

DELIGHT CONCEPT

COURSE CODE: BUS325

COURSE TITLE: HUMAN RESOURCES MANAGEMENT

Define Retirement and explain the two main types of retirement.

Retirement can be defined as a time when an employee reaches the end of his working life. The most important factor in retirement is the time factor. So time dependent is retirement. It is that governments pre-determine the span of a working life for employees.

The span of working life covers the time a man enters work until the age of 65 years and for a woman until the age of 60 years. In Nigeria the time limit is non-gender discriminatory. It is rather profession discriminatory. Judges and University Lecturers are exempted from the 65 years compulsory retirement age. This statutory retirement age is mandated by law that men and women should retire at the age of 65 years or 35 years in service.

There are two main types of retirement:

- Mandatory
- Voluntary

Mandatory/Voluntary Retirement

Mandatory Retirement Age: In the light of the life expectancy of modern times the mandatory retirement age is 65 years

Many organizational managers have maintained that compulsory retirement at a fixed age for all is beneficial. The following are the reasons given:

- It is simple to administer with no implications to prove that the older employee no longer meets the job requirements.
- Openings are created to which younger employees can advance.
- Human Resources planning are facilitated when retirement schedules are known.
- Graceful exits are provided for employees who are no longer qualified in as much as the firm will wait out the final few years of declining productivity.
- It stimulates employees to make plans for retirement in advance of a known date.

Voluntary retirement is when a staff who is not up to the 65 years mandatory retirement age wishes to disengaged from the service. In Nigeria an employee under the pensionable service has an option to retire voluntarily at any age from 45 years to 60 years. But at the age of 60 years or 35 years in service however, he has to retire mandatorily.

Discuss the Historical Evolution of Human Resources Management

The existing literatures on the historical evolution of human resources management are not unanimous on the origin of the subject; writers have traced the history based on the economic development of their countries.

The American version of the origin of human resource management noted its origin in the pre-industrial era of 1400 – 1700 and ran through nine sequential stages which are: The Industrial revolution and the factory system, the emergence of managerial capitalism, industrial psychology, the World War I and the emergency of personnel administration, the human relations movement the “golden age” of industrial relations, the quality of work-life, and finally the emergency of contemporary Human Resources Management functions.

On the other hand, the British history of the evolution of human resources management has been a haphazard process which occurred in an unplanned fashion, informed by environmental forces in industry, business and society than to logical or conscious development.

Nevertheless, six major stages can be identified in the British version of the evolution of Human Resources Management.

The first phase is the WELFARE-ERA (1915 – 1920s). This was the period that the management of factories have to provide employees with welfare facilities such as canteen, medical centres and showed interest in employee's personal well-being.

The second is Personnel Administration which covered 1930's – 1940's. The need to provide factory managers with personnel support services in the area of recruitment, training and record keeping here accentuated by the great depression of 1930's

The personnel management phase I as they are in two (2) phase's spans 1940's – 1970's. The first phase is between 1940's to 1950's. The era witnessed an enlargement of personnel functions from the mere provision of welfare and support services to other, they personnel functions from the mere provision of welfare and support services to other key personnel functions: such as appraisal compensation, and bargaining, designated welfare officials now transformed into labour matters and become involved in industrial relation practices. The environmental factor responsible for this rapid transformation from personnel administration to personnel management was, the World War II which led to the scarcity of required personnel needed to keep the factories in operation. However, it must be stated that during this period, personnel management was practiced at the tactical level.

The Personnel Management Phase II Spans (1960's – 1970's). This was more developed stage of human relations in which services and functions provided in the rudimentary Stage that characterized phase one was extended into organizational and management levels. These included a systematic and scientific training, manpower planning and salary administration.

Concepts such as organizational development and job enrichment were integrated into the personnel function. Industrial relations became a major pre-occupation and this period witnessed production bargaining. Just as welfare officers become labour managers so did personnel managers evolve into personnel directors and consequently attended the meeting of board of directors and participated in the formulation of business policies and strategies, however, their involvement in formulating strategies was limited to the parochial and streamlined functions assigned to the personnel department.

As was the case in Personnel Management whose stages were in two phases so also was that of the Human Resources Management. The phase one of the Human Resource Management was in the 1980's. This concept evolved from the writings of American academics. It was conceptualize to reflect the practices of hitherto personnel specialist adjusting to the work place culture and dynamic market. The focus shifted from mere management of people to an attempt by the personnel specialist to contribute to the overall growth of the firm by strategies. This goal of contributing to the growth of the organization, necessitated the rise of such concept as performance related pay and performance management system.

