

MANAGEMENT

Unit 4. Human Resource Management

Topics Covered:

- Personnel - Training & Development
 - Types Of Training
 - Induction
 - Skill Enhancement

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• Personnel - Training and Development

- Training : Organized activity aimed at providing instructions to improve the recipients performance or to help him attain a required level of skill.
- Modes/ Methods of training :-

Methods of training

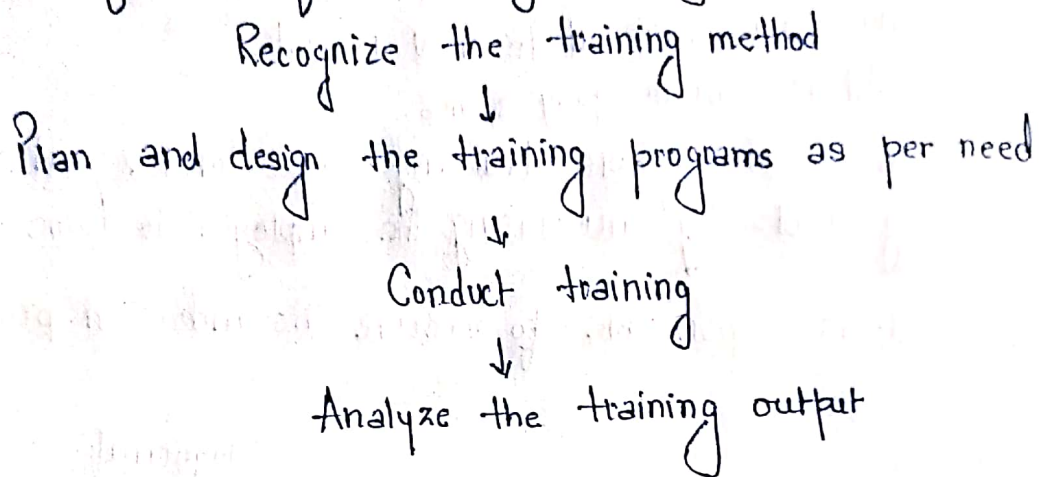
On-the-job training

- ↳ Job rotation
- ↳ Coaching
- ↳ Job instruction
- ↳ Committee assignments
- ↳ Internship training

Off-the-job training

- ↳ Case study method
- ↳ Business games
- ↳ Lectures
- ↳ Simulation
- ↳ Conferences
- ↳ Management education

* Steps to be followed for conducting training:



* Broadly training is divided as :-

- (i) Induction training
- (ii) Skill enhancement training

(i) Induction training :

- It is the process through which new employees is introduced to the job and the organization.
- According to Armstrong - "Induction is the process of receiving and welcoming

an employee when he first joins a company and giving him the basic information he needs to settle down quickly and start work."

- Objectives:

- Removes fears.
- Improves staff morale, work standards and revenue-profits.
- Acts as valuable source of information.
- Create favorable impression of the firm and its works.
- Develop a realistic job expectation, positive attitude and job satisfaction.

- Steps:

- Welcomes to the organization
- Explain about the company
- Show the department/location where the new recruit will work.
- Give company's manual to new recruit.
- Give details about pay scales.
- Explain about future training opportunities and career prospects.
- Clarify doubts by encouraging the employee to come out with questions.

- HR department is responsible to execute the induction programme.

- Types:-

Formal

1. Structured
2. Individual induction
3. Expensive and time consuming
4. Suited for smaller firms
5. Experienced employee inducts a new hire.

Informal

- Employees are directly put on job.
- Collective induction.
- Less time consuming
- Suited for large firms
- No predecessors to guide new hire.

- Problems:

- Busy or untrained supervisor
- Too much information
- Employee thrown into action soon.
- Wrong perceptions of employees.

(ii) Skill enhancement training :

→ It is generally on job training and emphasis to help employees to enhance their present skills of work. It is the ability to do things well.

→ Methods :

i) Instruction

ii) Coaching

iii) Job - rotation

iv) Projects.

→ Advantages :

- Employees gets an opportunity to learn from an expert.
- Clear understanding of job.
- Increase in employee's confidence level.

- Types :- Some other types of training are:
There are several types of training provided to an employee, depending on the type of job like:

- 1) Technical training: Addresses software or other programs that employees use while working for the organization.
- 2) Quality training: It is a type of training that familiarizes all employees with the means to produce a good-quality product.
- 3) Skills training: It focuses on the skills that the employee actually needs to know to perform their job.
- 4) Soft skills: These are those that do not relate directly to our job but are important like better communication etc.
- 5) Professional skills: It is given externally and might be obtaining certification or specific information need about a profession to perform a job.

6) Team training : It is the process that empowers teams to improve decision making, problem solving, and team-development skills.

7) Managerial training : It is given to someone to take them ready to take on a management role.

8) Safety training : It is the training given under OSHA regulations. It is given to ensure employees protection from work-related injuries like first aid, eye safety, food service safety etc.

- Benefits :

- i) Improves the quantity and quality of workforce.
- ii) It improves upon the time and money required to reach the company's goal.
- iii) Helps to identify highly skilled and talented employees.
- iv) Reduces the need to constantly supervise.
- v) Improves job satisfaction and boost morale.

→ Development : It is any learning activity which is directed towards future needs rather than present needs, and which is concerned more with career growth than immediate performance.

- Benefits :

- i) Exposes executives to the latest techniques and trends in their professional fields.
- ii) It ensures that the company has an adequate number of managers with knowledge and skill.
- iii) Helps in long-term growth.
- iv) Creates an effective team of managers.

• Difference between training and development :

Basis

Training

Development

1. Purpose

To develop a special skill related to the job.

To develop a better personality of a person

2. Orientation

Job-oriented

Career-oriented

3. Scope of learning

Limited

Broad

4. Nature

Related to work

Related to person

5. Duration

Short-term process

On-going process
(includes training)