

Training and Development

Course Code	21BA3T5HB	Year	II	Semester	I
Course Category	Elective (HR)	Branch	Business Administration	Course Type	Theory
Credits	3	L-T-P	3-0-0	Prerequisites	HRM
Continuous Internal Evaluation	30	Semester End Evaluation	70	Total Marks	100

Course Outcomes		
Upon successful completion of the course, the student will be able to:		
CO1	Analyze the need and importance of the training programmes.	L4
CO2	Design, Develop and implement training programmes suitable to various needs of the organisation.	L4
CO3	Apply various training methods suitable in specific situation.	L3
CO4	Evaluate the impact of training programmes.	L5
CO5	Analyze various theories and modes of learning.	L4

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
CO1	3	-	-	3	-	-	3	3	-	-	-	3	-
CO2	3	-	-	3	-	-	3	3	-	-	-	3	-
CO3	3	-	-	3	-	-	3	3	-	-	-	3	-
CO4	3	-	-	3	-	-	3	3	-	-	-	3	-
CO5	3	-	-	3	-	-	3	3	-	-	-	3	-

SYLLABUS		
Unit No.	Contents	Mapped CO
I	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.	CO1 CO2 CO3 CO4
II	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).	CO2 CO3 CO4
III	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	CO3 CO4

	incidents, Fish bowls, T-groups- Data gathering- Grouping methods- Transactional analysis - Exception analysis.	
IV	Training Evaluation: Concepts - Principles - Guidelines – Techniques: Kirkpatrick model of evaluation, CIRO model, Cost-benefit analysis, ROI of training.	CO4 CO3 CO2
V	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.	CO5 CO1
Case Study Compulsory. Relevant cases have to be discussed in each unit.		

Learning Resources	
Text Books:	
<ol style="list-style-type: none"> 1. Friedman & Schustack, “Personality: Classic Theories and Modern Research”, Pearson, 2. Hurlock. Elizabeth B, “Personality Development”, 1st Edition, Tata McGraw Hill, New Delhi. 3. Janaki ram B.(2008), “Training & Development”, Biztantra, Dream tech Press. 4. Rolf. P. Lynton & Pareek (2011), “Training for Development”, 2nd Edition, Vistaar Publication, New Delhi. 	
Reference Books:	
<ol style="list-style-type: none"> 1. Sahu R.K (2012), “Training for Development”, 1st Edition, Excel Books, New Delhi. 2. Tapomoy Deb, “Training & Development Concepts & Application”, 6th Edition, Ane Books. 3. Taylor B. & Lippitt G., “Management Development and Training Hand Book”, McGraw-Hill, London. 4. Udai Pareek (2011), “Understanding Organizational Behaviour”, 3rd Edition, Oxford University Press, New Delhi. 	
e- Resources & other digital material:	
<ol style="list-style-type: none"> 1. https://www.youtube.com/watch?v=FiPPfxWgefA&t=113s 	