

DISCIPLINE SPECIFIC ELECTIVE COURSE
DSE III- HUMAN RESOURCE MANAGEMENT

DSE III: MDH 503: TRAINING & MANAGEMENT DEVELOPMENT

Course Objective:

To familiarize the students with the concept and practice of training and management development in the modern organizational setting through text and cases.

Learning Outcomes:

- Understand the need and process of training need analysis in organizations.
- Understand the process of designing a training programme and its evaluation.
- Understand various training methods and their applicability in different organizational situations.
- Comprehend the tools and techniques of management development.

Course Content:

Unit I

(3 Weeks)

Training in Organizations and Training Need Analysis:

An overview of training; role of training and development in HRD; opportunities and challenges for training; training and organizational development; setting training objectives; Spiral model of training.

Need to conduct Training Need Analysis (TNA), TNA Model, need assessment process: organizational analysis, person analysis, task analysis; output of TNA, approaches to TNA: Proactive TNA, Reactive TNA.

References:

Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson. [Chapter 1,2,3 and 4]

Bhatia S.K., Training & Development, Deep & Deep Publishers. [Chapter 1]

Lynton Rolf and Pareek Udai, Training & Development, Prentice Hall. [Chapter 1]

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Unit II

(3 Weeks)

Training Design and Evaluation:

Designing training programs: Organizational constraints, training objectives, facilitation of learning, facilitation of transfer; Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

References:

Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson. [Chapter 5 and 9]

Lynton Rolf and Pareek Udai, Training & Development, Prentice Hall. [Chapter 2]

Unit III

(3 Weeks)

Training Methods:

Training methods: Lectures and demonstrations; Games and Simulations: Equipment simulators, business games, In-basket technique. Case studies, role play, behaviour modelling, Job instruction technique, apprenticeship, coaching, mentoring, experiential training, vestibule training; Computer based training methods.

References:

Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson. [Chapter 6 and 7]

Bhatia S.K., Training & Development, Deep & Deep Publishers. [Chapter 5,6,7,8,9 and10]

Unit IV

(3 Weeks)

Management Development:

Management development: concept, Strategies and management characteristics, management development implications, Types of management development programs, Development methods: Action learning, job rotation, executive development programs, special job assignments, team building, coaching, and mentoring.

References:

Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson. [Chapter 11]

Bhatia S.K., Training & Development, Deep & Deep Publishers. [Chapter 19]

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Textbooks:

1. Blanchard P. Nick and Thacker James, Effective Training, Systems, Strategies and Practices, 5th ed. Pearson.
2. Bhatia S.K., Training & Development, Deep & Deep Publishers.
3. Lynton Rolf and Pareek Udai, Training & Development, Prentice Hall.

Additional Readings:

1. Noe, Raymond A., Employee Training & Development, McGraw-Hill Education.
2. Rishipal, Training & Development Methods, S. Chand
3. Ross, Stanley C., Training and Development in Organizations: An essential guide to trainers, 1st Ed. Routledge.

Teaching Learning Process:

Lecture, PowerPoint presentations, discussion. Content would be covered through text and relevant cases.

Assessment Methods:

- Internal Assessment: 25 marks
- Written Theory Exam: 75 marks

Keywords:

Training, organizational development, training need analysis, training design, training evaluation, training methods, management development.