

LECTURE 10: OFF JOB TRAINING METHODS

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Lecture learning outcomes:

At the end of the lecture you will be able to:

- i. Understand the concept of off job training**
- ii. Discuss types of off job training methods**
- iii. Explore advantages and disadvantages of off job training**

OFF JOB TRAINING

- Off-the-job trainings are usually conducted away from the work situation and therefore is often simulated. Off-the-job training is conducted in a location specifically designated for training. It may be near the workplace or away from work, at a special training center or a resort conducting the training away from the workplace minimize distractions and allows trainees to devote their full attention to the material being taught

Off the Job Training Methods

- Classroom method or lecture method is well-known to train white collar or managerial level employees in the organisation. under this method employees are called to the room like that of classroom to give training by trainer in the form of lectures.

Advantages

- One important advantage of the lecture method is that a relatively large number of people can be instructed at one time.
- A lecture can deal with more facts, principles, and concepts in a shorter time
- If teaching resources are scarce, then the lecture method is the best.
- It can be used for large groups.
- Cost per trainee is low

Disadvantages

- It has a limited value in promoting behavioural or attitudinal changes
- it is one way communication.
- There is little scope for practice, reinforcement, or knowledge of results.
- It has limited usefulness in teaching employees who cannot grasp verbal presentations
- Low interest of employees. It is not learning by practice. It is One-way communication.
- No authentic feedback mechanism.

Audio-Visual

Providing training by way of using Films, Televisions, Video, and Presentations

Advantages

- Wide range of realistic examples,
- Quality control possible.

Disadvantages

- One-way communication,
- No feedback mechanism.
- No flexibility for different audience.

Simulations

- A simulation is a training method that represents a real-life situation, with trainees' decisions resulting in outcomes that mirror what would happen if they were on the job

Case Studies

A case study is a description about how employees or an organization dealt with a difficult situation. Trainees are required to analyze and critique the actions taken, indicating the appropriate actions and suggesting what might have been done differently. Cases may be especially appropriate for developing higher order intellectual skills such as analysis, synthesis, and evaluation. Cases also help trainees develop the willingness to take risks given uncertain outcomes, based on their analysis of the situation

Advantages

It is a lively and interesting method. It keeps the participant vibrant and encourages participation in the learning process, It develops the thinking, analyzing, and problem solving skills of the participants, It relieves monotony of listening to continuous faculty lectures, it helps the participants to solve the problems by applying the learning gained during training, Relationship building skills are developed, co-operation and understanding

Disadvantages

- It is a time consuming and may be cumbersome at timeLack of provision of adequate data and incidents may dilute the case study method.
- There is a shortage of appropriate cases.
- If the case studies are lengthy, the participants may lose their concentration.
- It requires skill on the part of trainer.

Vestibule Training

- Mostly this method of training will be used to train technical staff, office staff and employees who deal with tools and machines. Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work
- Vestibule training allows employees to get a full feel for doing task without real world pressures. it minimizes the problem of transferring learning to the job.

Role Playing:

During a role play, the trainees assume roles and act out situations connected to the learning concepts

- After the acting is over, there is discussion about the roles and functions; strong and weak points; merits and demerits of the situation; commissions and omissions of the characters; applications and criticisms of the roles; causes of the situations; decisions and solutions about the happenings and the final conclusions

Advantages of Role Play

- i) The trainees have a feel of a real work life situation, The role play bridges the gap between theory and practice, Trainees have opportunities to develop skills in communication, interpersonal relationships, decision making, observation, Helps the trainees to think and analyze the situation independently and logically.

Disadvantages of Role Play

- Role play is that it is time consuming and well experienced trainers are needed to conduct role play sessions.

Programmed Instruction (P.I)

- Programmed learning is a self instructional learning and the course material is prepared or programmed in steps. The subject matter to be learnt is divided into small steps and the order or sequence to be followed by trainees is given. The trainees start learning from simple steps and progress towards more complex steps / instructions

Advantages

- i) This method enables the trainees to learn at their own speed and convenience. They can study the programmes and learn at home. It is a self learning methodology.
- ii) A large number of people can learn through the programmed learning method without any geographical or distance barriers. Large amounts of information can be given in this method.
- iii) The trainees get the psychological satisfaction due to immediate feedback, self pacing, and individualized learning.

