

SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE, MANNARGUDI.





**E-CONTENT MATERIAL
UNIT-IV & V**

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**SUBJECT : HUMAN RESOURCES
MANAGEMENT**

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UNIT-IV

- ❑ Definition and purposes of Training.
- ❑ Distinction between Training and Development.
- ❑ Assessing Training Needs & Steps in Training.
- ❑ On the Job and Off the Job Training.
- ❑ Evaluation of Training Effectiveness.
- ❑ Methods of executive development.

DEFINITION OF PURPOSE

TRAINING:

INTRODUCTION:

Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization.



MEANING:

TRAINING:

It is an organized activity aimed at providing instructions to improve the recipients performance or to help him attain a required level of skill. It is a process to increase skill and knowledge.....

Difference basis training development purpose to develop a special skill related to the job.

DIFFERENCE BETWEEN TRAINING & DEVELOPMENT:

TRAINING	DEVELOPMENT
Training means imparting skills and knowledge for doing a particular job.	Development envisages growth of an employee in all respects.
Training increases job skills.	Development shapes attitudes.
Training is used to impart specified skills among operative workers and employees.	Development is associated with overall growth of the executives.
Training has a short-term perspective.	Development has a long-term perspective.
Training is job centered in nature.	Development is career centered in nature.

In training the role of trainer or supervisor is very important.

Development is self driven. The executives have to be internally motivated for self development.

Training seeks to develop skills already possessed by workers.

Development seeks to develop hidden qualities and talent of persons.

Training uses of 'on the job training such as apprenticeship, vestibule training etc.'

Development makes the use 'off the job training methods 'such as lectures, brainstorming, role playing, sensitivity training etc.

Role Of Training & Development

Increase in Efficiency

Increase in Morale of Employees

Better Human Relations

Reduced Supervision

Increased Organizational Viability and Flexibility.

On The Job Training

Tell me, I listen
Show me, I see
Involve me,
I understand

By- Himani Panwar
MBA II Sem



ON-THE-JOB TRAINING:

- Under these methods new or inexperienced employees learn through observing peers or managers performing the job and trying to imitative their behavior.
- It allows employees to learn by actually performing a specific job or task. The employees will perform the job and learn as he goes.
- These methods do not cost much and are less disruptive as employees are always on the job.

ADVANTAGES:

- ❖ Immediate feedback on performance.
- ❖ Swift remediation if tasks is not performed to standard.
- ❖ Often informal.
- ❖ Highly motivating.
- ❖ Free from artificial classroom situations.
- ❖ Most effective because it is learning experience .
- ❖ Least expensive.

DISADVANTAGES:

- ✓ Trainer may not be experienced enough to train or he may not be so inclined.
- ✓ It is not systematically organized.
- ✓ Poorly conducted programs may create safety hazards.
- ✓ Can slow down production for the trainer.
- ✓ Can disrupt the workflow.

METHODS

- Job rotation
- Job- instruction
- Committee assignment
- Apprenticeships
- Coaching
- Mentoring
- Under study / internship.

JOB ROTATION:

- ❑ A job design technique in which employees are moved between two or more jobs in a planned manner.

- ❑ Job rotation is a well-planned practice to reduce the boredom of doing same type of job everyday and experience and explore the hidden potential of an employee.

JOB INSTRUCTIONS:

❖ Step-by-step training in which the trainer explains the way of doing the jobs, gives the job knowledge and skills to the trainee and allows him to do the job.

❖ The trainer appraises the performance of the trainee, provides feedback information and corrects the trainee.

COMMITTEE ASSIGNMENTS:

- Under the committee assignment, group of trainees are given and asked to solve an actual organizational problem.
- The trainees solve the problem jointly.
- It develops team work and committee development.

COACHING:

- a) One-to-one training.
- b) The trainee is placed under a particular supervisor who functions as a coach in training the individual.
- c) The supervisor provides feedback to the trainee on his performance and offers him some suggestions for improvement.
- d) Trainee may not have the freedom or opportunity to express his own ideas.

MENTORING:

- Job mentoring involves providing an employee with an experienced coach to oversee his or her learning experience.
- The trainee employee learns the job firsthand and may consult the mentor or coach at any time for assistance.
- The focus in this training is one of the development of attitude.

OFF THE JOB DEVELOPMENT OR EXECUTIVE DEVELOPMENT:

- ❖ Special courses
- ❖ Specific readings
- ❖ Special projects
- ❖ Conference training
- ❖ Sensitivity training



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About Performance appraisal

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Advantages of Performance Appraisal

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DEFINITIONS:

- According to **NEWSTROM** “It is the process of evaluating the performance of employees, sharing that information with them and searching for ways to improve their performance.”

MEANING:

- A “ Performance appraisal “ Is a process of evaluating an employee’s performance of a job in terms of its requirements.

