

B.Com.(H): Semester-V
DSE

BCM553: TRAINING AND DEVELOPMENT

Teaching Scheme	Examination Scheme
Lectures: 4hrs/Week	Class Test –12Marks
Tutorials: 1.hr/Week	Teachers Assessment – 6Marks
Credits: 5	Attendance – 12 Marks
	End Semester Exam – 70 Marks

Course Objective

The course aims at exposing learners to the concept and practice of training and development in the modern organisational setting, provide an experimental, skill-based exposure to process of planning, organizing, and implementing a training system in an organisation through pedagogy of case discussions and recent experiences

Course Learning Outcomes

After completing the course, the student shall be able to:

- CO1: link training and development to company's strategy effectively and assess training needs of the people working in the organisation.
- CO2: apply various methods of training and development in real life situations.
- CO3: design, develop, and conduct management development programmes.
- CO4: evaluate the effectiveness of training and development programmes.
- CO5: leverage the emerging trends in training and development field.
- CO6: to get an experimental, skill- based exposure to the process of planning, organizing and implementing a training system.

Unit I: Introduction

Training and Development- concept, rationale and nature; Training, Learning and Development interface; Theories of management training and development and practical application of these theories in today's organisations; Training needs assessment- meaning and purpose, different levels, various approaches, outputs, methods used in training needs assessment; Training and development as source of competitive advantage.

Unit II: Training and Development Methodologies

Training- process and methods; Human re-engineering; Principles of learning; Individual differences in learning, learning process, learning curves, workmen training, re-training, government initiatives, self-directed work teams; Use of audio-visual aids in training; Computer aided instructions- distance learning, open learning, e- Learning; Technologies convergence and multimedia environment; Development techniques for enhancing decision-making and interpersonal skills- case-study, in-basket exercise, special projects, multiple management Programme learning, action learning, syndicate work, games, action maze, role play.

Unit III: Executive Development

Importance of executive development, steps in organisation of a management development program/ executive development program, methods/ techniques of management development program; Role of development officers, administrators, consultants, designers and instructors; Trends towards performance

management and its impact on training professionals.

Unit IV: Evaluation of Training and Development

Reasons for evaluating training and development programs, problems in evaluation; Evaluation planning and data collection- statistical methods; Use of appropriate training and development software packages; Different evaluation frameworks, problems of measurement and evaluation, effective training follow-up; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Kirkpatrick model of training effectiveness; Training issues resulting from the external environment and internal needs of the company; L&D practices of 5 prominent corporations.

Unit V: Emerging Trends in Training and Development

Career development and planning; Career development programmes and counselling; Group projects; Training for international assignments; Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)- concept and types, benefits and challenges in using EETS, concerns in implementation of EETS- availability, incorporation, extension, and learning renewals for EETS, use of EETS and its up scalability, follow up activities; Training and development initiatives of some selected companies from private and public sectors and MNCs.

Suggested Readings

- Blanchard, P. N., Thacker, J. W., & Ram, V. A. Effective Training: Systems, Strategies, and Practices. Dorling Kindersley (India) Pvt. Ltd.
- Kumar, M., & Talwar, P. Human Resource Development. APH Publishing Corporation.
- Lynton, R., & Pareek, U. Training for Development. New Delhi: Vistaar.
- Noe, R. A., & Kodwani, A. D. (2012). Employee Training and Development (5th Edition ed.). Tata McGraw Hill.
- Phillips, J. J. Hand book of Training Evaluation and Measurement Methods. Routledge.
- Prior, J. Handbook of Training and Development. Mumbai: Jaico Publishing House.
- Rao, V. Human Resource Management: Text and Cases. Excel Books.
- Rolf, P., & Pareek, U. Training for Development. Sage Publications Pvt. Ltd.
- Dessler, G. (2017). Human Resource Management. Pearson.
- Noe, R. A., & Kodwani, A. D. (2012). Employee Training and Development (5th Edition ed.). Tata McGraw Hill

Note: Latest edition of readings may be used.

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