

Course Title: Training and Development

Course Code	: 17BA3T5HB	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	Contact Periods	: 3
Year/Semester	: II year/I semester	Tutorial Periods	: 2

Course Objectives

The aim of this course is:

1. To ensure better understanding of the skills, abilities, and practical elements of employee performance in organizations.
2. To provide a general framework for examining and revising existing training programmes and for establishing new and viable training programmes.
3. To discuss, describe and evaluate the possible structures and functions for identifying training in organizations.
4. To develop basic “blueprints” (instructional designs), training plans, and develop materials based on behavioral objectives tied to an organizational objective.
5. To provide an opportunity for the preparation for trainees regarding training needs, methods and techniques which will, act as a major source for the development and for proper implementation in organizations.

Course Outcomes

Student will be able to:

1. Demonstrate the need and importance of the training programmes.
2. Design, Develop and implement training programmes suitable to various needs of the organisation.
3. Use various training methods suitable in specific situation.
4. Evaluate the impact of training programmes.
5. Understand various theories and modes of learning.

Unit 1- Introduction to Training Concept: Definition- Meaning- Need for training- Importance of training- Objectives of training, Concepts of education- Training and development, Overview of training functions, Types of training.

Unit 2- Process of Training: Steps in training, Identification of job competencies, Criteria for Identifying training needs (Person analysis, Task analysis, Organization analysis), Assessment of training needs, Methods and process of needs assessment. Trainer identification, Methods and techniques of training, designing a training module (Cross Cultural, Leadership, Training the trainer, Change).

Unit 3- Methods of training: On the job training – Off the job training – Choosing optimum method – The lecture – Field trips – Panel discussion – Behaviour modeling – Interactive demonstrations – Brain storming – Case studies – Action mazes, Incident process, In-baskets, Team tasks, Buzz-groups and syndicates, Agenda setting, Role-plays-

reverse role plays, Rotational role plays, Finding metaphors, Simulations, Business games, Clinics, Critical incidents, Fish bowls, T-groups- Data gathering- Grouping methods- Transactional analysis- Exception analysis.

Unit 4- Evaluation of Training Programme: Kirkpatrick model of evaluation, CIRO model, Cost-benefit analysis, ROI of training.

Unit 5- Learning: Principles of learning- Theories Of learning- Reinforcement theory- Social learning theory- Andragogy- Resistance to training; Technology in training: CBT, Multimedia training, E-learning/online learning, Distance learning.

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Reference Books

1. Friedman &Schustack, "Personality: Classic Theories and Modern Research", Pearson,
2. Hurlock. Elizabeth B,"Personality Development", Tata McGraw Hill, New Delhi, 1st Ed.
3. Janakiram B.", "Training & Development", Biztantra, 2008.
4. Lynton &Pareek "Training for Development", Vistaar Publication, 2nd Ed.
5. Sahu R.K "Training for Development", Excel Books, 1st Ed., New Delhi
6. Tapomoy Deb, "Training & Development Concepts & Application",Ane Books, 6th Ed.
7. Taylor B. &Lippitt G., "Management Development and Training Hand Book", McGraw-Hill, London.
8. UdaiPareek, "Understanding Organizational Behaviour", Oxford, New Delhi, 2nd Ed.
9. William E. Blank, "Hand book for developing competency based training programmemes", Prentice-Hall, New Jersey, 1982.