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DAIMSR

MBEIII - 11 – Training & Development Practices

Programme Educational Objectives

Our program will create graduates who:

1. Will be recognized as a creative and an enterprising team leader.

2. Will be a flexible, adaptable and an ethical individual.

3. Will have a holistic approach to problem solving in the dynamic business environment.

TRAINING AND DEVELOPMENT PRACTICES

- CO1-Student should be able to design the framework for conducting TNA and identify its inputs and outputs and also design the Training Calendar.

- CO2-Students should be able to distinguish between Education, Training and Development.

- CO3-Students should be able to compare and contrast between On-the- Job and Off-the-job Training Techniques.

- CO4-Students should be able to make use of ROI and Cost Benefit Analysis Model of Training program.

- CO5-Students should be able to formulate the MDPs and training programmes in a given situation.

- CO6-Student should be able to explain the concept , importance and application od HRD in the organization.

Unit II:

- **Training Process**-Training methods: On the job and Off the Job training; On the Job Training-Job Instruction Technique, Apprenticeship, Coaching, Mentoring; Off the job training- lectures and demonstrations; Games and simulations, In Basket Technique, Case Studies, Role Play, Behavior Modeling; Cross Cultural Training.

Unit Objectives

- After studying the unit, students will be able to-
- Understand the various techniques of training and its suitability.
- Understand the utility and importance of cross cultural training.
- Learn about the relevance of various training aids.

Training Methods And Techniques

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Training

- Training is the act of increasing the knowledge and skills of the employee for doing particular job

- Its purpose is to achieve a change in the behavior of those trained and to enable them to do jobs better

- Training is a continuous process

Difference between Methods and Techniques

- Method is the general or specific way in which an activity is conducted, while techniques are the various methods and processes developed through knowledge, skill, and experience.
Example:
There is a method for changing a light bulb : the switch is turned off, the old one comes out and the new one goes in.

-

There are many techniques for handling a hot bulb, and for avoiding damage to the new bulb you're putting in.

Training Methods

- Formal training methods includes **On the job training -** covering job instruction training, coaching, mentoring, job rotation apprenticeship training, committee assignments etc .

- **Off the job -** lectures, conference, stimulation exercises & programmed instruction

On the Job Training Methods

1) **Job instruction Training**: Here the trainee receives an **overview** of the job. The trainer actually demonstrates the Job & the trainee is asked to copy the trainer's way. The trainee, finally, tries to perform the job independently.

Job instruction Training

Merits	Demerits
• Trainee learns fast, • It is economical, • Suitable for unskilled semi skilled,	• Trainee should be as good as trainer, • Should be cautious, • Experienced cant use,

2). Coaching

- Here the **supervisor** explains things & answers questions; throws light on why things are done the way they are, offer a model for trainees to copy conducts lot of decision making **meetings**, and allows trainees freedom to commit **mistakes** & **learn**

- Coaching thus requires lot of teaching skills

3).Mentoring

• The use of an **experienced person** to teach & train someone with **less** knowledge and experience in given area is known as mentoring. The mentor **nurtures, supports** & **guides** the efforts of young persons by giving appropriate information, **feedback** & **encouragement** whenever required.

3). Mentoring

Successful mentoring

Good mentors	Good mentees
• Listen & understand • Challenge & stimulate learning. • Coach. • Build self confidence. • Provide wise counsel. • Teach by e.g. • Act as roll model. • Share experiences. • Offer encouragement.	• Listen • Act on advise • Show commitment to learn • Check ego at the door • Ask for feedback • Are open minded. • Are willing to change. • Are proactive

Job Rotation

It involves the movement of trainee from one job to another.

MERITS	DEMERITS
• Improves participants job skills, satisfaction • Provides valuable opportunities to network within organization • Offers faster promotions & higher salaries to quick learners • Lateral transfers may be beneficial in rekindling enthusiasm & developing new ideas	• Increased workload for participants • Constant job change may produce stress & anxiety • Mere multiplication of duties do not enrich the life of trainee • Development costs may shoot up when trainees commit mistakes, handling tasks less optimally

Apprenticeship Training

- Most **craft workers** such as **plumbers, carpenters** etc are trained through formal a Apprenticeship programmes. In this, method the trainees are put under the guidance of a **master worker** typically for 2-5 years
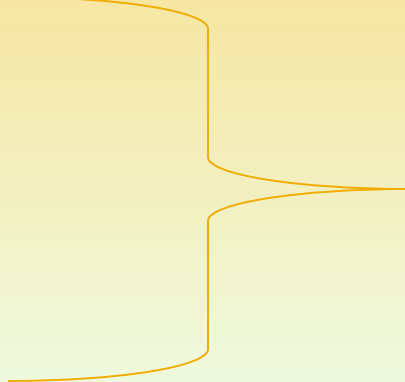
Committee assignments

