

CHAPTER IV

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CHAPTER-IV

METHODS OF TRAINING IMPLMENTED IN UNIVERSAL

LUGGAGE MFG. Pvt. LTD., SATARA.

4.1 INTRODUCTION

In this chapter attempt is made to find out methods of training implemented at UNIVERSAL LUGGAGE MFG. Pvt. LTD., SATARA and their impact on Human Resource of the company. Thus, this by this chapter we will be able to conclude the advantages and disadvantages of each method. Usually there are two type of training methods are implemented first one is On-The – Job-Training method and Off-The-Job-Training method. As name suggest training program which is provided at work place and is related to actual work of an employee is called as On-The –Job-Training method and the training program executed other than working place of an employee is called as Off-The-Job-Training method. Selection of proper training method is an important as well as challenging task before the management. Usually training programs are executed by undertaking some key factors such as need for training, number of employees in need of training, cost of training program, training aids available at company.

Training is an ongoing process as; jobs that require little skill are rapidly being replaced by jobs that require interpersonal and problem solving skills. Other trends, towards improvement, Total Quality Management, team work

and international business make it necessary for managers, as well as employees to develop the skills that will enable them to handle new and more demanding assignments.

4.2 MEANING AND DEFINITION OF TRAINING

Training is any attempt to improve performance of an employee. Training should be planned organizational activity and designed in response to meet the identified needs. Ideally training should be designed to meet the goals of the organization as well as the individual goals of an employee. Following are some of the definitions of the training-

1. Prof. Campbell, “ training refers only to instruction in technical and mechanical operations. Training courses are typically designed for a short term, stated set purpose.” ¹
2. Prof. Tripathi, “ training is an art of increasing the knowledge and skill of an employee for doing a particular job.” ²
3. S.P.Robbins, “ training is a learning process which seeks a selective paramount change in behavior that occurs as a result of experience.” ³
4. David De Cenzo & S.P.Robbins, “ training involves changing of skills, knowledge, attitude or social behavior.” ⁴

The term training is often confused with the terms “Education” & “Development”. Both these terms have different meaning, which we have discussed hereunder.

4.3 TRAINING AND EDUCATION

As training is any process, which increases the aptitudes skills and abilities of employees to perform specific task. On the other hand, education is a process of upgrading the knowledge of an employee. The difference between training and education can be better understood with the help of following comparison chart

Sr.	Point of comparison	Education	Training
1.	Scope	Broad and General	Specific & Job related
2.	Nature	Theoretical	practical
3.	Duration	Long	Short
4.	Output	Delayed	Quick
5.	Orientation	Person	Job
6.	Purpose	Analysis	Improvement

4.1 Comparison Between Training and Education

4.4 TRAINING AND DEVELOPEMENT

Development reefers to learning opportunities designed to help employees grow. Development is continuous and long-term process while training is a narrow term it is related to specific task and job related skills only. Following chart will make clear the differences between training and development.

Sr.	Point of difference	Training	Development
1.	Area	Technical & mechanical operations	Conceptual & Philosophical concepts
2.	Participants	Non-Managerial personnel	Managerial personnel
3.	Duration	Short term	Long-term & continue
4.	Purpose	Specific job related skills	Total personality
5.	Motivators	External motivation (Management)	Individual himself

4.2 Differences between Training & Development

4.5 SCOPE OF TRAINING

Many new employees come equipped with most of the KSAs (knowledge, skills and Abilities) needed to start work. Others may require extensive training before they are ready to make much of a contribution to their organization.

Almost any employee, however, needs some type of training on an ongoing basis to maintain effective performance or to adjust to new ways of work.

The primary reason that organization train new employee is to bring their KSAs upto the level required for the satisfactory performance. As these employees continue on the job, additional training provides opportunities for them to acquire new knowledge and skills. As a result of this training, employees may

1. Training gives an opportunity to an employee to improve his work and his adaptability will help him to develop himself.
2. Happiness and job satisfaction increases and employee get motivated due to training.
3. Improved performance increases skill and efficiency, which results in increase in quantity and quality of product.
4. Trained workers required less supervision.
5. Training minimizes waste of materials, accidents, damage to machines and equipment and accidents.
6. Labour turnover and absenteeism get reduced; as properly trained worker will take keen interest in his job.
7. The technological advancements will require new approach to work. The trained persons will adapt to new situation more easily because they have basic technical knowledge.
8. Training minimizes pressure on Management of manpower planning as it provides trained manpower.
9. Organization also able to save the cost on new recruitment viz.,
Advertisement expenses, cost incurred on interviews etc.

be even more effective on the job and may be able to perform other jobs in other areas or at high levels.

