INSTITUTE OF AERONAUTICAL ENGINEERING
(Autonomous)
Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION
COURSE INFORMATION SHEET

Course Title	TRAINING AND DEVELOPMENT			
Course Code	CMB408			
Programme	MBA			
Semester	III			
Course Type	Foundation			
Regulation	IARE-R16			
Course Structure	Lectures	Tutorials	Practicals	Credits
	3	-	-	3
Course Coordinator	Ms. K.REVATHI, Assistant Professor, MBA			
Course Faculty	Ms. K.REVATHI, Assistant Professor, MBA			

I.   COURSE OVERVIEW:

Human Resource Development practices plays crucial role in success of any organization and for any Manager. Specially for HR practitioner it is mandatory to understand and practice principles of Management of Training and Development. The aim of this subject is to develop students' understanding of the concepts of Training and Development. In particular the subject is designed to develop the underpinning knowledge and skills required to Manage, organize and conduct Training &Development. This subject introduces the student to the concepts in the Training and Development.

II.   COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMB006	II	Human Resource Management	3

III.   MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Training And Development	70 Marks	30 Marks	100

SEMESTER END EXAMINATION (SEE):

The SEE is conducted for 70 marks of 3 hours duration. The syllabus for the theory courses is divided into FIVE units and each unit carries equal weight age in terms of marks distribution. The question paper pattern is as follows: Two full questions with 'either' 'or' choice will be drawn from each unit. Each question carries 14 marks.

CONTINUOUS INTERNAL ASSESSMENT (CIA):

CIA is conducted for a total of 30 marks, with 25 marks for Continuous Internal Examination (CIE) and 05 marks for Quiz / Alternative Assessment Tool (AAT).

CONTINUOUS INTERNAL EXAMINATION (CIE):

The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

QUIZ / ALTERNATIVE ASSESSMENT TOOL (AAT):

Two Quiz exams shall be online examination consisting of 20 multiple choice questions and are be answered by choosing the correct answer from a given set of choices (commonly four). Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars, assignments, term paper, open ended experiments, micro projects, five minutes video and MOOCs.

IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

√	CHALK & TALK	X	QUIZ	√	ASSIGNMENTS	X	MOOCs
√	LCD / PPT	√	SEMINARS	X	MINI PROJECT	X	VIDEOS
X	OPEN ENDED EXPERIMENTS						

V. ASSESSMENT METHODOLOGIES – DIRECT:

√	CIE EXAMS	√	SEE EXAMS	√	ASSIGNEMNTS	√	SEMINARS
X	LABORATORY PRACTICES	X	STUDENT VIVA	X	MINI PROJECT	X	CERTIFICATION
X	TERM PAPER						

VI. ASSESSMENT METHODOLOGIES – INDIRECT:

√	ASSESSMENT OF COURSE OUTCOMES (BY FEEDBACK, ONCE)	√	STUDENT FEEDBACK ON FACULTY (TWICE)
X	ASSESSMENT OF MINI PROJECTS BY EXPERTS		

VII. COURSE OBJECTIVES:

The course should enable the students to:
I. Understand the various trends in different organizations and know about the recent trends in training.
II. Able to recognize the importance of training and its needs to an employees working in an organization.
III. Analyze the differences between on the job and off the job training methods and its procedure.
IV. Able to implement and evaluate the training process and know about the different techniques of evaluation.

VIII. COURSE LEARNING OUTCOMES:

Students, who complete the course, will have demonstrated the ability to do the following:

CCMB0408.01	Understand the trends in training, career opportunities in training and important concepts of training.
CCMB0408.02	Identify the importance of integrating organizational development, strategy, motivation, performance designing with learning process.
CCMB0408.03	Demonstrate the concept of motivation, performance and aligning training design with learning process.
CCMB0408.04	Discuss about the conduction of Training Need Analysis (TNA) model, different approaches to Training Need Analysis (TNA) and design.

CCMB0408.05	Examine organizational constraints, developing objectives, facilitation of learning, training transfer to job and analyze the training design theory.
CCMB0408.06	Analyze the different types of training matching methods with outcomes, lectures and demonstrations.
CCMB0408.07	Acquire the knowledge in games and simulations on the job training methods and computer based training (CBT).
CCMB0408.08	Recognize the development of training, implementation and transfer of training.
CCMB0408.09	Enumerate the major players in training and development, rational for evaluation, resistance to training evaluation and types of evaluation.
CCMB0408.10	Express the areas of organizational training like orientation training, diversity training, sexual harassment training and team training.
CCMB0408.11	Elucidate the cross functional teams, cross cultural training, training for talent management and competency mapping.

IX.   HOW PROGRAM OUTCOMES ARE ASSESSED:

	Program Outcomes(POs)	Level	Proficiency assessed by
PO1	**Managerial skills:** Apply knowledge of management theories and practices to solve business problems.	H	Lectures and Assignments.
PO2	**Decision making skills::** An ability to analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its	H	Lectures and Assignments.
PO3	**Ethics:** Ability to develop value based leadership ability.	N	---
PO4	**Communication skills**: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	N	Lectures and Assignments.
PO5	**Leadership skills**: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	S	Lectures and Assignments
PO6	**Entrepreneurial and Innovation skills**: Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.	H	----
PO7	**Strategic skills**: Analyze and formulate managerial strategies to sustain in dynamic global business environment.	N	Lectures and Assignments.
PO8	**Technology skills**: Inculcate and develop technical skills to face the competitive world successfully.	N	---

N= None   S= Supportive   H = Highly Related

X.   SYLLABUS:

UNIT – I **TRAINING ORGANIZATIONS** Trends in training, career opportunities in training, important concepts and meanings, integrating organizational development, strategy and training, understand motivation and performance, aligning, training, design with learning process.
UNIT – II **TRAINING NEED AND ANALYSIS** The training need analysis (TNA) model, training need analysis and design, organizational constraints, developing objectives, facilitation of learning and training transfer to the job, design theory.
UNIT – III **TRAINING METHODS** Matching methods without comes, lectures and demonstrations. Games and simulations, OJT, computer based training (CBT).