- In this method, trainees are **asked** to **solve** an actual organizational programme working along **with other trainees.**

Example of on the job Training

- **Example of an on-the-job training session: training workers in the correct method of hand washing**

- Workers in fish processing units must maintain a high degree of personal cleanliness. In order to educate the workers in better hygienic practices, the correct hand washing method is one of the topics demonstrated in fish processing units.

- The main objective of washing hands is to avoid contaminating the material with organisms from the hands. Unwashed hands transmit microorganisms. It is therefore essential that hands be washed thoroughly. The following procedure for washing hands is recommended:

- · Wet palms and arms, from the elbow down, with fresh water
  · Apply soap
  · Work lather on and around fingers, nails and arms from the elbow down
  · Rinse palms and hands with fresh water
  · Wipe palms and hands dry using a clean towel

Techniques of off-the job training method

1. Lecture
2. Films
3. Conference
4. Case study
5. Role play
6. Simulation
7. Computer-based training
8. Self-paced learning
9. Programmed instruction

Classroom Training

Off the job training methods

- **<u>Vestibule training</u>**: it occurs off the job on equipment or methods that are highly similar to those used on the job.

Off the job training methods

- **<u>Role playing</u>**:

- This is a development technique requiring the trainee to **assume** a role in a **given situation** & act out **behaviours** associated with that role.

Off the job training methods

<u>Lecture Method</u>:

Here the instructor organizes the **study material** on a topic & offers it to a group of trainees in the form of talks.

Off the job training methods

- **<u>Conference/ Discussion method</u>**:

- In this trainer delivers a **lecture** & involves the trainees in a **discussion** so that the doubts about the job to be undertaken get clarified.

Off the job training methods

- **<u>Programmed instruction</u>**: This is an approach that puts material to be learned into **highly organized** logical sequences that require the trainees to respond.

Computer- based training.

- CBT services are where a trainee learn by **executing special training** programs on a computer retaining to their occupation. Use of computers in imp **training**, **monitoring trainee progress, providing feedback & assessing final results**.

Electronic performance Support Systems.

Any computer software program or component that improves employee performance by

1. Reducing the completely or no' of steps to perform a task

2. Providing performance info an employee needs to perform a task

3. Providing a DSS that enables an employee to identify the action that is appropriate for a particular set of conditions

Internet – based training.

IBT is a form of distance training in which the internet is used to deliver training material. Professional instruction material developers are hired to create training material.

1. High speed networks
2. Electronic mail
3. Chat rooms
4. Video conferencing
5. Internet

Off the job training

- Off-the-job training allows for the development of broader and more conceptual skills while providing a practice environment in which error need not be so costly

- There are three main forms of off-the-job training: In-house, External, and Independent.

Braining Storming

- Brainstorming is a process for generating new ideas

- Brainstorming is "a conference technique by which a group attempts to find a solution for a specific problem by amassing all the ideas spontaneously by its members" - Alex Osborn