4.6 NEED OF TRAINING

Employees lack in certain areas like knowledge, ability, skill, potential etc. Every organization needs the services of trained persons for performing the activities in a systematic way. These weaknesses of employees need to be identified and efforts should be made to develop them through proper training and development program. Employees need to be skilled in the technical aspects of their jobs to face an increased global and domestic competition. Managers need to be trained in managing technology that maximizes employees' productivity. Long term training plans are needed which are linked to corporate business plans & strategies. Managers need to be trained to be able to make quick and accurate decisions.

4.7 IMPORTANCE OF TRAINING

As we are now living in Jet edge and information technology which is mainly characterized by thousands of changes and upgradations in technical as well as non-technical fields. Each organization has to upgrade to stick-out in cut-throughout competition. And training is the only solution as required qualifications and capability cannot be available in single personality. Organizations have to re-polish existing Human Assets for furnished output through training. Training is necessary for the following reasons-



4.8 METHODS AND TECHNIQS OF TRAINING

Training methods can be divided into two main categories that are 1) primarily informational nature methods and 2) methods that are experiential in nature.

Generally most training programs utilize several techniques, since no one approach is best suited for every purpose.

A) Informational Method

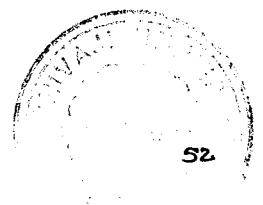
These methods are used primarily to teach factual material, skills or attitudes. Generally they do not require trainees to actually experience or practice the material taught during the training session. Some of the more commonly use informational technique include-

1. Lectures

The lecture method is the most commonly used technique for training employees and teaching students. Some lectures involve all one way communication which others may allow trainees to participate by asking questions or providing comments. Many companies employ motivational speakers who provide lectures to employees on product and service quality, competitive advantage and higher productivity.

2. Audio-visuals

A variety of audio-visuals are available to trainees, including films, videos, slides, over-heads, audiotapes, flip charts and chalkboards. Often audiovisuals are used to supplement other training techniques, including lectures and self



directed learning method. They can address a variety of topics such as motivational techniques, performance appraisal, interviews and teamwork. Generally, many of these aids are inexpensive. They are also useful because of their versatile feature and they typically allow for replays to help trainees grasp difficult points.

3. SDL Method

Several informational methods for training are considered to be Self-Directed Learning (SDL) approaches because trainee takes responsibility for learning the necessary knowledge and skills at his or her own pace. A wide range of decisions can be given to the trainee, including the topic of study, objectives, resources, schedule, learning strategy, type and sequence of activities and media.

4. Programmed Instructions(PD)

It is an individual method that allows self paced study of books and written materials on a variety of technical and non-technical topics.

We can some up these methods with their advantages and disadvantages as follows-

Sr.	Method	Uses	Benefits	Limitations
1	Lecture	Gaining new knowledge	Equally as good as TV, PI.	Lecturers are passive
		To present introductory material	Reaches to large audience	
2	Audiovisuals	Gaining new knowledge	Large audience	It is not tailored to individual trainees.
		Gaining attention	Versatile	Must be updated
			Allows replays	Passive learners
3	Independent study	Gaining new knowledge	Employees get their own pace	Expensive to develop library of material
		Completing degree requirement	Minimizes trainers time	Materials must be distinguished to adjust to variety of reading levels.
		Continuous education		(continue.....)

4	Programmed instructions	Gaining new knowledge	Allows trainees to go at their own pace	Expensive to develop
		Pre-training preparation to ensure that all trainees have similar background	Can guarantee mastery at a specified level	It is not applicable to all types of tasks e.g. cognitive task.
			Encourages active trainee involvement	Does not lead to higher performance than lectures.
			Provides immediate feedback to trainees	

4.3 Informational Training Method

B) Experiential Method

Experiential methods are used primarily to teach physical skills and abilities.

These techniques include On- The-Job-Training, Computer Based Training

(CBT), Equipment Simulations, Games and Other Simulations, Case

Analysis, role-playing, Behavioral Modeling and Sensitivity Training. Let us

briefly review each of these techniques.

