

1. Details of Module and its structure

Module Detail	
Subject Name	Business Studies
Course Name	Business Studies 03 (Class XII, Semester - 1)
Module Name/Title	Selection- process, Training and Development – Concept and importance, Methods of training – on the job and off the job
Module Id	Lebs_10603
Pre-requisites	Concept and process of Staffing
Objectives	<p>After going through this lesson, the learners will be able to understand the following:</p> <ul style="list-style-type: none">• Describe the steps involved in the process of selection.• Concept of Training and Development• Differentiate between training and development• Importance of training to the organisation and to the employees.• Discuss on the job and off the job methods of training.
Keywords	Selection, Process of Selection, Employment Interview, Reference and Background Checks, Medical Examination, Job Offer, Training and Development

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Selection - Meaning and Process

When an adequate number of applications/names of interested candidates have been collected through the recruitment exercises the selection process starts. Selection refers to the process of choosing the most suitable person from among the list of interested candidates. It involves going through the qualification and experience of all candidates and matching them with the expectation for the job so as to decide on the most suitable ones for the job.

Meaning

Selection is the process of identifying and choosing the best person out of a number of prospective candidates for a job

Process Of Selection

The entire process goes through a number of steps which may be called as selection procedure.

- i. Preliminary Screening
- ii. Selection Tests
- iii. Employment Interview
- iv. Reference and Background Checks
- v. Selection Decision
- vi. Medical Examination
- vii. Job Offer
- viii. Contract of Employment

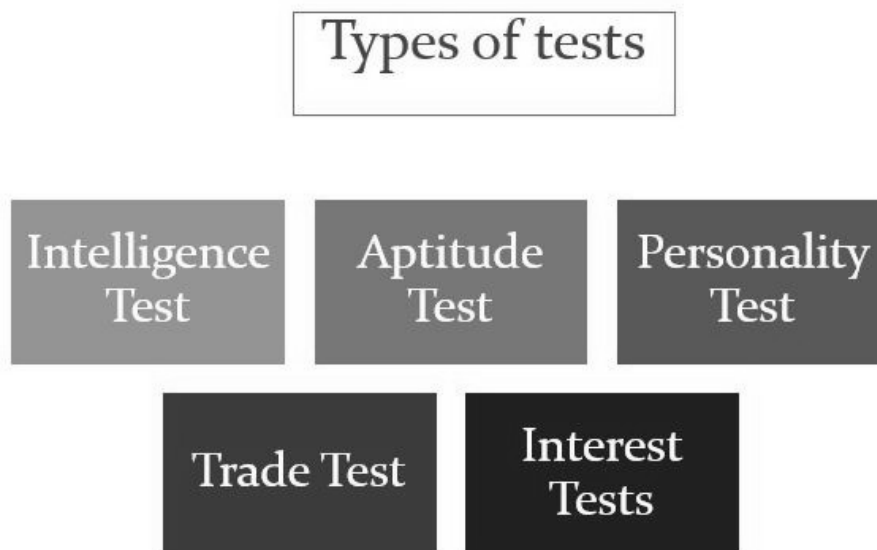
1. Preliminary Screening:

- Screening exercise involves checking the contents of the applications so as to ascertain whether or not the minimum eligibility conditions in respect of age, experience, qualifications and skills are fulfilled by the candidates who have applied for the job.

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- It helps the manager eliminate unqualified/ unfit job seekers based on the information supplied in the application forms.
 - The purpose of screening is to prepare a list of eligible candidates who are to be evaluated further. Candidates not eligible are thereby excluded from further consideration.

2. Selection Tests:

- An employment test is a mechanism (either a paper & pencil test or an exercise) that attempts to measure certain characteristics of individuals.
- These characteristics range from aptitudes, such as manual dexterity, to intelligence to personality.
- Important Tests Used for Selection of Employees:



1. Intelligence Tests:

- a. This is one of the imp psychological tests used to measure the level of intelligence quotient of an individual.
- b. It is an indicator of a person's learning ability or the ability to make decisions and judgments.

2. Aptitude Test:

- a. It is a measure of individual's potential for learning new skills.
- b. It indicates the person's capacity to develop.

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- c. Such tests are good indices of a person's future success score, potential to acquire skills and the later the actual skills possessed.
3. Personality Tests:
 - a. Personality tests provide clues to a person's emotions, her reactions, maturity and value system etc.
 - b. These tests probe the overall personality. Hence, these are difficult to design and implement.
 4. Trade Test:
 - a. These tests measure the existing skills of the individual.
 - b. They measure the level of knowledge & proficiency in the area of professions or technical training.
 - c. For example, to judge the speed and accuracy of typing, candidates may be given a standard paragraph to type
 - d. The difference between aptitude test and trade test is that the former measures the potential to acquire skills and the later the actual skills possessed.
 5. Interest Tests:
 - a. Every individual has fascination for some job than the other.
 - b. Interest tests are used to know the pattern of interests/ involvement of a person.