UNIT – IV
IMPLEMENTATION AND EVALUATION OF TRAINING
Development of training, implementation, transfer of training, major players in training and development, rational for evaluation, resistance to training evaluation, types of evaluation

UNIT – V
AREAS OF ORGANIZATIONAL TRAINING
Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.

TEXT BOOKS:

1	P. Nick Blanchard, James W. Thacker, A. Anand Ram, "Effective Training", Pearson Education , 4th Edition , 2012.
2	Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development", McGraw-Hill, 3rd edition .2012.
3	Rolf Lynton,Uday Pareek, "Training for Development "Sage, 7th edition.2012.

REFERENCES:

1	Jean Barbazette, "Training Needs Assessment Methods, Tools, and Techniques"-Wiley, 5th edition. 2014.

XI.   COURSE PLAN:

The course plan is meant as a guideline. There may probably be changes.

Lecture No.	Learning Objectives	Topics to be covered	Reference
1-3	Able to know about the different trends in training.	Trends in training Career opportunities in training, important concepts and meanings,	T1&T2
4-5	Know the importance and process of training .	Importance of training ,process of training and also its objectives	T2
6-7	Understand the organizational development and effective strategies of training.	Integrating organizational development, strategy and training,.	T3
8-9	Able to know the differences and its motivation and performance.	Difference between training and development, Understand motivation and performance, Aligning training	T1
10-11	Understand the training systems and also design .	Training systems and its process, Design with learning process	T1,T3
12-13	Know about the effectives training strategies and phases .	Effective training strategies and basic phases in training strategy	T2
14-16	Analyze the training need analysis and its importance and know about its model.	The training need analysis (TNA) model,	T2
17-19	Able to understand the design of training need analysis.	Training need analysis and design.	T3 ,T1 &T2
20-22	Understand about the developing objectives and facilitation of learning and training.	Organizational constraints, developing objectives, facilitation of learning and training	T1
22-24	Know about the transfer procedure and also design theory.	Transfer to the job, design theory	T2
25-26	Analyze the importance of training and its matching methods .	Matching methods without comes	T3

27-29	Able to know about the techniques of lectures and demonstrations Games and simulations and its merits.	Lectures and demonstrations. Games and simulations, OJT	T3&T2
30-32	Know about the on the job training techniques which are fallowed in an organsation.	On the job and off the job training methods	T2
33-35	Know how the computer based technique is fallowed in an organization.	Computer based training (CBT).	T1 &T2
36-38	Analyze the development of training and its implementation in an organization	Development of training, implementation, transfer of training	T2
39-42	Able to know about the major players in training and development	Major players in training and development	T3
42-43	Know about the resistance to training evaluation.	Rational for evaluation, resistance to training evaluation.	T1 &T2
45-48	Analyze the different types of evaluation.	Types of evaluation.	T1
49-52	Understand about the orientation training and its diversity.	Orientation training, diversity training.	T1 &T2
53-56	Know about the sexual harassment training and its team training.	Sexual harassment training, team training, cross functional teams,.	T3
57-60	Able to know about the training for talent management.	Cross cultural training, training for talent management .	T1 &T2
61-62	Able to Know about the Competency mapping.	Competency mapping	T1&T3

XII.   GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S. NO	DESCRIPTION	PROPOSED ACTIONS	RELEVANCE WITH POs	RELEVANCE WITH PSOs
1	List of the required skills and competencies for each job role, assessment	Seminars	PO 2, PO 4, PO 8	PSO 2
2	On the job training methods and Off the job training methods differences	Seminars / Industrial Visit	PO 1, PO 7, PO11	PSO 4
3	Competency mapping process and its uses in an organisation.	Seminars / Guest Lectures	PO6, PO 9, PO 12	PSO 5

XIII. MAPPING COURSE OBJECTIVES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Objectives	Program Outcomes (POs)							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
I	H	-	-	-	S	-	S	-
II	-	S	-	S	S	-	-	-

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
III	-	-	-	-	S	-	-	-
IV	-	-	-	S	-	-	S	-

S= Supportive   **H = Highly Related**

XIV. MAPPING COURSE LEARNING OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

Course Learning Outcomes	Program Outcomes (POs)							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CCMB0408.01	S	S	-	-	-	-	-	-
CCMB0408.02	S	S	-	-	S	-	-	-
CCMB0408.03	-	H	-	-	S	-	-	-
CCMB0408.04	-	-	-	S	S	-	-	-
CCMB0408.05	-	-	-	S	-	-	S	-
CCMB0408.06	-	S	-	-	-	-	-	-
CCMB0408.07	S	S	-	S	-	-	S	-
CCMB0408.08	S	-	-	-		-	S	-
CCMB0408.09	H	H	-	S		-	-	-
CCMB0408.10	S	-	-	-	-	-	-	-
CCMB0408.11	-	H	-	-	-	-	-	-

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XV. DESIGN BASED PROBLEMS (DP) / OPEN ENDED PROBLEM:

I.   If you leave a company, and a few months later get rehired for the exact same job position, are you considered a new worker, and what type of training should follow?

II. If an employee who has worked for a company for many years is relocated to a different department, are they, , considered a new worker, and should they have to undergo safety orientation and safe work procedure training again, and why?

III. When training a group of workers, what are some of the physical indicators that tell you whether or not a group is no longer attentive?

HOD, MBA