1. On-The-Job-Training

This is one of the commonly used methods of Training. In this method the worker is trained on-the-job and at his workplace. This method is also called as In-plant or In-house Training. He gets training under the same type of conditions in which he will be working later on. The new worker is generally attached to a superior or a senior worker who will tell him the technique of doing that job. With the help of this training he will be able to work and adapt more easily to the new working conditions.

The success of this method will depend upon the efficiency of trainer. If the trainer is good and knows the job well, then it will help the worker to learn all aspects of the jobs. Approximately 90% of all industrial training are conducted On-The-Job. On-The-Job training is conducted at the work site and in the context of the job. Many companies combine On-The-Job training with formal classroom training.

2. Orientation Training

Orientation method is also known as Induction Training Method. In this type of Training employee is given a full information about the job as he is a new entrant and to adapt the new environment. He is also informed about the policies, procedures and rules of an organization. Some enterprises have a specific person who gives full information about the location of various departments and offices.

Employee has also provided information about his superiors and subordinates. Orientation Training helps him to get acquainted himself with his immediate boss and the persons who will work under his command. Topics covered in an employee orientation program are as follows-

- organisational review.
- organisational policies and procedures.
- Union-management issues.
- Safety.
- Salary.
- Benefits.
- Physical facilities.
- Departmental review.
- Job information.
- Introduction to co-workers and staff.

3. Apprenticeship Training

An experienced or senior worker is the instructor to the newly joined employee. The worker learns while observing his senior and helping him in the task. The period of apprenticeship is generally long, ranging from one to five years. The trainees are paid apprentice during Training. This method of Training is generally used in technical jobs i.e. Mechanics, electricians, plumbers learn

their jobs by working with trained persons. This is one of the traditional methods of Training and is still in use for learning certain jobs.

Apprenticeship programs are often considered on the job training programs because they involve a substantial amount of on the job training though they do consist of some off the job training for example most professions or traders require some type of apprenticeship program. Which may last anywhere from 2 to 5 years. A large part of these programs involves on the job training in addition to formal course work.

4. Job Rotation

It involves moving employees from one job to another to broaden their experience. To enable employees to perform several job functions so those workforces become more flexible and more interchangeable.

5. CBT & CAI

Use of computers to train employees is becoming increasingly more common among organization, especially for training technical skills. In some CBT programs, trainees can interact directly with computers to actually learn and practice new skills. This approach is similar to the Programmed Instruction system, and is called CAI-Computer Assisted Instructions.

6. Games & Other Simulators

Many training programs rely on the use of variety of games or non equipment simulations. Generally most games are used to teach skills such as decision

making, as well as analytical, strategic, or interpersonal skills for e.g. business games require trainees to assume various roles in a company marketing executives, Administrative Executives. The trainees are usually given several years worth of information on the company's products, technology and Human Resource are asked to deal with the information in a compressed period of time.

7. In Basket Method

This method is used to train management candidates in decision making skills by requiring them to act on a variety of memos, reports and other correspondence that are typically found in manager's in basket.

8. Case Analysis

In this method trainees are asked to read a case report which describes the organisational, social and technical aspects of an organisational, social and technical aspects of an organisational problem e.g. poor leadership, intergroup conflict. Each trainee prepares a report in which he or she describes the problems and offers solutions.

9. Role Playing

In a role-playing exercise, trainees act out roles and attempt to perform the behaviour required in those roles. This method is often used to teach skills such as oral communication, interpersonal skills, leadership styles, performance feedback reviews and interviewing techniques.

10. Behavior Modeling

Behavior modeling is quickly growing as a technique for use with managers. The method consists of five consecutive components-1) modeling (someone watching performance), 2) retention (process to help the trainee what was observed), 3) behavioral rehearsal (using role plays to practice new behaviour), 4) feedback or reinforcement (receiving observers impression of the behaviours performed), and 5) transfer of learning.

11. Action Learning

Action learning enable participant to become more familiar with problems and events occurring outside their immediate area by exposing them to the ideas and thinking of other managers.

12. Understudy Assignments

It groom as individual to take over a manager's job by gaining experience in handling important functions of the job.

13. Seminars And Conferences

Seminars and conferences like classroom instruction are useful for bringing groups of people together for training and development. In this regard, seminars and conferences are often used when attitude change is a goal.