3. Employment Interview:

- Interview is the most important part of the selection procedure.
- It serves as a means of checking the information given in the application form and making an overall assessment of the candidate's suitability for the job.
- In an interview, the candidate has a face-to-face interaction with the employer or representatives of the employer, where they try to judge the ability of the candidate
- It is a formal, in-depth conversation conducted to evaluate the applicant's suitability for the job.
- The role of the interviewer is to seek info and that of the interviewee is to provide the same.
- Though, in present times, the interviewee also seeks information from interviewer.

4. Reference and Background Checks:

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- Many employers request names, addresses, & telephone numbers of references for the purpose of verifying info and, gaining additional info on an applicant.
 - Previous employers, known persons, teachers and university professors can act as references.
 - In addition to the requisite educational qualification, skill and experience, it is expected that the candidates who are to be considered for employment must have other qualities like balanced temperament, honesty, loyalty, etc. These qualities cannot be judged on the basis of any test. Therefore, information is obtained and verified from the people whose names are given by the candidates as referee.

5. Selection Decision:

- The final decision has to be made from among the candidates who pass the tests, interviews and reference checks.
- The views of the concerned manager will be generally considered in the final selection because it is he/she who is responsible for the performance of the new employee.

6. Medical Examination:

- After the selection decision and before the job offer is made, the candidate is required to undergo a medical fitness test.
- This is done to see whether the selected candidates are physically fit for the job.
- A proper medical examination ensures higher standard of health of the employees and their physical fitness which, in turn, reduces the labour turnover, absenteeism and accidents.
- The job offer is given to the candidate being declared fit after the medical examination.

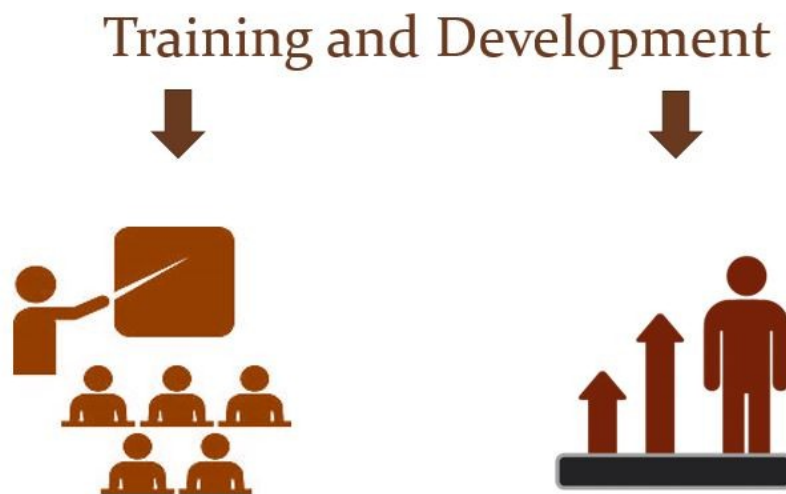
7. Job Offer:

- The next step in the selection process is job offer to those applicants who have passed all the previous hurdles.
- It is made through a letter of appointment/confirm his acceptance.
- Such a letter generally contains a date by which the appointee must report on duty.

8. Contract of Employment:

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- Certain documents need to be executed by the employer and the candidate.
 - One such document is Attestation form. This form contains certain vital details about the candidate, which are authenticated and attested by him or her. Attestation form will be a valid record for future reference.
 - There is also a need for preparing a contract of employment. Basic info that should be included in a written contract of employment will vary according to the level of the job, but the following checklists sets out the typical headings: Job Title, Duties, Responsibilities, Date (when continuous employment starts) and the basis for calculating service, rates of pay, allowances, hours of work, leave rules, sickness, grievance procedure.

Training and Development



Training:

- The term training is used to indicate the process by which attitudes, skills & abilities of employees to perform specific jobs are increased.
- Training is a process of increasing knowledge & skills. It is to enable the employee to do the job better.
- It is a job-oriented process.

Development:

It refers to the learning opportunities designed to help employees grow. It covers not only those activities that improve job performance but also those, which bring about growth of the

personality, help individuals in the progress towards maturity & actualization of their potential capacities so that they become not only good employees but also better men and women. The term development means growth of individual in all respects. Training is short-term process but development is an ongoing process. Also, development includes training.

