

UNIT III

TRAINING AND DEVELOPMENT

PART - I

By:

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Training:

Training is the process of teaching the new and/or present employees the basic skills they need to effectively perform their jobs. In simple words, training is the act of increasing the knowledge and skill of an employee for doing his/her job.

According to **Edwin B. Flippo**, *“Training is the act of increasing the knowledge and skills of an employee for doing a particular job.”*

In the opinion of **Michael J. Jucious**, *“Training is any process by which the attitudes, skills and abilities of employees to perform specific jobs are improved.”*


So, it can be concluded that, training is a learning experience that seeks a relatively permanent change in an individual that will improve his/her ability to perform his job.

IMPORTANCE OF TRAINING :

- ❖ Better Performance
 - ❖ Improved Quality
 - ❖ Less Supervision
 - ❖ Less Learning Period
 - ❖ High Morale
 - ❖ Personal Growth
 - ❖ Favourable Organizational Climate
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TRAINING METHODS:

The various training methods can be broadly categorized into four groups as under:

- 1. On-the-job oriented training methods**
 - 2. Simulation methods**
 - 3. Knowledge-based methods**
 - 4. Experiential method**
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On-the-job oriented training methods:

Methods included in this cluster are those whose main objectives are centered around the job, i.e., learning on the job itself by a variety of methods. The main methods which fall into this category are discussed here under:

i. On-the-job Training (OJT) :

On-the-job training is probably the most common approach to training which can range from relatively unsophisticated “observe and copy” method to highly structured courses. In this method, the new employee is placed on a job and taught the skills necessary to perform it. A trainer or superior teaches the employee. Since trainee learns by observing and handling the job, this method is also termed as ‘observing, and copying’ or ‘learning by doing’.

ii. Job Instruction Training (JIT) :

In this method, a trainer or supervisor gives instructions to an employee how to perform his job. This method of training is appropriate for acquisition or improvement of motor skills and routine and repetitive operations. There are four steps involved in this form of training –

- (a) **Preparation:** Trainee is prepared in terms of his existing skills, securing his interest and attention.
- (b) **Presentation:** The trainee is presented job operations as a model to copy.
- (c) **Performance:** The trainee is asked to try out the trainer's instructions.
- (d) **Follow up:** The trainee does the job independently without supervision and gets feedback on the same.

iii. Coaching:

This is similar to the JIT. In this method, the superior teaches or guides the new employee about the knowledge and skills of a specifically defined job. The superior point out the mistakes committed by the new employee and then also gives suggestions to improve upon. For coaching the trainee or new employee effectively, the superior must have interpersonal competence and be able to establish helping relationship with the trainee.

iv. Job Rotation:

In this method, a trainee moves from one job to another and from one department/division to another. This type of training method is more appropriate for developing multiskilling, operational flexibility, providing satisfaction from routine jobs and broadening the overall perspective of the trainee.

Thank you!

