



## UNIT-II

9. Explain the different methods of training in an organisation.
10. What is on the job and off the job training? Explain different on the job training methods.

## UNIT-III

11. What factors do you consider for designing an effective training programme?
12. What is benchmarking? How does a training manager create benchmarking for a training program?

## UNIT-IV

13. Explain the CIRO model of training and development.
14. Explain the emerging issues related to training and development in India.

## SECTION-C

### 15. Case Study :

Toyota Motor Corporation (TMC) is a world leader in automobile industry with operations across several countries. All new managers and team leaders hired by Toyota in North America are required to spend a day working on the line. TMC hired its first group of team leaders 1988. After an initial four weeks of training in Japan, they returned to Cambridge, where, under the supervision of the Japanese instructors, they started to learn how to assemble cars. After a few days, the team leaders started voicing a certain level of disappointment that they were not receiving the amount of training that they were promised. Many employees were expecting to attend a traditional classroom style of training with books, instructors, homework, and final exams. This was not how Toyota intended to train its workforce. The main training methodology was OJT.

Toyota emphasizes not only the ability to perform the job, but also to perform it well (according to the standard) and within the time. In order to do this, operators are trained on the “secrets of the trade” - the intricacies of every function. For example: the proper use of a spray gun in order to paint a part in three passes rather than five; the proper use of an air gun to create a required torque and to prevent injuries; the proper use of a welding torch to prevent pinholes; or the proper use of metal cutters.

All newly hired Toyota employees in North America attend a five-day orientation during the first week of employment. The training consists of classroom training and exercises covering such subjects as the team concept, production system, kanban, kaizen, quality principles, attendance policies, safety policies, labour-management relations, housekeeping, and competitive conditions in the auto industry.

The orientation training is followed by OJT, in which each trainee works side-by-side with a Toyota trainer or a group leader on the assembly line. The same methodology is used for office employees. Each new employee is assigned a trainer responsible not only for teaching the job elements and job content, but also for explaining how to perform the job in accordance with Toyota production system (TPS) rules and policies. OJT lasts from six to eight weeks. All employees are expected to follow their jobs as defined. No variation is tolerated.

At the end of the initial OJT, most of the new employees have a fundamental knowledge of the basic TPS principles like; Team-building, Single-piece flow, Pull and kanban, Takt time, Achieve the highest quality, Cost drivers, How to identify, report, and solve problems, Seven types of waste, Kaizen, and Three rules of JIT, that is

- (1) Produce only what the customer needs,
- (2) In the right quantity and
- (3) At the right time. By giving every employee this foundation of TPS knowledge. Toyota creates a very uniform workforce. The result is that everybody knows how to perform their jobs, what the standards are what is expected, and how to deal with abnormal situations. In order to be an effective instructor each leader must have the knowledge of the actual job element and possess instructional skills. Job knowledge consists of the information and skills required to perform specific jobs. It also consists of information about the quality standards, materials, work sequence, and expectations. Each leader must also possess the technical skills to perform each operation. Instructional skills refer to the ability to transfer this information, knowledge, and skills to others.

Job instruction training teaches a well-defined standard methodology of learning and it teaches job training techniques. Learning is achieved Through three steps namely: Explanation. Demonstration and Participation. Each job is defined by using a job breakdown sheet. Listing all major steps and points of the job. It serves as a checklist to assure that the teaching method is correct. Instructors are taught how to prepare operators is perform jobs, how to show them the jobs-stressing the important steps-and what to look for as operators practice. Toyota's philosophy is. "If the worker hasn't learnt the instructor hasn't taught".

### Questions :

1. Explain the significance of OJT in Toyota.
2. How can OJT be applied in top management position if there is only one person in a cadre/role?
3. Suggest **any five** changes to the Toyota OJT programme in this era of e-learning.