

B.Com.: Semester-III SEC-2 BCR323: TRAINING AND DEVELOPMENT	
Teaching Scheme	Examination Scheme
Lectures: 3 hrs/Week	Class Test – 12 Marks
Tutorials: 1 hr/Week	Teachers Assessment – 6 Marks
Credits: 4	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: demonstrate the knowledge of the practical application of training and employee development as impact of the organizational.

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.

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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 counseling; 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.

Practical

Some cases of real business world to supplement learning from the course. Practical may be done for pedagogical purpose. Project work may be taken from any unit.

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.
- 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.

Additional Readings

- 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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