- To brainstorm is to use a set of specific rules and techniques which encourage and spark off new ideas which would never have happened under normal circumstances
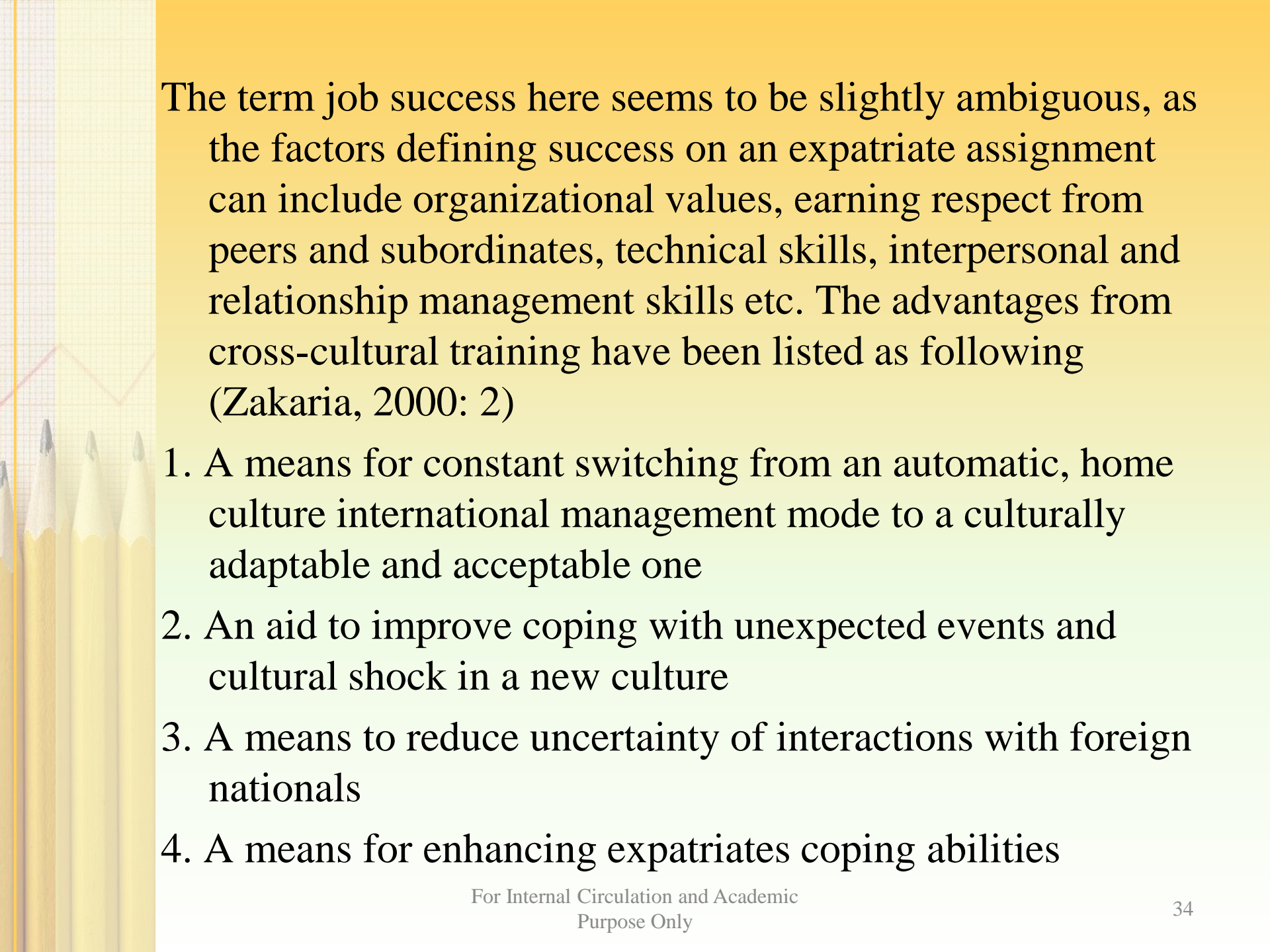
Continue....

- Brainstorming is a common technique often used by facilitators or in meetings focused on problem-solving in creative ways, but it's also commonly used in training sessions as a learning tool, to energize groups, and to provoke discussion.

- One way of defining it is to say it is a technique where creative thinking takes precedence over the practical, at least initially. The idea is to put before the group all ideas possible with no thought to their practicality, and to suspend evaluation during the idea generation process. Participants and learners are encouraged not to evaluate, since that impedes the creative flow of ideas.

- To get as many ideas as possible from the group before the evaluative discussion takes place.

- To encourage practically minded people to think beyond their immediate day to day issues.

- To generate additional energy in a training seminar, since brainstorming, when done correctly tends to create a sense of movement due to it's fast paced interaction.

- To encourage quieter or introverted participants to get involved, since the evaluative function is removed, at least initially.

- To get ideas and information FROM the group, so they can learn from each other and not just from the trainer or facilitator, or group leader.

- Brainstorming is often used as an icebreaker, at the beginning of a training session to get people talking to each other, and "into" the training, since it tends to be an engaging process.

Cross Cultural

- Any intervention aimed at increasing an individual's capability to cope with and work in foreign environment.

- Hence cross-cultural training involves all the methods like lectures, simulation etc. used to make the person familiar with a different culture.

- The term cross-cultural training hence is broad enough to include differences in areas like language abilities, business etiquettes, beliefs and values, social system, negotiating styles etc. of any culture.

- "Formal methods to prepare people for more effective interpersonal relations and job success when they interact extensively with individuals from cultures other than their own.