Disadvantages

- i) Writing the programme is tedious, time consuming, and needs greater care, concern, and analysis, Learning through this method requires strong motivation on the part of the trainees to learn, but many trainees, especially workers and office goers, may not have enough time and motivation for self learning, It is a highly structured routine methodology. Some people may resent directed learning

Management Games

- With computerized management games, trainees divide into five- or six-person groups, each of which competes with the others in a simulated marketplace
- They help trainees develop their problem-solving skills, as well as to focus attention on planning rather than just putting out fires

The Conference Method

- . It is a formal meeting, conducted in accordance with an organized plan, in which the leader seeks to develop knowledge and understanding by obtaining a considerable amount of oral participation of the trainees. It lays emphasis on small group discussions.
- This method suits bigger groups and participants
- It is difficult to determine whether the trainees learnt anything or not.

Sensitivity Training

Sensitivity training is a group training method that uses intensive participation and give immediate feedback for self analysis and change. This training has two advantages-

- (a) Participants remain involved and enthusiastic.
- (b) The responsibility for learning experience involved and enthusiastic

Computer Based Training (CBT)

- Many organizations are now implementing CBT as an alternative to classroom-based training to accomplish those goals. Organizations are providing training to employees through Intranet or Internet. Internet is not the method of training but has become the technique of delivering training. The growth of electronic technology has created alternative training delivery systems.

Symposium.

In a symposium, a particular subject is discussed widely and deeply from the viewpoint of several well-versed authors.

- The main advantage of this method is the active thinking and participation by participants.
- The disadvantage is that a lot of controversy and confusion in thinking may result in futile endeavour.

Orientation Training

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Discussion Method

- Learning through this methodology is through discussions on a subject. Discussions involve the exchange of ideas between the trainees and trainers and, also, among the trainees themselves
- Advantage
- It is a participation-oriented method, there is an exchange of ideas and experiences among participants.
- It is a self-learning methodology, and participants need not depend solely upon the trainers for learning. The trainees get on-the-spot feedback from the co-trainees about their opinions and experiences

Disadvantages

- It is time consuming because, sometimes, everyone wants to add to the discussion.
- Often, the discussions are side tracked from the main objective.
- Some trainees may dominate the discussion, while others are silent throughout a discussion.
- The outcome and decisions of discussions may be controversial and there are no solutions even after prolonged individual or group discussions.

Syndicate Method

- In this method, the trainees are divided into sub groups, called as syndicates and each syndicate has to work on various subjects. The syndicates discuss the issues related to the subject and prepare a report. A syndicate can be formed for any topic. The topic could be one that involves all the departments in an organization, and the members of the syndicate are selected from a cross-section of organizations.

Advantages

- All the participants are actively involved in the syndicate sessions, It cultivates leadership qualities, It is a self learning and development process, The syndicates are formed for certain definite purpose.

Disadvantages

- If the syndicate consists of members with wider interests and views, there may be disagreements on the issue till the end, should be carefully structured by the trainer. Hurriedly structured syndicates do not contribute anything, The participation of members may be lopsided.

Seminars

- Seminars are short term training programmes arranged for a few days – a day or two or maximum three days. Seminars are convened to have in-depth discussion on a subject from various viewpoints

Advantages This method helps participants to obtain the views, opinions, research finding. The method is faster than gathering knowledge by reading books and holding discussions, They enable the Training Methods and Tools participants to see different points of view, attitudes, and opinions, the trainees are given the opportunity to listen to experts from different fields who share their views on specific issues

Disadvantages

If the audience for the seminar is too big, Individual attention, as in training situations, is not possible. Many seminars have just become rituals without anyone giving much thought to the issues. As a result, no purpose is achieved by convening seminars. Interactions between participants are very limited.

Demonstration.

- The demonstration step gives trainees the opportunity to see and hear the details related to the skill being taught

GROUP BUILDING METHODS

- Group building methods are training methods designed to improve team or group effectiveness. Training is directed at improving the trainees' skills as well as team effectiveness. In group building methods, trainees share ideas and experiences, build group identity, understand the dynamics of interpersonal relationships, and get to know their own strengths and weaknesses and those of their co-workers

Adventure Learning

- Adventure learning focuses on the development of teamwork and leadership skills through structured activities. Adventure learning includes wilderness training, outdoor training, drum circles, and even cooking classes. Adventure learning appears to be best suited for developing skills related to group effectiveness such as self-awareness, problem solving, conflict management, and risk taking. Adventure learning may involve strenuous, challenging physical activities such as dogsledding or mountain climbing.

Team Training

- Team training coordinates the performance of individuals who work together to achieve a common goal. Three components of team performance include knowledge, attitudes, and behavior. The behavioral requirement means that team members must perform actions that allow them to communicate, coordinate, adapt, and complete complex tasks to accomplish their objective

References

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