The Human Resources Management Phase two was in the 1990's. During this period, the concept emphasized the virtues of team work, empowerment and continuous development in the learning organization. The role of Human Resources in total quality management also came to the forefront; new approaches were developed to such processes as culture management, reward management and management development.

With the re-structuring of organizations and its attendant consequences on staff strength, personnel directors become involved in redundancy and downsizing exercise in order to maximize the gains of the firm. The importance of being strategic was buttressed and human resources specialist became more concerned with bench marking in order to establish the best practice.

Explain the Importance of Human Resources Management.

Human resources, along with financial and material resources contribute to the production of goods and services in an organization. Physical and monetary resources by themselves cannot improve efficiency or contribute to an increased rate of return on investment. It is through the combined and concerted efforts of people that monetary or material resources are harnessed to achieve organizational goals. But these efforts, attitudes and skills have to be sharpened from time to time to optimise the effectiveness of human resources and to enable them to meet great challenges. This is where Human Resources Management plays a crucial role. It helps the organization in multi-farious ways.

(i) Good Human resource practice can help in attracting and retaining the best people in an organization. Planning alerts the company to the types of people it will need in the short, medium and long-run.

(ii) It appropriates recruitment and selection activities, identify the best people for available jobs and make sure they are placed in suitable position.

(iii) Performance appraisals and training develop individuals who need skills, knowledge and attitudes different from those they currently possess.

(iv) Good human resources practice can also motivate organizational members to do outstanding work

Write concise note on the following.

- Formal Organization

-Informal Organization

-Responsibility

-Authority

-Accountability

Formal Organization:

This is a system of well defined jobs each bearing a definite measure of authority, responsibility and accountability. Here the manager describes organizational relationships in a written and graphic manner.

Informal Organization :-

Informal organizations are known as social groups within an organization while the informal group is spontaneous the formal organization is the result of a deliberate and planned effort to pattern activities and relationships in specified way to facilitate the achievement of goals in a smooth manner.

Responsibility

- Edwin B. Flippo defines responsibility as one's obligation to perform the functions assigned to the best of one's ability in accordance with directions received. Responsibility is derived from function which is the origin for relationship. Hence it is called a functional derivative. The important principles which could be observed in delegating responsibility are:
- Absence of overlapping responsibilities
- Functional similarity which facilitates specialization should be taken into consideration while delegating responsibility.
- Clear identification of responsibility limits.
- Avoidance of gaps in delegation of responsibility.
- Unnecessary function or responsibility which does not contribute to organizational goals should be avoided.

Authority

This is the right to give orders and the power to exact obedience. It is the right to decide what should be done or the right thing to do. Authority is the power to command or to exact action from others in the process of discharging the delegated responsibility. Thus authority is derived from functions. The important principle of authority is that Authority should equate responsibility. In other words required amount of authority should be delegated to discharge responsibility. This principle avoids misuse of authority and at the same time helps in proper discharge of responsibility.

Accountability

This is the requirement of answerability for one's performance. It is the opposite phase of responsibility in the sense that responsibility flows downward while accountability flows from bottom to the top for proper performance. If one has been delegated with co-equal authority and responsibility he can logically be held accountable for results. While authority is delegated from a superior to a subordinate, accountability is created. Accountability is derived from authority. The important principle of accountability is single accountability. This responsibility is functional derivative authority which is derived from responsibility, and accountability is derived from authority.

Give account of various approaches to job design

There are three important approaches to job design:-

- Engineering Approach
- Human Approach
- Job Characteristic Approach

1. Engineering Approach –

This approach can be attributed to Frederick W. Taylor, (1911) on the issue of the Task Idea. According to him "The work of every workman is fully planned out by the management at least on a day in advance and each man receives in most cases complete written instructions, describing in details the task which he is to accomplish..... This task specifies not only what is to be done but how it

is to be done and the exact time allowed for doing it. The principles offered by Scientific Management to job design can be seen as follows-

- Work should be scientifically studied
- Work should be arranged so that workers can be efficient
- Employees selected for work should be matched to the demand's of the job
- Employees should be trained to perform the job
- Monetary compensation should be used to reward successful performance of the job.

