

LECTURE NOTES ON HUMAN RESOURCE MANAGEMENT ON TRAINING TYPES FOR STUDENTS ACADEMIC USE BY- DR.NEHA MATHUR MA'AM

Types of Training

Everything you need to know about types of training in HRM. Training is the systematic process of enhancing the job related skills, attitude and knowledge of personnel.

Training enables employees to develop and rise within the organisation, increase their market value. Basically, the top management is responsible for training of employees in the organisation. Training of the employees is possible if they believe that the resulting modification in the behaviour is in their own interest and they can perform their job in a better way after attending the particular training programme because learning is a self-activity and employee development is self-development.

The various types of training imparted to the employees in an organisation are as follows:-

1. Induction Training 2. Job Training 3. Crafts Training 4. Promotional Training 5. On-the-Job Training 6. Vestibule Training 7. Apprentice Training 8. External or Internal Training and 9. Refresher Training.

The various types of training imparted to the employees of the organisation are explained as under:

(i) Induction Training:

This is a training which is imparted to a new employee at the time when he or she joins the organisation. This training is imparted to them to build up their confidence in the organisation and to give them information about the various procedures, rules and regulations. They are introduced to their work environment and the fellow employees in order to promote a feeling of belongingness and loyalty amongst them.

(ii) Job Training: This given in different ways to make the workers proficient in handling various machines, equipment and materials so that their operations are smooth and fault less and accidents on the job can be avoided.

(iii) Crafts Training: Such type of craftsmanship training involves preparation, for learning a specific craft thoroughly and become a competent craftsman. The extent and intensity of training varies from crafts to craft. Apprenticeship training is the major method adapted for such type of training.

(iv) Promotional Training: The existing talented employees may be given adequate training to make them eligible for promotion to higher jobs in the organisation. The purpose of such training is to make the employees fit for undertaking higher job responsibilities.

(v) Refresher Training: It is meant for the old employees of the enterprise. Its purpose is to acquaint the existing workforce with the latest methods of performing their jobs and improve their efficiency further.

(VI) Vestibule Training:

Under this method, the new employee is trained in a separate training-centre within the plant itself. This type of training has been introduced with the object of avoiding the inconvenience of on-the-job training. An experienced job instructor imparts training. A natural working atmosphere is created as it prevails in the workshop where production is being carried on. Thus, the new employee is trained to learn the whole process. He thus overcomes the initial nervousness that overtakes him when he is put to learn on the job itself. Regular production of the workshops, in their method off training, is not interfered with. Emphasis is given more on instruction than work. The limitation of the training is that it is costlier. [The word 'vestibule' refers to an entry cubicle through which one passes into rooms or an entry hall leading to a building.]

(VII) Apprentice Training:

This is the oldest form of training where it is intended to impart sufficient knowledge and skill of a craft to a young person with some technical background and take it as an apprentice. This enables the trainee to gain complete proficiency in the craft. Under this method, the trainees are required to gain not only actual work

experience in the actual job but also to attend classroom lectures to have theoretical knowledge.

This method of training combines practical experience with theoretical lessons. After a considerably long period of training, the new incumbents find it easy to adjust themselves with their work environment, nor do they feel shy in their work. However, as a method of training, this method, in spite of some limitations, will continue to stay as the oldest method.

VIII External or Internal Training:

Mostly confined to skilled and technical personnel, this type of training is imparted in vocational schools and technical institutions. These institutions train candidates – sent to them by individual enterprises. Broad-based training is given to the candidates through classroom lectures with practical class illustrations.

But still they do not gain practical knowledge and experience for which they are ultimately sent to some business enterprise to gain actual work experience. To bring about a balance between theory and practice, this internship training has been introduced.

Special Course training is provided to those who have already been trained on the job or by the vestibule method. They are deputed to outside institutions for attending special courses to improve their skill. For instance, an accounts clerk is sent to learn book-keeping. Such training obviously equips an employee with better knowledge though cost factor cannot be overlooked.

Other methods of training are – Refresher training, Learner training and supervisory training which do not need any elucidation.

IX Refresher Training:

Refresher training is imparted to the employees who are working in the organization to acquaint themselves with the latest methods for performing the job. The change in technology also necessitates refresher training for existing employees.