

## ■ what is training ?

\* Definition :- "Training is the act of increasing knowledge and skill of an employee for doing particular job."

According to, E.B. Fleippo -

According to, R.F Hodgetts -

"Training is process of altering employees behaviour and attitude in a way that increases the probability of goal alternative."

According to Jucious -

"Training is used to indicate any process by which the aptitudes, skills and abilities of employees to perform a specific job are increased."

## ■ what are the method of training ?

various method of training of employees and executives of different organization level are used in different organization.

The following methods are important:-

a. on-the job training

b. off-the job training

\* a. On-the job training :- On-the job training is an approach to train employees at work through such methods as, Job rotation, internship and apprenticeship. It is a method where the employees get opportunities of training hand to hand remaining under the supervision of their bosses. On-the job training is of following types -

① Apprenticeship : Under this method, a man gets training as an apprenticeship employee for a fixed period of time and after a successful training he is to serve the organization for a fixed time. During apprenticeship training, an employee is given a small or no amount of pay.

② Job rotation : Under this method an employee or executive is transferred from one job to another or from one place to another to enable him efficient in another work. Such training method is found in different banks and ministries.

③ Internship : Under this method a trainee is given hand to hand training where the employee or executive remain under the supervision of a supervisor/boss. The employee receives practical experience about the work. The doctors are given training through this method in our country.

④ coaching: Under this method a superior or manager gives the training to a fixed number of employees. The superior tells the trainee what is to be done and how is to be done and observe his work. Such method is found in games and sports in our country.

⑤ Under study or observation method: It is almost same as the apprenticeship method. But here a small number of apprenticeship trainees are kept under a superior executives. Under this method the trainees observe the work of the executives. The trainees see how the different problems are solved by the executives when performing activities.

b. off-the-job training: Off the job training is an approach to training that take place outside the workplace but attempts to stimulate actual working conditions. The object is to avoid on the job permission pressures that might interfere with the learning process. off-the job training methods are:-

1. Lecture method: It is a traditional method of training for giving theoretical knowledge. Under this method the trainees come together in a fixed place. An expert, superior or an experienced person delivered lectures on related matters. The trainees have opportunities to acquire knowledge and through asking question.

② Decession method: Employees can also be given training through decession on a particular method. During the formulation of implementation of plans and policies, the subordinates may consulted. The subordinate may give suggestion as to what and how is to be done the plan. This is a sort of training.

③ Seminer: Seminer consisting a number of session can be arranged on a particular subject. An expert presents a written article in the seminer. in a particular session. Then discussions, exchange of ideas and thinking goes on between the trainees and experts. This is a theoretical method of training.

④ case method (identical method): It is a method through which practical knowledge of how a problem to be solved can be acquired. Under the method of a particular case or incident is presented to the trainees and they are asked question to write each individual decession for solving a particular problem. Then the directors decession is described to them. Reasons of differences in decessions are also described.

⑤ workshops: It is useful, specially to the training of lower level executives. Under the method, the trainer presents develing in a small groups discuss the subject and try to determine what is to be

6. Conferance: A large number trainees can participate in such a method of training. Under the method of training, the trainees participate in discussion on particular subject. The trainees make different questions and find out the way to solve the questions themselves. A superior executives directs the course of actions on conferance. The method is particularly useful to the training of supervisor and middle level managers.

⑦ Simultaneous training: particularly no trainer is here. The superior executives of different organizations participate for some long time, they are asked to present a particular problem and opinion on human behaviour. Every trainee co-operates with each other. The method removes the superiority complex of the executives.

⑧ Rule playing method: According to this method, someone is asked to play a rule in a character. He presents a managerial problem skillfully and effecently. others observe the rule. The ~~superior~~ supervisor try to solve a problem in the light of rule playing.

⑨ Training by course outlines: The trainees can gather knowledge in college and universities through courses, of studies. There is B.B.A and M.B.A course in the institute of business administration.

⑩ professional diploma course: The trainees can also increase their knowledge through getting themselves admitted into diploma course in different technical and specialized institutes.

## # wage system or methods of wage payment :-

There are two basic system or methods of payment of wages to workers:-

① Time wages system

② piece wages system

Other systems are revised methods of these two basic system. There are also some incentive method of wage payment. The different systems are described below:

① Time rate system: Time rates are wages calculated by reference to the number of hours worked. Time is the basis of wage determination. The rate of wages may be per hour, per day, per week or per month. For example, a worker is paid at an hourly rate of taka 5, 8 or 10 for eight hours a day. The factory workers get a fixed weekly rates of wages for 44 hours worked a week.

## # Suitability or application of time rate system:

1. when high quality work is required, time rate system is used there.

2. when skill rather than speed is main consideration, time rate system are applicable.
3. when the work is difficult to measure in unit or standard hours, time rate is applicable.
4. when an individual has little or no control over output, a time rate is usually paid.
5. when the production or output rate is determined by the speed of machine, time rate is applicable.
- + 6. when a worker can not be guaranteed a steady flow of work than he can not really be expected to be paid on the basis of work done.
7. when the work requires a very effective supervision, time rate is applicable.
8. when the work must be temporarily stopped for unavoidable reason, time rate is suitable there.

## # Advantages of time rate system of wages :

1. Time rate is a very easy and simple method.
2. The workers ~~new~~ ~~feel~~ secured and remove mental anxiety.
3. It improves quality of products.
4. The earnings of a workers, whose efficiency is reduced are not decreased.
5. It does not create differences among workers.
6. There is a guarantee of wages at a definite period of time.
7. Calculation of wages is easy.
8. Trade union thinks it a better method of payment.

## # Disadvantages

1. Efficient and unefficient get equal rate of wages. So efficient workers are discouraged.
2. Quality of output is reduced.
3. Supervision cost increase.
4. Speed of work reduces. As a result production

5. Efficient workers can not produce more if they work.

6. It gives rise to indeipline and labour turn over.

② piece rate system: A piece rate system rewards a workers according to the number of pieces he produces. The piece may be a single unit, a length of material (for example, inch, or foot), a number of components added to a <sup>unit</sup> instead or some other measure. If a carpenter gets Tk 100 per wages for making a piece of table, he will get Tk 200 for two pieces, Tk 300 for three pieces etc. Under the system a worker gets wages per unit he produces.