These principles to job design seem to be quite rational and appealing because they point toward increases in organizational performance.

Specialization and routinization over a period of time results in job incumbents'' becoming experts rather quickly, leading to higher levels of output. Despite the assumed gains in efficiency, behavioural scientists have found that some job incumbents dislike specialized and routine jobs.

2. Human Approach –

The human relations approach recognized the need to design jobs which are interesting and rewarding. Herzberg''s research popularised the notion of enhancing need satisfaction through what is called job enrichment. One widely publicized approach to job enrichment uses what is called the job characteristics model.

According to Herzberg there are two types of factors:

- Motivators like achievement, recognition, work itself, responsibility, advancement and growth.
- Hygiene Factors - Which merely maintains the employee on the job and in the organizational policies, interpersonal relations, pay and job security. This Herzberg asserted that the job designer has to introduce hygienic factors adequately so as to reduce dissatisfaction and build motivating factors. This Herzberg has laid emphasis on the psychological needs of employees in designing jobs.

(3) Job Characteristics Approach –

This approach was propounded by Hackman and Oldham which states that employees will work hard when they are rewarded for the work they do and when the work gives them satisfaction. Hence, they suggest that motivation, satisfaction and performance should be integrated in the job design. According to this approach, any job can be described in terms of core job dimensions which are defined as follows:

- Skill variety - The degree to which a job requires a variety of different activities so that the workers can use a number of different skills and talents.
- Task Identity - The degree to which a job requires completion of a whole and identifiable piece of work.
- Task Significance - The degree to which the job has a substantial impact on the lives or work of other people.
- Autonomy - The degree to which the job provides substantial freedom, independence and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.
- Feedback - The degree to which an individual requires direct and clear information about the effectiveness of his or her performance.

This approach explains that existence of core job characteristic in a job, gives the psychological satisfaction of meaningful work to the job incumbent. The characteristics of autonomy gives the job incumbent a feeling of personnel responsibility for the result and the characteristics of feedback from job which leads to psychological state of knowledge about their own performance of the job incumbent. The core job dimensions can be combined into a single predictive index called the motivating potential score.

Identify ten (10) Sources of Job Analysis Information.

Information about job analysis may be obtained from three principal sources that include:

- (i) From the employees who actually perform the job.
- (ii) From other employee such as the supervisors and foremen who watch the workers while doing a job and thereby acquire knowledge about it
- (iii) From outside observers specially appointed to watch employees performing a job. Such outside persons are called trade job analysts. Sometimes special job reviewing committees are also established.

Job analysis provides the following information.

- (iv) Job identification: Its title, including the code number. Significant characteristics of a job. Its location, physical setting, supervision union, jurisdiction, hazard and discomforts.
- (v) What the typical worker does? This includes collection of information on specific operations and tasks to be performed by the typical worker, including their relative timing and importance their simplicity, routine or complexity the responsibility for others.
- (vi) Job Duties. A detailed list of duties along with the probable frequency of occurrence of each duty.
- (vii) What materials and the equipment the worker uses. Metals, plastics, grains, yarn or lathes milling machineries testers, punch presses and micrometers
- (viii) How a job is performed. Here emphasis is on the nature of operations like lifting, handling, cleaning, washing, feeding, removing, drilling, droning, setting-up and the like.
- (ix) Required personal attributes. This includes experience, training undertaken apprenticeship, physical strength, co-ordination or dexterity, physical demands, mental capabilities, aptitudes, social skills etc.

- (x) Job relationship. This includes opportunities for advancement, patterns of promotions, essential co-operation. Job analysis also provides the information relating to mental skills, working conditions, hazards, education, and vocational preparation.

Job description is written summaries of the basic tasks associated with a particular job. This may also include the nature and scope of the job. Explain steps taken in job description.

How to prepare a job description

- **Job Title:** Every job or the job-Holder must have a title or description. The job title should reveal the functions inherent in a job. E.g. Account manager performs accounting functions.

- **Whom to Report:** It is an assumption that the final authority in work-delegated organization does not rely on any individual but in the board of directors. Consequently, any employee in work organization must report to some other persons. In stating the reporting relationship of the job holder, existing network of relationship, the jobholder may have other functional heads that must be ignored i.e. Job description does not state a multiple reporting relationship.

It simply identifies and states the job holder's immediate boss.

