TRAINING AND DEVELOPMENT

III Semester: MBA							
Course Code	**Category**	**Hours / Week**			**Credits**	**Maximum Marks**		
		L	**T**	**P**	**C**	**CIA**	**SEE**	**Total**
CMBC38	**Elective**	4	-	-	4	30	70	100
Contact Classes: 45	**Tutorial Classes: Nil**	**Practical Classes:Nil**				**Total Classes: 45**		

I. COURSE OVERVIEW:

This course describes the role of training and development in human resource management. The key elements covered include: needs analysis, program design, development, administration, delivery and program evaluation. Other topics include adult learning theory, transfer of training, career planning, counselling, training techniques, budgeting and trends in training.

II. COURSE OBJECTIVES:

The students will try to learn:
  I.   The concepts of training, its procedure and its significance in various sectors.
  II. Training methods and leadership exercises.
  III. Various training centers and consultancies as well as training need assessment models.
  IV. E-learning and evaluation methods of training and development program.
  V.   Contents of training skills, facilities and motives of trainees.

III. COURSE OUTCOMES:

After successful completion of the course, students will be able to:

CO 1: Summarize the basic concepts of training, its importance, and training models in order to contribute to organizational success.

CO 2: Demonstrate the training processes in different sectors, such as banking, BPO, and IT, as well as their training issues, to assist in better developing policies

CO 3: Classify various types of on-the-job training programmes for a faster transition to a new job.

CO 4: Examine off-the-job training programmes to nurture employees' basic skills and support their personal development.

CO 5: Identify and train the training centers for the employees to boost productivity and become better leaders.

CO 6: Evaluate concepts such as training needs assessment, competency modeling, and organizational analysis to investigate employee performance, skill, and knowledge gaps.

CO 7: Narrate the notion of e-learning and its methods for saving time and money for the organization.

CO 8: Analyze the concept of T&D programs in order to identify key performance indicators (KPIs) and track employee engagement.

CO 9: Demonstrate the concept of design in training programmes in order to improve organizational effectiveness.

CO 10: Integrate the basic concept, process, and tools of succession planning to maintain organizational continuity and workforce sustainability.

IV. SYLLABUS

UNIT-I	INTRODUCTION TO TRAINING	Classes:09

Introduction – Concept – Training Process- Significance- Models of Training- Systematic Model- Transitional Model- Systems approach to training, Trends in training, career opportunities in training. Training in various sectors including Banking, BPO, IT, Training Issues resulting from External & Internal Environment.

UNIT-II	TRAINING METHODS	Classes:08

Indoor training methods: On-the-job Training-Job Instruction Technique- - Coaching-Off –the –job methods- Straight Lectures-Discussion Methods- Demonstrations- Games and Simulations- - Case

studies- Role play- Behavior Modeling- Audio Visual Enhancements to Training-Static and Dynamic Media- Outdoor training methods- field games-leadership exercises.		
UNIT-III	**TRAINING ORGANIZATIONS& ASSESMENTS**	**Classes:10**
Training Centers in organizations- Role of external agency in T&D- Training as consultancy – Evolving Training Policy–On-the-job training- Off-the-job training-Training budget and schedules/calendar. Training Needs Assessment (TNA) – Definition and purposes – Components of Needs assessment-Advantages- Competency modeling – Organization Analysis – Team Work for Conducting Training Needs Analysis- selection of Trainees.		
UNIT-IV	**E-LEARNING AND EVALUATION OF T&D PROGRAMME**	**Classes:10**
E-learning methods- ComputerBased Training(CBT) –programmed Instruction- Intelligent Tutoring Systems- Interactive Multimedia- Virtual Reality Monitoring and evaluation of training programme-Conceptual model of training – Effectiveness –Evaluation criteria-Kirkpatrick model.		
UNIT-V	**DESIGN OF TRAINING PROGRAMME**	**Classes:08**
Course content design – Trainer skill development - Facilities design- Trainee design –Resistance in Training- Motivation of Trainee: Goal setting- Pre-training communication –Use of ice breakers to stimulate interest, succession planning.		

Text Books

1. Dr.Rubee Singh, "Training & Development" Crescent Publishing Corporation, 2020.
2. Raymond A Noe, AmitabhDeo Kodwani, "EmployeeTraining and Development" McGraw Hill, 2018.
3. Radha Raj, "Training and Development", Nirali Prakashan, 1st Edition, 2017.
4. Elaine Biech, "Training & Development for Dummies", Dummies; 1stEdition, 2015
5. Dipak Kumar Bhattacharyya, "Training and Development: Theories and Applications", Sage Publications, 2015.
6. Jean Barbazette,"Training Needs Assessment: Methods, Tools, and Techniques" Wiley, 2014
7. P. Nick Blanchard, James W. Thacker, A. Anand Ram, "Effective Training", Pearson Education, 4th Edition, 2012.
8. Raymond A Noe, Amitabh DeKodwani, "Employee Training and Development", McGraw-Hill, 3rd Edition, 2012.
9. Raymond A.Noe,"Employee Training and Development", TMH,2009.

Reference books

1. B.Rathan Reddy, "Effective Human Resource Training and development Strategy", Himalaya, 2009.
2. Donald L. Kirkpatrck and James D.Kirckpatrck, "Evaluating Training programs", Tata McGraw Hill, 2009.

Web References:

1. https://www.pdfdrive.com/employee-training-development-5th-Edition-e163863603.html
2. https://www.pdfdrive.com/training-and-development-and-employee-performance-in-district-assemblies-e117414389.html

E-Text Books:

1. http://trainingstation.walkme.com/5-best-employee-training-books/
2. https://www.free-books.net/ebook/Human-Resources-Management-Course
3. http://www.e-booksdirectory.com/listing.php?category=439