Difference between Training and Development

S.No	Basis	Training	Development
1.	Meaning	The term training is used to indicate the process by which attitudes, skills & abilities of employees to perform specific jobs are increased.	It refers to the learning opportunities designed to help employees grow.
2.	Purpose	It is concerned with maintaining and improving current job performance	It seeks to develop competence and skills for future performance.
3.	Nature/ Scope of learning/orientation	It is a job-oriented process	It is a career-oriented process
4.	Methods used	It is imparted through on the job methods	It is imparted through off the methods
5.	Time/duration	Training programs are organised over for short term	Development takes place over a larger period of time. In fact it is an ongoing process
6.	Initiative	The boss takes the initiative for imparting training to his subordinates.	The individual takes the initiative for self-growth and development.
7.	Suitability	For new employees as well as the existing employees for improving their performance at work.	To prepare employees to take up higher and more challenging jobs in future
8.	Scope	Narrow in scope	Broader in scope as it include training also

Education:

- It is the process of increasing the knowledge.
- Imparts qualities of mind, character and understanding of the basic principles and develops the capacities of analysis, synthesis and objectivity.
- Broader in scope than training.

Need/Importance /Benefits of training:

Benefits to the firm:

1. **Systematic learning:** A systematic training programme helps to reduce the learning time to reach the acceptable level of performance. The employees need not learn by trial and error or by observing others and waste time if the formal training programme exists in the organization.
2. **Increased Productivity:** A well trained employee usually shows greater productivity and higher quality of work-output than an untrained employee. Training increases the skills of the employees in the performance of a particular job. An increase in the skills usually helps to increase both quantity and quality of output.
3. **Equips future managers:** Training equips the future manager who can take over in case of emergency. Therefore, providing your current and future managers with training in strategic planning will help position them for senior management positions, while also providing benefit to your organization by developing these competencies internally.
4. **Increases employee morale:** The morale of employees is increase if they are given proper training. A good training programme will mould employees' attitude to achieve support for organisational activities and to obtain greater cooperation and loyalty. With the help of training, dissatisfaction, complaints, absenteeism and turnover can be reduced among the employees.
5. **Response to fast changing environment:** Business Environment is dynamic .Training of employees helps in obtaining effective response to fast changing environment which may be change in technological, economic conditions etc.
6. **Decreased Supervision:** If the employees are given proper training, the responsibility of supervision is lessened. Training does not eliminate the need for supervision, but it reduces the need for detailed and constant supervision.

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7. **Economy in Operations:** Trained personnel will be able to make better and economical use of materials and equipment's. Wastage will be low.

In addition, the rate of accidents and damage to machinery and equipment will be kept to the minimum by the well- trained employees. These will lead to less cost of production per unit.

Benefits to the employees:

1. **Better career:** Improved skills and knowledge due to training lead to better career of the individual. Employees can get higher level jobs because of possession of new and additional skills.
2. **More Earning:** Increased performance by the individual help him to earn more. Also the training they do can take them into other positions within the organisation – positions with better prospects and/or better pay.
3. **Less Accidents:** Training makes the employee more efficient to handle machines. Thus, less prone to accidents. Training creates a feeling of confidence in the minds of the employees. It gives them a security at the workplace.
4. **Increased morale of employee:** Training increases the satisfaction and morale of employees. They acquire new skills, increasing their contribution to the business and building their self-esteem.

Methods Of Training:

There are various methods of training. These are broadly categorised into two groups: On the job and Off the job methods.

