

TRAINING & IT'S METHODS

**PRESENTED BY:-
NIMISHA MANGLIK
MBA STUDENT OF
DIMS**

WHAT IS TRAINING?

According to **Edwin Flippo**, 'training is the **act of increasing the skills** of an employee for doing a particular job'.

Dale S. Beach defines training as 'the organized procedure by which people learn knowledge and/or skill for a definite purpose'.

NEED OF TRAINING

- Environmental change
- Organization complexity
- Human relations
- Change in job assignment
- To match employee specification with job requirements and organizational needs

METHODS OF TRAINING

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ON THE JOB TRAINING

1. JOB ROTATION
2. COACHING
3. JOB INSTRUCTIONS
4. COMMITTEE ASSIGNMENTS
5. INTERNSHIP TRAINING

OFF THE JOB TRAINING

1. CASE STUDY METHODS
2. INCIDENT METHOD
3. ROLE PLAY
4. IN-BASKET METHOD
5. LECTURES
6. BUSINESS GAMES
7. SIMULATION
8. MANAGEMENT EDUCATION
9. CONFERENCES

ON THE JOB TRAINING

- This is the most common method of training in which a **trainee is placed on a specific job and taught the skills and knowledge** necessary to perform it.
- **The advantages of OJT are as follows:**
 1. On the job method is a flexible method.
 2. It is a less expensive method.
 3. The trainee is highly motivated and encouraged to learn.
 4. Much arrangement for the training is not required.

JOB ROTATION

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

JOB ROTATION

ADVANTAGES

- Allow managers to see your hidden talents
- Helps in exploring interest & ideas
- Motivates all employees & help them to deal with new challenges
- Keeps away fraudulent practices
- Boosts satisfaction

DISADVANTAGES

- Wastage of time & efforts
- Employees take time
- Leads a whole lot of stress & anxiety
- It doesn't check the time wasted

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.

COACHING

ADVANTAGES

- Proper guidance on how to conduct an activity
- Cost effective
- No loss of productivity

DISADVANTAGES

- Ideas given by trainee are not considered
- Trainee wouldn't get a chance to explore more

JOB INSTRUCTION

- 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.

JOB INSTRUCTION

ADVANTAGES

- Employee safety
- Increased productivity
- Cost effective
- Meeting standards

DISADVANTAGES

- Trainee feels reserved about the work
- Restricted area of work

COMMITTEE ASSIGNMENTS

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

COMMITTEE ASSIGNMENTS

ADVANTAGES

- Improves employees interrelationship.
- Builds team spirit
- Deals with real organization problem

DISADVANTAGES

- Can't always reach to a conclusion
- Creates hassle among employees.

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.

INTERNSHIP TRAINING

ADVANTAGES

- Proper guidance
- Practical exposure
- Productivity of organization improves

DISADVANTAGES

- Trainee's work importance is ignored
- Work under stressed environment

OFF THE JOB TRAINING

- The methods of training which are adopted for the **development of employees away from the field of the job** are known as off-the-job methods.
- **Some advantages of off the job training methods are:-**
 1. Stress free environment to learn
 2. Same as classroom learning
 3. Full focus on teaching of employees

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.

CASE STUDY METHOD

ADVANTAGES

1. Good source of ideas about behavior
2. Good opportunity for innovation
3. Good method to study rare phenomena
4. Good method to challenge theoretical assumptions
5. Good alternative or complement to the group focus of psychology

DISADVANTAGES

1. Hard to draw definite cause-effect conclusions
2. Hard to generalize from a single case
3. Possible biases in data collection and interpretation

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.

INCIDENT METHOD

ADVANTAGES

- Can be applied using questionnaires or interviews.
- **Flexible method** that can be used to **improve multi-user** systems.
- Identifies even rare events that might be missed by other methods
- **Useful when problems occur** but the cause and severity are not known.
- **Inexpensive** and provides rich information.

DISADVANTAGES

- Since critical incidents often rely on memory, **incidents may be imprecise** or may even go unreported.
 - **incidents** that happened **recently**, since these are **easier to recall**.
 - It will emphasize only rare events; more common events will be missed.
 - **Respondents** may not be **accustomed to or willing to take the time to tell (or write) a complete story** when describing a critical incident.

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.

ROLE PLAY

ADVANTAGES

- Indicates skill level
- Prepares for real life
- It's social & communal

DISADVANTAGES

- Time consuming
- May not be taken seriously
- Some feel uncomfortable

IN-BASKET METHOD

- The employees are **given information about an imaginary company**, its activities and products, HR employed and all data related to the firm. The **trainee has to make notes, delegate tasks and prepare schedules within a specified time**. This can develop situational judgments and quick decision making skills of employees.

IN-BASKET METHOD

ADVANTAGES

- Easy to conduct
- Flexible instrument
- Solution achieved can be applied later on
- Judges the skill set of a trainee

DISADVANTAGES

- Time consuming
- Not effective for small organization

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.

LECTURES

ADVANTAGES

- Covers large number of people simultaneously
- Face to face interaction with experts
- Queries can be asked

DISADVANTAGES

- Lectures are not retained for longer time period
- Less attention level
- Same lecture is delivered to all person unknowingly their level of skill set
- Every person is not familiar with language used in lectures

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.

BUSINESS GAMES

ADVANTAGES

- Training the brain to act without too much consideration
- Team uniform approaches
- High knowledge retention
- Quick learning
- Fun & entertaining
- Builds teams cohesiveness
- Enhance creativity

DISADVANTAGES

- Can cause people not to assess risks thoroughly
- Time difference between how business games are delivered and how the events unfold in the real world.

SIMULATION

- Under this method an **imaginary situation is created and trainees are asked to act on it.** For e.g., assuming the role of a marketing manager solving the marketing problems or creating a new strategy etc.

SIMULATION

ADVANTAGES

- Gain understanding about the consequences of their action and take corrective action
- Feedback to learners can be given immediately
- don't wait for real life situation to deal with
- Allows trainee to undertake high-risk involving decisions

DISADVANTAGES

- Expensive
- Real life situation cant be completely re-created
- Not every situation can not be included

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.

MANAGEMENT EDUCATION

ADVANTAGES

- Provide in-depth knowledge to a person
- Trains from scratch
- Theoretical as well as practical knowledge is being to a person.

DISADVANTAGES

- Can't be afforded by all people
- Providing theoretical knowledge is the main concern

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.

CONFERENCES

ADVANTAGES

- Chance to learn from other's experience
- Worthy knowledge can be shared by a speaker
- Learn in stress free environment

DISADVANTAGES

- Expensive
- Effects productivity for concern period
- Speaker does not have ample knowledge about the topic of seminar/conference