The term job success here seems to be slightly ambiguous, as the factors defining success on an expatriate assignment can include organizational values, earning respect from peers and subordinates, technical skills, interpersonal and relationship management skills etc. The advantages from cross-cultural training have been listed as following (Zakaria, 2000: 2)

1. A means for constant switching from an automatic, home culture international management mode to a culturally adaptable and acceptable one

2. An aid to improve coping with unexpected events and cultural shock in a new culture

3. A means to reduce uncertainty of interactions with foreign nationals

4. A means for enhancing expatriates coping abilities

- Hence cross-cultural training can be seen as a tool for improving the corporate culture and practices by constantly learning through induction of foreign nationals in the organizations. Further the cross-cultural training will help to reduce the psychological stress and cultural shock which often lead to failure of expatriates

Self-paced learning

- Employees themselves take responsibility of all aspects of learning.

- Trainers are available to evaluate training, not control or disseminate instructions.

- Overall learning is controlled by trainee himself.

- Reduces cost, provides consistent training content.

- It needs to motivate employees to learn on their own.

Computer-based training

- Training can be either off-the job or on-the job
- Cost effective
- Management has a control over training activity
- Immediate feedback about the effectiveness
- Reduces the required resources

- Increased demands for more knowledge and skilled employees, coupled with the need to cut costs, have goaded HRD departments to provide training to more employees at lower costs.

- This has brought CBT into picture.

- Reasons to shift to CBT are:

1. Reduces trainee learning time

2. Reduces cost of learning

3. Provides instructional consistency

4. Affords privacy of learning (errors can be made without embarrassment)

5. Is a safe method for learning hazardous tasks

Programmed Instructions:

- This method involves a sequence of steps that are often set up through the central panel of an electronic computer as guides in the performance of desired operation or series of operations. This method involves breaking information down into meaningful units and then arranging these in a proper way to form a logical and sequential learning. The programme involves– presenting questions, facts or problems to trainees to utilize the information given and the trainee instantly receive feedback on the basis of the accuracy of his answers.

Training Aids

What training aids can we use:

- Overheads
- Computer projections
- Whiteboard
- Electronic whiteboard
- Posters and charts

- Flip charts
- Prepared video
- Models
- Real samples
- Equipment

Audio visual aid

- Auditory learning is a learning style in which a person learns through listening. An auditory learner depends on hearing and speaking as a main way of learning. Auditory learners must be able to hear what is being said in order to understand and may have difficulty with instructions that are written. They also use their listening and repeating skills to sort through the information that is sent to them

- Visual learning is a teaching and learning style in which ideas concepts data and other information are associated with images and techniques. It is one of the three basic type of learning styles in the widely used

Training Aids

Types of Media	Examples
Static Media	White boards, OHP transparencies, flip charts, Black boards
Dynamic Media	Video tapes, CDs, DVDs, audio tapes
Computer based Media	Video conferencing, Intranet, Internet, PowerPoint presentations, Webinar

Training Aids

Training Approaches	Learning Aids
On the Job training	Job cards, instruction manuals, conference calls, workplace equipments and tools.
Off the job training	Overhead projectors, black/white boards, movies, animations, DVD players, television, display projectors
Self- paced training	Computer storage devices like CDs and DVDs, Internet, Intranet, books, manuals and other study materials.

Audio-visual aids

- It is a well known mode of instruction in training
- Important tools for trainers, either in conjunction with other methods, like lecture, or as a standalone method.
- Provides important channel of communication between trainers and trainees
- Provides a multi-sensory approach to training and instruction that can bring a refreshing change in the environment.

- Two key things to remember about using audio-visual training aids are that:

1. They are supposed to supplement your message, not replace it.

2. You must keep your learning aids simple.

Suggested Readings

- Personnel Management and Human Resources – N.C. Jain & Saakshi (Allied Publisher)
- Effective Human Resource Training and Development Strategy – Dr. B. Rathan Reddy Publication –Himalaya Publication House
- Human Resource and Personnel Management – Text and cases, K. Aswathappa, Publication - McGraw- Hill Publishing co. ltd
- Human Resource Management , Tenth Edition, Gary Dessler, Publication- Pearson Education
- Human Resource Management , Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication- Pearson Education
- Human Resource and Personnel Management, by K Aswathapha, Publisher: Mc-Graw Hill.
- Strategic Human Resource Management, by Tanuja Agrawal, Publisher: Oxford University Press.
- Personnel and Human Resource Management: Text and Cases, By P. Subba Rao, Publisher: Himalaya Publishing House.