- **Reporting to the Job-Holder:** The job holder may have a number of subordinates under him, in the absence of subordinates; the numbers of employees on the same job with job holder are stated.

- **Job Purpose and Scope:** Here an attempt is made to describe as precisely as possible the purpose of the job. This is to give a mental picture of the job, which distinguishes it from other jobs. The purpose of the job will naturally lead to the activities or task to be performed by the Jobholder in actualizing that purpose.

- **Description of Duties:** The task required to be carried out by the job holder in accomplishing the purpose of the job are spelt out.

- **Nature and Scope:** Selection of the Job Description, gives an analysis of the job holders role within the context of the organization. It highlights the significance of the task and the implication of non-performance in certain organizations. Such as that used as specimen the nature and the scope of the task is divided into three aspects.

- (i) Human Relations
- (ii) Management Content,
- (iii) Financial and Human Implications.

Job description actually ends with the financial and human implication and what follows next is job specification.

Define the term Recruitment and analyze areas of Recruitment.

Definition

Ibrahim Omale defines recruitment as “that process which starts from getting an applicant interested enough in a job and in a particular organization to write and application, and the process stops when his application has been received in the organization. Thus recruitment is the salesmanship which organizations do for themselves and the various jobs they have for filling”. Recruitment can further be defined as the effort to attract sufficient and suitable potential employees to apply for vacancies in the organization.

Areas of Recruitment

- The Schools:

These are the largest markets from which the public as well as private agencies choose their work force. Here we have the Universities and the Polytechnics. Availability of potential employees in the school system thus depends on their areas of emphasis e.g. College or University of Education to recruit Teachers and Lecturers.

- Citizenship:

Ordinarily potential employees in the public sector service of a country are limited to its citizens. The area open to public agencies for recruitment is the generality of its citizenship although limitation relating to place of origin and age does limit the size of potential employees.

- Place of Origin:

It is usual, in order to prevent “monopoly” of jobs by only a particular sector of society to require that jobs be spread. In the Nigerian case it is referred to as “Quota System”. To do this requires representation by all areas concerned and therefore, even if the best potential employee comes from a given place, if it is not the turn of the place, or if the place has exhausted its share, this places a limitation on it.

- Age Limits:

Although the entire citizenry of Nigeria provides the market for potential employees, not every Nigerian is employable on the basis of age limits. Currently no one below the age of 16 maybe employed in government. Also no one above 50years maybe given a tenure job in the Civil Service. Tenure job is a concept where a particular job especially in the public service barring all other circumstances is attached a time limit.

Define training and core motives of training.

G.A. Cole defines training as any learning activity which is directed towards acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task

Motives of Training

The personnel manager formulates the following training objectives in mind:

- To prepare the employee both new and old to meet the present as well as the changing requirements of the job and the organization.
- To prevent obsolescence
- To impart the new entrants the basic knowledge and skill they need for an intelligent performance of a definite job.
- To prepare employees to function more effectively in their present position by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
- To build up a second line of competent officers and prepare them to occupy more responsible positions.
- To broaden the minds of senior managers by providing them with opportunities of an interchange of experiences within and outside with a view to correcting the narrowness of outlook that arise from over-specialization.
- To ensure smooth and efficient working of a department.
- To ensure economical output of required quality
- To promote individual and collective morale, a sense of responsibility co-operative attitudes and good relationship.

Discuss the fundamental assumptions underlying The New Theory of Management Theory X.

The assumptions here include the following:

- Management is responsible for organizing the elements of productive enterprise – money, materials, equipment , and people in the interest of economic ends.
- Human beings by nature are not passive or resistant to organizational needs. They have become so as a result of experience in the organization.
- The motivation, the potential for developing the capacity for assuming responsibility, the readiness to direct behaviour towards organizational goals, are all present in people. It is the responsibility of management to make it possible for people to recognize and develop these human characteristics for themselves.
- The essential task of management is to arrange organizational conditions and methods of operation so that people can achieve their own goals best by directing their own efforts towards organizational objectives.

This is a process primarily creating opportunities releasing potential, removing obstacles, encouraging growth and providing guidance, It does not involve the abdication of management, the absence of leadership, the lowering standards or the other characteristics usually associated with the soft approach under Theory X.

What are the various models of communication.

A – Sender: This is the individual group or organization that attempts to transmit, communicate information to another individual or group or organization

B – The Receiver: This is the individual or group that the sender attempts to transmit information to or wishes to communicate with the sender/receiver relationship is to make the receiver behave or act in manners that is desirable to the sender.

