



Course Title: Training and Development: System, Strategies and Practices

Course Code: HR708

Credit Units: 03

L	T	P/S	SW /F W	TOTAL CREDIT UNITS
3	-	-	-	3

Course Objectives:

Pre-requisites: Knowledge of Organization Behavior & HRM so as to learn how training fits into Human Resource function and how the training function fits into the large and small companies. Human resource competencies would be of significant competitive advantage.

Student Learning Outcomes:

After completing the course, students will

- Relate societal, governmental, cultural, and economic impact on training and development in organizations
- Summarize current trends in training methodology, structure, delivery, organization, philosophies
- Explore training's role in an organization and Assess learning style
- Identify the different phases of the training process model
- Match training technique to desired outcome
- Differentiate 5 levels of training program evaluation
- Identify appropriate training measurements for each level of program evaluation
- Produce a written proposal for a training technology to solve a training related need

Course Contents/Syllabus:

Part I Training; Aims, context choices and dynamics	Weightage (%)
Module I : Introduction to Training	15%

<ul style="list-style-type: none"> • Overview and Trends in training • Important concepts and meaning of training • Aligning Training with strategy • Strategic Training and Development Process • Training needs in different strategies 	
<p>Module II: Learning & Need Assessment</p>	20%
<ul style="list-style-type: none"> • Understanding Learning • Social Learning Theory • Why is Needs Assessment necessary? • Who should participate in Needs Assessment? • Methods used in Needs Assessment • The Needs Assessment Process • The TNA model 	
<p>Part II: Training Process in Action</p>	
<p>Module III: Transfer of Training</p>	15%
<ul style="list-style-type: none"> • Introduction • Training Design • Work environment characteristics that influence transfer • Organizational environments that encourage transfer 	
<p>Module V: Evaluation of Training</p>	
<ul style="list-style-type: none"> • Concept, Definition and Need of Evaluation. • Principles of Evaluation; • Research in the Field of Evaluation; • Cycle of evaluation and strategic relevance at each step; • Criteria and evaluation of User System Training, Trainee, Trainer and the Organization; Problems of Measurement and Evaluation; • Application of Measurement and Evaluation; • Statistical methods available to Evaluator; • Evaluating effectiveness of training of workers, administrators, Trainers, Managers and 	

Technicians; <ul style="list-style-type: none"> • Theory and Methods of Test Construction; • Returns on Investment (ROI); • Training and its use as a feed back mechanism. 	20%
Part III: Training and Management Development	
Module VII: Employee and Management Development <ul style="list-style-type: none"> • Employee Development • Management Development • Approaches to employee development • The Development Planning Process • Integration: Strategies and Management Characteristics • Management Development Implication 	10%

Pedagogy for Course Delivery:

Classes focus on a combination of lectures and participatory dynamics. The structure of each unit would includes, case study, role plays, stimulation exercises, and focus group discussion.

Assessment/ Examination Scheme:

Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination
100	-	100
Continuous Assessment/Internal Assessment		

Components (Drop Down)	Mid Term Exam	Project	Quiz	Attendance	End Term Examination
Weightage (%)	10%	10%	5%	5%	70%

Text:

- **Noe, R. A. (2008). Employee Training and Development (4th Ed). McGraw-Hill**
- **P. Nick Blanchard and James Thacker, Effective Training: Systems, Strategies and Practices**

References

- **Lynton R.P and Pareek U(1990). Training for Development, Vistaar Publications, New Delhi**
- **Goldstein, Training in Organizations, Thomson Learning**
- **Michael Potts, A to Z of Training and development, Korgen page.**