

Training & Development

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MEANING

Training refers to the process of **educating and developing selected employees** so that they have the knowledge, skills, attitudes and understanding to manage in the future position.

Methods of Training

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graph TD; A[Methods of Training] --> B[On-the-job training (internal training)]; A --> C[Off-the-job training (external training)];
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On-the-job training (internal training)

- 1.Apprenticeship programs.
- 2.Job instruction training (JIT).
- 3.Planned progression.
- 4.Job rotation.
- 5.Creation of assistant - to positions.
- 6.Temporary promotions.
- 7.Committees and junior boards.
- 8.Coaching.

Off-the-job training (external training)

- 1.Lectures.
- 2.Straight lecture.
- 3.Discussion method.
- 4.Demonstrations.
- 5.Seminars and conferences.
- 6.Reading, television and video instructions.
- 7.Business Simulation.
- 8.Cases presentation.
- 9.Equipment simulators.
- 10.Business games.
- 11.Experimental exercise.
- 12.Role-playing.
- 13.Behavior Modeling.
- 14.Computer modeling.
- 15.Vestibule training.
- 16.Sensitivity Training (T-groups).
- 17.Computer-based training.

On-the-job training methods

1. Job rotation:

- This training method involves **movement of trainee from one job to another** gain knowledge and experience from different job assignments. This method helps the trainee understand the problems of other employees.

•2. Coaching:

- Under this method, **the trainee is placed under a particular supervisor** who functions as a coach in training and provides feedback to the trainee. Sometimes the trainee may not get an opportunity to express his ideas.

3. Job instructions:

- Also **known as step-by-step training** in which the trainer explains the way of doing the jobs to the trainee and in case of mistakes, corrects the trainee.

•4. Committee assignments:

- A **group of trainees are asked to solve a given organizational problem** by discussing the problem. This helps to improve team work.

5. Internship training:

- Under this method, **instructions through theoretical and practical aspects are provided to the trainees**. Usually, students from the engineering and commerce colleges receive this type of training for a small stipend.

Off-the-job Methods

Case study method:

- Usually case study deals **with any problem confronted by a business which can be solved by an employee**. The trainee is given an opportunity to analyse the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee.

2. Incident method:

- Incidents are prepared **on the basis of actual situations which happened in different organizations** and each employee in the training group is asked to make decisions as if it is a real-life situation.

- Later on, the entire group discusses the incident and takes decisions related to the incident on the basis of individual and group decisions.

Role play:

In this case also a problem situation is simulated asking the employee to assume the role of a particular person in the situation.

- The participant interacts with other participants assuming different roles. The whole play will be recorded and trainee gets an opportunity to examine their own performance.

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Business games:

According to this method the trainees are divided into groups and each group has to discuss about various activities and functions of an imaginary organization.

- They will discuss and decide about various subjects like production, promotion, pricing etc. This gives result in co-operative decision making process.

Lectures:

This will be a suitable method **when the numbers of trainees are quite large**. Lectures can be very much helpful in explaining the concepts and principles very clearly, and face to face interaction is very much possible.

Management education:

At present universities and management institutes gives **great emphasis on management education**. For e.g., Mumbai University has started bachelors and postgraduate degree in Management.

- Many management Institutes provide not only degrees but also hands on experience having collaboration with business concerns.

Conferences:

A meeting of several people to discuss any subject is called conference. Each participant contributes by analyzing and discussing various issues related to the topic. Everyone can express their own view point.

Brain Storming:

Through collective analysis process we can solve all the business problem. A group of people from various fields are invited to put forward their ideas, Knowledge, and experience. In other words, the training is imported by pooling of collective Knowledge and experience of trainees.

THANK YOU