C – Encoding: This is the translating of mental thoughts, idea or wish into a code or language that can be understood by intended receiver. In the encoding process, words, numbers, gestures, non-verbal elements such as facial expressions or pictures are used.

D – The Message: This is the output of encoding messages may contain hidden agenda as well as trigger aggressive or emotional reaction. Messages relay what the sender has encoded.

E – Medium: The medium is the carrier of the message. It is the means by which the message is sent. Messages are sent to be received in a variety of ways. These include face-to-face communication, telephone communication, group meetings, fax, and memos.

Choosing an appropriate medium depends on many factors including the nature of the message, its intended purpose, the type of audience, proximity to the audience, time horizon for disseminating the message and personal preferences.

F – Decoding: For the process of communication to be complete, the message must be decoded so that it becomes relevant to the receiver. Decoding is the technical term for the receivers thought processes which involve interpretation. It consists of translating verbal, oral or visual aspects of a message into a form that can be interpreted.

G – Creating Meaning: The conduct model of communication assumes that meaning is transferred directly from the sender to the receiver. In contrast, the perception model is based on the belief that the receiver creates the meaning of a message in his or her mind.

A receiver's interpretation of a message may differ from that intended by the sender, in him, the receivers act according to his own interpretation and not that of the sender.

H – Feed-Back: The receiver's response to a message is the crux of the feedback loop. A feedback loop provides a channel for receiver's response that enables the communicator or sender to determine whether the message has been received and has produced the intended response. At this point, the receiver becomes a sender, this new message is then decoded and interpreted, and the feedback gives the sender an idea of how accurately his message is understood.

I – Noise: This refers to anything that interferes with transmission and understanding of a message or all factors that distract the intended message and these factors may occur in each of the elements of communication. These factors include speech impairment poor telephone connection, illegible hand writing, physical distance etc. Managers can improve communication by reducing noise.

Why is Human Resources Management important to an organization performance?

Human resources, along with financial and material resources contribute to the production of goods and services in an organization. Physical and monetary resources by themselves cannot improve efficiency or contribute to an increased rate of return on investment. It is through the combined and concerted efforts of people that monetary or material resources are harnessed to achieve organizational goals. But these efforts, attitudes and skills have to be sharpened from time to time to optimise the effectiveness of human resources and to enable them to meet great challenges. This is where Human Resources Management plays a crucial role. It helps the organization in multi-farious ways.

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Discuss three differences between Personnel Management and Human Resources Management in terms of emphasis and approaches?

The differences between personnel management and human resources management can be seen in terms of emphasis and approaches and not entirely in terms of substances.

- Personnel management is more restructured in the sense that it is focussed primarily on non-management staff while human resource management includes both management staff and non management staff.

The term human resources at the Macro level indicates the sum of all components like skill and creative ability possessed by all the people, whereas the term personnel even at the macro level is limited to employees of all organization.

Human resources at the organizational level include all the component resources of all employees from the rank and file to top management level, influencing the human resources of former group. Infact it includes the resources of all the people who contribute their services to the attainment of organizational goals and others who contribute their services in order to create hurdles in the attainment of organizational goals.

Furthermore, Human Resource management is more integrated in its approach and also integrated with line management activity. Personnel management on the other hand simply reacts to the outcome of

line management activity. Implicit in this analysis is that the human resources specialist is pro-active in nature, he does not wait for employees to agitate before structuring for employees need and satisfaction. The personnel manager is re-active in nature, the welfare needs and satisfaction of employees are inconsequential to him.

The ideological differences between the human resource management and personnel management is that while the human resources manager subscribes to a pluralist ideology, that of the personnel is unitary in nature. The implication of this ideological disparity on the management of an organization work force are enormous. The human resource management strategy, which tries to regulate and make unions inconsequential, thus such strategy entails an attempt to perform for employees what the unions naturally would have done. On the contrary, the personnel management subscribes to Unitarians ideology, which does not tolerate the existence of unionism.

The loyalty and orientation of these two practitioners also differs. The resource manager is tilted towards both management and workers while that of personnel management is tilted towards the management.

