

TRAINING PROCEDURES USED FOR DEVELOPMENT OF EMPLOYEES IN THE HOTEL INDUSTRY

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Abstract

The employees were not considered as an important source of production in business organization before the First World War. Thus, during this period neither organized efforts were made to develop personalities of employees nor training was used in an organized manner by business organization as an instrument for this purpose. Two world wars and there after intermittent period of prosperity had offered enhanced opportunity to the industrialists for making more profits and expanding the scope of their activities. It simultaneously enhanced the importance of human resource in the industrial organizations. This paved way for the introduction of systematic training for the employees.

Introduction

Today's training programme offer something for everyone- from pre-employment preparation for the first job to pre- retirement courses for those who are due to retire soon. The range of training methods is such they can provide opportunity to unskilled to become skilled, they offer people to be promoted at various level of the organization. The training programmes commonly used to train operative and supervisory personnel's are discussed in the following text by classifying these methods into "on- the- Job" and "off- the – Job" training programmes.

On-the- Job Training

On the job training is training that is conducted at the work site, usually during working hours. It can be cost effective because the trainee is placed on regular job and thought the skills necessary to perform it during normal business hours. It provides the maximum amount of realism. It addresses a trainee's specific needs and is an especially effective form of one-on-one training. However, if not carefully planned, on the job training can interfere with normal business and sometimes slows down normal business operation.

Vestibule Training

In this method a training centre called vestibule is set up and actual job conditions are duplicated or simulated in it. Expert trainers are employed with help of expert and machines, which are identical with those in used at the work place. When the job requirement is such that people cannot be absorbed directly, they are put in such training centers when the trainee learn the job handling when they are absorbed by the organization in actual operations.

Apprenticeship Training

In this method, theoretical instruction and practical learning are provided to trainees in the training institutes. In India the government has established Industrial Training Institute (ITI) for the purpose.

Off- The Job Training

Off- the Job Training is conducted away from the actual work site, often in a conference room or private office. During this period, the trainee does not contribute anything to the organization. This type of training is associated more with knowledge than with skills. There are certain aspects of nearly all jobs that can be learnt better in off the job than on the job. Orientation about organization and safety training can be accomplished most effectively in the classroom. Off the job methods for operative levels includes conference method, role-playing, programme instruction method, lecture method and T group method.

Conference Method

In this training system the individuals confer to discuss the issues of common interest to each other . It is a formal and participative meeting, conducted according to organized plan, in which leader seeks to develop knowledge and understanding by obtaining considerable amount of oral participation of the trainees.

Programme Instruction Method

It is a form of instruction in which the following factors are present:

- There is a clear statement of exactly what the trainee is expected to be able to do at the end of the programme.

- The material to be learned, which has been itemized and tested, is presently serially in identifiable steps or frames.
- Trainees follow a sequence of frames, which may be determined according to their individual needs

Lecture Method

In this method a straight talk or exposition, possible using visual or other aids, but without group participation other than at the conclusion. This method is used for transmission of facts and information, which may be classified as of “interest” value only, and which the learners would not be expected to remember in full. A large amount of material can be covered in a relatively short time.

T Group Method

This is a particular method of behavioral skill training, based on highly participative learning whose purpose is to improve trainee’s skill in • Appreciating how others are reacting to one’s own Behaviour

Management Development programme

Executive or Management Development Programme is “an educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purposes⁷. Management Development includes “all those activities and programmes, when recognized and controlled, have substantial influence on changing the capacity of the individual to perform his present assignment better and in doing so are likely to increase his potential for future management assignment.

Objective of Management Development Programme

Following are the well-identified objective of management development programmes:

- To improve the managerial efficiency in achieving the organizational predetermined goals throughout their career
- To ensure availability of required number of managers with the needed skills so as to meet the present and anticipated future needs of the organization

- The main feature of the present day business is “fast growth and quick innovation”. It essentially demands for preparing in advance a reserve team of qualified and trained managerial personnel to back up key positions, as and when required. By keeping this feature in view, the management development programme aims at developing such reserve team of managerial personnel

Techniques of Management Development Programme

Management Development Programme is an educational process whereby a deliberate and conscious effort is made to improve on the job Behaviour of the management personnel. The management personnel must realize that they will not survive unless they keep pace with the modern management education, research theory, principle and practices. Therefore planning of management development programme deserves the utmost attention; each organization must design its own programme to suit the climate of the firm and the needs of the organization. Management development programme should be carefully evaluated with a view of determining effective methods, procedures and devices.

Coaching or Guided method

It is a most commonly used technique in which the learner has to perform the operation or procedure being learned under controlled condition. It is mainly used for all types of skills training, increasing knowledge and modifying attitudes.

Job Rotation Method

It is most commonly used technique for management development. This system is based upon the idea that people can become most effective by having an opportunity to perform a wide variety of different jobs as part of their training or development.

Guided Reading

In this technique, reading material is provided or as specified by the trainer or coach. Publication, such as texts books, magazine and research papers, provide a wealth of up to date information.

Lecture

In lecture method, a straight talk or exposition, possibly using visual or other aid, but without group participation other than at the conclusion. It is used for transmission of facts and information, which may be classified as of “interest” value only, and which the learners would not be expected to remember in full.

Conclusion

Thus training is a systematically designed learning process that involves the blend of skill, concept and attitude to enhance the performance of the employees. Both operative and managerial training can go for naught if the organizational environment precludes learned skills from actually being utilized and training can be of significant value only when it contribute to organizational excellence and is carried out after a diagnosis of individual, group and organizational needs.

References

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