2. Who is the Trainee?

- ❖ A person who is learning and practising the skills of particular job is called trainee.
- ❖ Trainees should be selected on the basis of self-interest and recommendation by the supervisor or by the human resource department itself.

3. Who are Trainers?

- ❖ Trainer is a person who teaches skills to employee and prepares them for a job activity.
- ❖ Trainers may be supervisor, co workers, and

HR staffs, specialists in the other parts of the company, outside consultants, industry association, and faculty members of Educational Institutions like University etc.

- ❖ The trainers is otherwise called Instructor, Coach, Teacher, Mentor, Adviser, Counsellor, Guide, Guru, Manager, Handler, Tutor and Educator etc.,

4. What Method will be used for Training?

- ❖ Training segment should decide the appropriate method of training among the various methods of training available.

5. What should be Level the Training?

- ❖ Training department should decide the level of training to be imparted to the employees.
- ❖ Usually introductory training is given to new recruit to sensitize item to various aspects of the work.

- ❖ Middle level employees are given skill development training while higher level training is given for enhancing the functional efficiency of executives.

6. Where to Conduct the Training Programme?

- ❖ The venue of training and duration of training should be fixed based on the availability of other related factors.

FOR OWN THINKING:

1. Identify points of differences between HRM and HRD.

SL.No	Basis of Difference	HRM	HRD
1.	Meaning	HRM refers to the application of principles of management to manage the people working in the organization	HRD means a continuous development function that intends to improve the performance of people working in the organization
2.	Nature of work	It is a Management function	It is a part of HRM
3.	Functional Nature	It is Reactive in Nature	It is Proactive in Nature
4.	Aim	It helps in improving the performance of the employees	It helps in developing the knowledge and competency of employees
5.	Concerned people	It is concerned only employees of the organization	It is concerned with the development of the entire organization

2. Analyse the impact of Change Management.

Managing change effectively provide benefits that help organizations sustain competitive advantage in the ever changing world. These benefits include but not limited to the following:

- 1) Managing change enables the organizations to respond quickly to the changing customer demands.
- 2) The management and the organization will realize the importance of change and the expected benefits it derived when implemented in the right way.
- 3) It allows more flexibility whenever pressures for change arise. The ability to adapt change when it occurs help the organization improve in terms of processes, decision making capabilities, financial returns and others.
- 4) Easy identification of problem that requires change efforts and enable organization to familiarize those problems that requires change plan.
- 5) Change can be implemented without affecting the daily activities of the organization.
- 6) It provides the management the know-how in assessing the overall impacts of change.
- 7) Understanding the change process by all employees would likely improve their performance

thus, improve organizational performance.

- 8) Change management helped the organization to identify accurately the problems or anticipate challenges and respond to it efficiently and effectively.
- 9) Change management enable organizations to save cost and increase return on investment thereby reduce waste of resources, time and efforts.
- 10) Establish opportunities for the development of best practices, leadership development and team developmen Managing change effectively provide benefits that help organizations sustain competitive advantage in the ever changing world.

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The following are the impact of change management :

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3. Prescribe ways of resolving Conflict Management.

The following are the ways of resolving conflict management.

- ❖ Avoiding
- ❖ Competing

- ❖ Accommodating
- ❖ Collaborating
- ❖ Compromising

4. Project ways of having a control over the operation of Trade Unions.

Uneven Growth of Unionism
Small size of Unions
Financial weakness
Multiplicity of trade union
Avoid leadership issues
Politicalisation

5. Clearly specify the available Competency Mapping Process.

The following are the competency mapping tools

- ❖ Interviews
- ❖ Questionnaires
- ❖ Assessment centres
- ❖ Critical incidents techniques
- ❖ Psychometric test

6. Designing new ways of Recruitment through internet.

- ❖ The first step is creating an open request
- ❖ Attracting and sourcing candidates
- ❖ Screening and short listing candidates
- ❖ Interviewing and hiring candidates

7. Enhancing the role of HR department in promoting work life balance.

- ❖ Following are some ways HR can support these changes in promoting work life balance.
- ❖ Be there for employees
- ❖ Introduce workplace flexibility
- ❖ Act as an example

8. Simplifying the process of registering in Employment Exchanges.

- ❖ Visit State Employment Exchange website for online registration.
- ❖ Log in and select the district name.
- ❖ Fill the profile form
- ❖ Keep the acknowledgement for future reference.
- ❖ Produce all relevant certificates within 15 days from the date of registration.
- ❖ Submit any one of the KYC document.
- ❖ Finally, employment exchange will issue a registration card carrying registration number with date of renewal of that registration.