Write short notes the following:

- (a) Performance appraisal Concept**
- (b) Five reasons for appraising performance**
- (c) Carrot and Stick approach.**

Performance appraisal Concept

Performance appraisal is a method of evaluating the behaviour of employees in a work organization which normally includes quantitative and qualitative aspects of job performance. Performance here refers to the degree of accomplishment of the tasks that make-up an individual's job. Under performance appraisal, he evaluates not only the performance of a worker but also his potential for development.

Reasons for Performance Appraisal

1. To provide information about the performance ranks based on which decisions regarding fixing of salaries, confirmation, promotion, transfers and demotions are taken.
2. Provide feedback information about the level of achievement and behaviour of subordinates. This information helps to review the performance of the subordinates rectifying performance deficiencies and to set new standards of work if necessary.
3. Provide information which helps to counsel the subordinates.
4. Provide information to diagnose deficiency in employees regarding skill knowledge, determine training and development needs and to prescribe the means for employee growth.
5. Provides information for correct placement.
6. To prevent grievances and in disciplinary action.

The Carrot -and- Stick Approach

The Carrot-and-Stick theory of motivation according to McGregor works under certain circumstances. The means for satisfying main physiological and safety needs can be provided or withheld by management. Employment itself is such a means and so are wages, working conditions, and benefits. By these means the individual can be controlled so long as he is struggling for subsistence.

But the carrot-and-stick theory does not work at all once man has reached an adequate level of subsistence and is motivated primarily by higher needs. Management cannot provide a man with self-respect or with the satisfaction of needs for self-fulfilment. It can create such conditions that he is encouraged and enabled to seek such satisfaction for himself, or it can thwart him by failing to create these conditions. However, the creation of conditions is not in control. It is not a good device for directing behaviour. And so management finds itself in an odd position. The high standard of living created by our modern technology provides guide adequately for the satisfaction of physiological and safety needs. But by making possible the satisfaction of low level needs, management has deprived itself of the ability to use as motivators the devices on which conventional theory has taught it, to rely i.e. Rewards, promises, incentives, or threats and other coercive devices.

The philosophy of management by direction and control, regardless of whether it is hard or soft is inadequate to motivate because the human need on which this approach relies on today are unimportant motivators of behaviour. Direction and control are essentially useless in motivating people whose important needs are social or egoistic. Both the hard and soft approaches fail today because they are simply irrelevant to the situation.

Enumerate the staff role in the personnel department.

The personnel department in relation to other departments and other managers perform the following roles:

1. Policy Initiation and Formulation -

One of the important functions of the personnel department is the formulations of new personnel policy, alteration or modification of the existing Personnel policies. He assists, Advises and counsels the Managing Director regarding implications in formulation and modifications of all major or crucial policies

2. Advice –

The major activity of the personnel department is advising counselling managers operating at various levels regarding problems, issues, clarification concerning policies or people of their departments. Advice should be based on thorough thinking analysis, research regarding pros and cons, implications during and after execution, possible measures to be taken.

3. Service –

Personnel department renders all secretarial and executive services and performs background work in all personnel activities regarding recruitment, receiving and scrutinizing applications, conducting tests, interviews, placement, induction, training, compensation management and management of industrial relations.

4. Monitory and Control

- Personnel department monitors performance and controls the line activities to the extent they are related to personnel issues. It compares the actual performance of the Line managers with the established personnel policies, procedures, programmes. It also envisages appropriate corrective action. It advises the Managing Director to modify the policies basing it on the experiences in this regard.

. List and explain the forms and method of in-service training available.

a) Group Training:

Most of the pre-entry trainings discussed above are done in groups. However within the organization, conferences and seminars are held, field trips are undertaken. These are all training sessions. This type of training could be very profitable for both the subordinate and the supervisor. Initial induction courses where large numbers of people are involved take this format.

(b) On –The – Job Instruction:

This is the commonest form of training especially for the new entrants. The superior goes round to the work desk or bench and gives instruction on how a particular work is done.

(c) Manuals and Bulletins:

These are essential study materials that are given out in the work place. Handbooks, procedure manuals or periodic bulletins, made attractive and readable are a great method of training in an organization. In Nigeria, the work of administration – the handling of personnel manuals, the most important being the civil service rules Handbook. No administrator, however long he has been in service that has a table that lacks these documents. They are the administrator's companion.

(d) Correspondence Courses:

This is an equivalent of distance learning.

(e) Use of Audio-Visual Aids:

These includes such media as still pictures, models, specimens posters, maps, charts, film strips, and motion pictures.