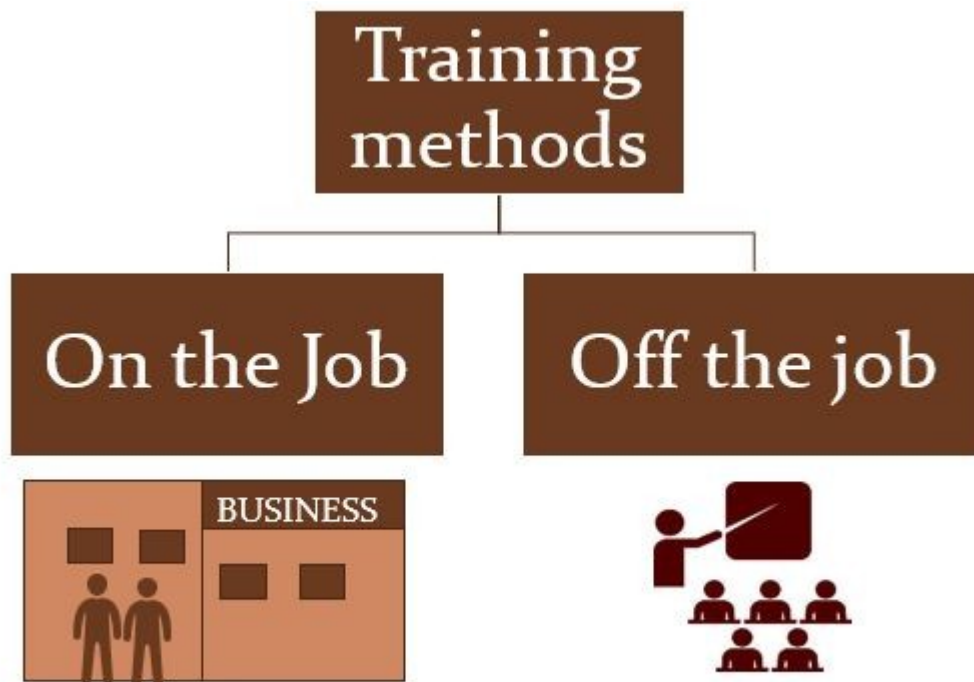
On the job methods

On the job methods refer to the methods that are applied to the workplace, while the employee is actually working.

Off the job methods

Off the job methods are used away from the work place.

The former means learning while doing, while the latter means learning before doing.



Basis	On the job method of training	Off the job method of training
1. Meaning	On the job methods refer to the methods of training that are applied to the workplace, while the employee is actually working.	Off the job methods refer to the methods of training which are used away from the work place
2. Types	Apprenticeship Programme/training, Internship training, Induction training	Vestibule training, Lecture and Conferences
3. Nature	Learning while doing,	Learning before doing
4. Trainer	Training is normally given by superiors	Training is normally given by experts or Professionals
5. Suitability	Suitable only for technical jobs and where a few employees are to be trained in the real job environment.	More suitable for managerial job positions or where large number of employees has to be trained
6. Time consumed	Less Time consuming	More Time consuming
7. Cost involved	Less	More

On the job Training

Apprenticeship Programme/Training

- Persons who want to enter skilled jobs such as plumbing, iron smithy, electrician's job are sent for apprenticeship programme.
- Master worker /trainer is appointed who guides the worker or the learner regarding the skills of the job.

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- People seeking to enter skilled jobs, to become, for example, plumbers, electricians or iron workers, are often required to undergo apprenticeship training.
 - When the learner becomes an expert then he is given the full charge of the job position.
 - Generally the time period for such a programme may vary from 2 to 5 years

Induction Training

- Induction training is a type of training given to help a new employee in settling down quickly into the job by becoming familiar with the people, the surroundings, the job and the business.
- The duration of such type of training may be from a few hours to a few days

Internship training

- An agreement between the professional institutes and the corporate sector, whereby the professional Institutes send their students to various companies so that they can practice the theoretical knowledge acquired through these professional Institutes.
- The companies prefer this arrangement because they get people with fresh ideas and latest knowledge and because they can pay them nominal stipends.
- On the other hand students get a chance to practice under the real work situation.
- Thus we can say that under Internship the class room sessions are backed with Practical training.

Off the Job training

Vestibule Training

- Employees learn their jobs on the equipment that they will be using, but the training is conducted away from the workplace.
- A dummy model of the workplace/ machinery is prepared for this purpose and the employees are trained on it, using similar materials, files and equipment instead of the original work set-up.
- This method is suitable when the employees are required to handle sophisticated machinery and equipment and it provides the benefit of the on the job methods.

On the job Training

Coaching: In this method, the superior guides and instructs the trainee as a coach. The coach or counselor sets mutually agreed upon goals, suggests how to achieve these goals, periodically reviews the trainee's progress and suggests changes required in behavior and performance. The trainee works directly with a senior manager and the manager takes full responsibility for the trainee's coaching. Classically the trainee is being groomed to replace the senior manager and relieve him from some of his duties. This gives a chance for the trainee to learn the job also.

Job Rotation: 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. The trainee gets fully involved in the departments operations and also gets a chance to test her own aptitude and ability. Job rotation allows trainees to interact with other employees facilitating future cooperation among departments. When employees are trained by this method, the organisation finds it easier at the time of promotions, replacements or transfers.

Off the Job training

Class Room Lectures/Conferences: The lecture or conference approach is well adapted to conveying specific information rules, procedures or methods. The use of audio-visuals or demonstrations can often make a formal classroom presentation more interesting while increasing retention and offering a vehicle for clarifying more difficult points.

Films: They can provide information and explicitly demonstrate skills that are not easily represented by the other techniques. Used in conjunction with conference discussions, it is a very effective method in certain cases.

Case Study: Taken from actual experiences of organisations, cases represent attempts to describe, as accurately as possible real problems that managers have faced. Trainees study the cases to determine problems, analyse causes, develop alternative solutions, select what they believe to be the best solution, and implement it.

Computer Modelling: It simulates the work environment by programming a computer to imitate