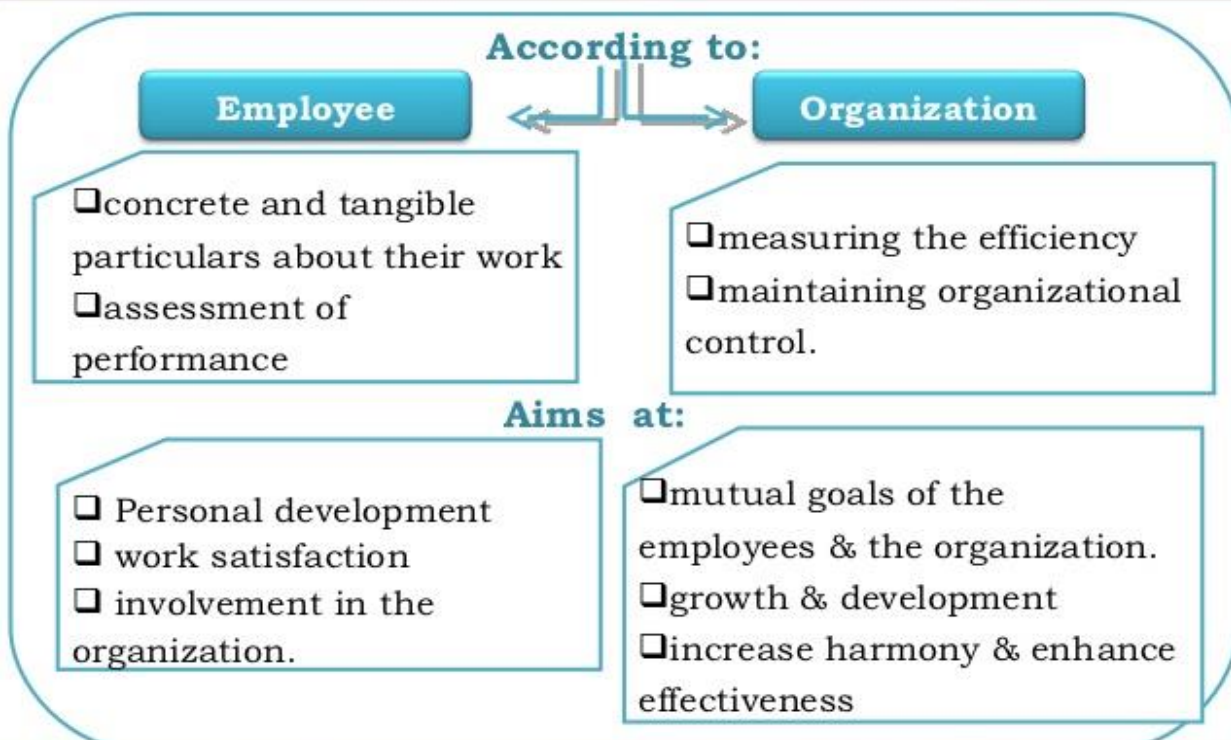
PERFORM:

- Purpose
- Empowerment
- Relationship
- Flexibility
- Optimal performance
- Recognition and rewards
- Morale.

UNIT-V

- ❖ Definition and Objectives of Performance Appraisal
- ❖ Steps in Appraisal
- ❖ Traditional and Non traditional methods of Performance Appraisal
- ❖ Pre-requisites of a Good Appraisal System
- ❖ Defects in Performance Appraisal.

OBJECTIVES OF PERFORMANCE APPRAISAL



METHODS OF PERFORMANCE APPRAISAL

Traditional Methods

1. Paired comparison
2. Graphic Rating scales
3. Forced choice Description method
4. Forced Distribution Method
5. Checks lists
6. Free essay method
7. Critical Incidents
8. Group Appraisal
9. Field Review Method
10. Confidential Report
11. Ranking

Modern Methods

1. Assessment Center
2. Appraisal by Results or Management by Objectives
3. Human Asset Accounting
4. Behaviorally Anchored Rating scales

PRE-REQUISITIES OF A GOOD APPRAISAL SYSTEM:

Communication is an essential pre requisite for a performance management process as it clarifies the expectations and enables the parties in understanding the desired behaviors or expected results. Identification of major performance parameters and definition of key performance indicators.

DEFECTS IN PERFORMANCE APPRAISAL:


8 Major problems:

- Appraiser discomfort
- Lack of objectivity
- Horn error
- Leniency
- Central tendency error and a few others.....

One of the reasons might be inadequate training of the raters or appraisers.

SOME OF THE PROBLEMS OF PERFORMANCE APPRAISAL ARE:

- Difference among raters
- Confusing performance and potential
- Rating game
- Faulty assumptions
- Psychological blocks
- Halo effect
- Error of central tendency
- Leniency.

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- Stereotyping
 - Regency effect
 - Appraiser discomfort
 - Lack of objectivity
 - Manipulating the evaluation
 - Judgment error
 - In effective organizational policies and practices
 - Cross cultural biases.

Most serious performance appraisal problems:

- ✓ Don't assess actual performance
- ✓ Infrequent feedback
- ✓ Non-data-based assessment
- ✓ Lack of effectiveness metrics
- ✓ Lack of accountability

Process related problems:

- ❖ Discounted from rewards
- ❖ Individual scores exceed team performance