Outside seminars and conferences are often conducted jointly with universities and consulting firms. The seminars are focused on two

dimensions of offensive leadership, concerns for people and concern for production.

14. Refresher Training

As name suggests Refresher Training is helpful to employees to cope up with the changing technological methods. This is type of training is must to all the type of employees even if they are well trained or qualified. Such Training also helps in refreshing the memory of employees. The introduction of new products may also necessitate fresh Training of employees.

For summarizing all above methods with their respective merits and demerits we can follow following comparison chart; which presents brief introduction to all methods.

4.4 Training Method

Sr	Method	Uses	Benefits	Limitations
1	On-The-Job- Training	Learning job skills	Good transfer	Depends on the trainers skills & willingness
		Apprenticeship training	Limited trainer cost	Costly
		Job rotation	High trainee motivation	Frequent interruptions

2	Computer Based Training	Gaining new knowledge	Self-paced	Costly
		Practice	Standardization of training	Trainee may fear using computers
		Individualized training	Feedback gives good retention	Limited opportunities for trainee interaction.
				Less useful for training of interpersonal skills
3	Equipment Simulators	To reproduce real world conditions	Effective for learning & training	Costly to develop
		For physical & cognitive skills	Can practice most of the job skills	Sickness can occur.
		For team training		Requires good fidelity.
4	Games & Simulations	Decision making skills	Resemblance the job tasks.	Highly competitive.



		Management training	Provides feedback.	Time consuming.
		Interpersonal skills	Presents realistic challenges.	May stifle creativity.
5	Case Study or Analysis	Decision making skills	Decision making practice	Must be updated.
		Analytical skills	Real world training materials	Criticized as being unable to teach general management skills.
		Communication skills	Active learning	Trainers often dominate discussion.
		Illustrate diversity of solutions	Good for development problem solving skills.	
6	Role Play	For changing attitudes.	Gives experience of other roles.	Initial resistance to trainees.

		To practice skills	Active learning	Trainees do not take it seriously.
		To analyze interpersonal problems.	Close to reality	
7	Behavior Modeling	To teach interpersonal skills	Allows practice	Time consuming
		To teach cognitive skills	Provides feedback	May be costly to develop.

4.4 Experiential Training Methods.

4.9 Identifying Training Needs

To implement right training program at right time for the right people is very difficult task in front of the management. Each management have to go through procedure of need assessment as management of Universal Luggage Manufacturing Pvt. Ltd., Satara goes through. This procedure, which is known as "Need Assessment" is as per, described below-

1. Organizational Review

By analyzing organization management can take decision about need for training, method to follow and frequency of training programs. For the purpose of analyzing an organization Management have to take review of job profiles, job specifications and available manpower which will be helpful for determining actual training needs. In Universal Luggage Manufacturing Pvt Ltd., Satara Departmental Heads are responsible to take review of training requirements of their respective department. For this they follow methods like interviews, Performance Appraisal etc. They have to filled up Training Need Review forms for each employee for each year by the help of which personnel executives designs and arranges special training programs.

2. Job Analysis

Type of training program required to implement can be decided only after proper analysis of that specific job or field. Job analysis means that detail review of each job viz., authorities and responsibilities of the job holder, his qualification, experience, latest developments related to that particular job, etc.

after taking into consideration Management have to review technical impact on that job. In Universal Luggage Manufacturing Pvt. Ltd., Satara personnel officers are responsible to take brief review of each job. Here job is separated from identity of an employee for the purpose of purely defining that job and related tasks.

3. Technical and Non-technical Analysis

Mostly, technical jobs required frequent training. While deciding technical impact on each job Management have to undertake latest developments taken in that field which will make them ease to take decision about arrangement of training programs.

After completion of job analysis personnel Officers of Universal Luggage Manufacturing Pvt. Ltd., Satara compare job specifications with available Human Resource (KSAs). Thus, deficiencies, if any found, get revised through implementing proper training programs. In other words management can get clear idea about training needs by undertaking KSAs available as compare to requirements of technical and non- technical aspects of job.

4. Interviews

Head of each department arranges direct interviews to find out exact weak points among available work force. To find out needs for personality development, communication skills, behavioral change etc. it is necessary each immediate should be aware of qualities and diffecieacies of his work force. For