

Training, Development & Methods of Training

1 Mark Questions

1. Name and state the 'on-the-job method of training' that is used to give training to the electricians. (HOTS; All India 2013)

Ans. Apprenticeship Programme It is on-the-job training method. Under this, a master worker as a trainer is appointed, who guides the workers regarding the skill of job. Electricians are required to undergo such trainings.

2. Name the method of training in which trainees learn on the equipments they will be using. (HOTS; Delhi 2010; All India 2010)

Ans. In vestibule training, employees learn their jobs on the equipment they will be using and actual work environments are created in a classroom, which is away from the actual work floor.

3. Name the method of training in which the trainees works directly with a senior manager and the manager takes full responsibility of the trainee. (HOTS; Delhi 2010; All India 2010)

Ans. Coaching.

4. Name the method of training in which the trainee learns under the guidance of a master worker. (HOTS; Delhi 2010; All India 2010)

Ans. Apprenticeship training.

3 Marks Questions

5. Why is training important for the employees? State any three reasons. (Compartment 2014; All India 2012)

or

State any three reasons why training is beneficial for employees of an organisation. (Foreign 2014; Delhi 2008)

Ans. The employees training in an organisation is necessary due to the following reasons (Any three)

(i) Systematic learning Training is systematic learning, always better than hit and trial method which leads to reduction of wastage of efforts and money.

(ii) Increase in productivity A trained worker is more efficient in his work. He has better knowledge, skills and speed for his job. This leads to increase output which is

profitable for the enterprise.

(iii) Fewer accidents Trained employees are proficient in handling machinery and equipment. Thus, less prone to accidents.

6. Why is training important for an organisation? State any three reasons. (Delhi 2012)

Ans. Training is important for an organisation because of the following reasons;

- (i) Training of the workers leads to increase in productivity and reduction of wastages.
- (ii) It reduces absenteeism and labour turnover as trained workers become more confident and thus, they become regular and stick to their job and place.
- (iii) It is required to teach technology and work methods to employees.

7. Define training and development. (Delhi 2012)

Ans. Training It refers to the process by which aptitudes, skills and abilities of employees to perform specific jobs are improved. According to Michael Armstrong, 'Training is the systematic development of knowledge, skills and attitudes required by an individual to perform adequately a given task or job'.

Development It involves growth of an employee in all respects. It denotes the process by which the employees acquire skills and competence to do their present job and increase their capabilities for handling higher jobs in the future. Development is a continuous process of building competencies of employees and thus facilitating overall development of employees.

4/5 Marks Questions

8. Manu, a Chief Manager in a company using highly sophisticated machines and equipments, wants that every employee should be fully trained before using the machines and equipments. Suggest and describe the best method of training that Manu can use for training of the employees. (HOTS; Delhi 2012)

Ans. Vestibule method of training should be imparted in the given situation.

Vestibule training Under this method, employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor. Actual work environment is created in a classroom and employees use the same materials, files and equipments. This is usually done when employees are required to handle sophisticated machinery and equipment. Vestibule training is suitable where a large number of persons are to be trained at the same time for the same kind of work. The main emphasis is on learning rather than on production.

9. Atul is working in an organisation. After every three months, his manager transfers him from one department to another so that he may gain a broader understanding of all the departments of the organisation.

Name and explain the method of training Atul is undergoing. (HOTS, All India 2012)

Ans. Job rotation training This kind of training involves shifting the trainee from one department to another or from one job to another. This enables the trainee to gain a broader understanding of all parts of the business and how the organisation as a whole functions. When employees are trained by this method, the organisation finds it easier at the time of promotions, replacements or transfers. This will broaden his horizon and capacity to do a variety of jobs. Rotation of an employee on different jobs should not be done frequently.

10. State any four reasons why training is needed in an organisation. (Delhi 2011,2008)

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11. Explain

(i) Apprenticeship and

(ii) Job rotation, as methods of training.(All India 2011)

Ans. (i) Apprenticeship In this, trainee work under the guidance and supervision of a guide or a trainer for a prescribed amount of time. During this process of training, the apprentice is imparted both theoretical and practical training, by the expert. Some of the areas of apprenticeship training includes

- Building construction.
- Skilled craft like those mechanics, electricians, welders, etc

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12. Some learning opportunities are designed and delivered to improve skills and abilities of employees whereas some others are designed to help in the growth of individuals in all respects. Identify and explain the two concepts explained above, (HOTS; Delhi 2009)

Ans. Training Some learning opportunities designed and delivered to improve skills and abilities of employees are referred to as training. It is the systematic development of knowledge, skills and attitudes required by an individual to perform adequately a given task or job.

Development Opportunities designed to help in the growth of individuals in all respects are referred to as development. It denotes the process by which the employees acquire skills and competence to do their present job and increase their capabilities for handling higher jobs in the future.

6 Marks Questions

13. What is meant by training? State any four benefits of training to the organisation. (Delhi 2014, 2009C)

Ans. Training is the systematic development of knowledge, skills and attitudes required by an individual to perform adequately a given task or job. The purpose of training is to achieve a change in the behaviour of those trained and to enable them to do their jobs in a better way. Training is not a 'one step' process, but is a continuous or never ending process

Benefits of training are as follows:

(i) Reduced learning time A trained employee takes less time in learning the job as compared to untrained employee. As a result, there is less wastage of resources and higher productivity in organisation.

(ii) Better performance The performance of trained employees is always better than the performance of untrained employees. In the training programmes, their qualities and capabilities are improved and employees get some experience of working on the job before they are actually assigned the job. This improves their performance and efficiency level.

(iii) Attitude formation The training and development aims at moulding the employees so that they develop positive attitude for the organisation. It motivate them, to be ready to take the initiative and thus on attitude of support and cooperation exist among the employees.

(iv) Helps in solving operational problems While performing various activities, the organisation faces various problems such as problem of absenteeism, wastage of resources, dissatisfaction of employees, lack of team work, etc. Through training, these operational problems can be avoided or removed in the organisation.

14. A newly appointed personnel manager is of the view that training is beneficial only for the workers and not for the organisation. Do you agree with his view? Give any four reasons in support of your answer. (HOTS; All India 2010; Delhi 2010c)

or

Training is beneficial both for organisation as well as for the employees. Explain any three benefits of training towards the organisation and any three towards the employees. (Delhi 2008)

Ans. No, as per my opinion, manager's view point is not correct. Training is beneficial for both, viz organisation and for workers.

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Training is important for the employees

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(ii) Increase in productivity A trained worker is more efficient in his work. He has better knowledge, skills and speed for his job. This leads to increase output which is profitable for the enterprise.

(iii) Fewer accidents Trained employees are proficient in handling machinery and equipment. Thus, less prone to accidents.

15. Explain in brief the following methods of training to the workers

- **Apprenticeship training**
- **Job rotation training**
- **Vestibule training (All India 2008; Delhi 2008C)**

Ans. (i) Apprenticeship Training

In this, trainee work under the guidance and supervision of a guide or a trainer for a prescribed amount of time. During this process of training, the apprentice is imparted both theoretical and practical training, by the expert. Some of the areas of apprenticeship training includes

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(iii) Vestibule training

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