Name of Institute:IIMS

Name of Faculty: Dr.Dipti Sethi

Course code: MB810541

Course name: Training & Development

Pre-requisites: Principles of HRM

Credit points: 3

Offered Semester: V

Course Lecturer (weeks 01 - 15)

Full name: Dr. Dipti Sethi

Department with siting location:IMS, Bhanwar bldg. 4th floor

Telephone:

Email:diptisethi.mba

Consultation times:

Students will be contacted throughout the Session via Mail with important information relating to this Course.

Course Objectives

By participating in and understanding all facets of this Course a student will:

Comprehend the context of Training & development

- 1. Understand the concepts, principles & process of T&D.

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2. Develop an understanding of the ways to assess training needs & design training programs in the organizational setting.

3. Familiarise with tools & techniques in training.

4. Comprehend the way to evaluate training effectiveness.

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· **Course Outcomes (CO)**

Course Outline

UNIT-I:

   T & D : Concept & Rationale.

 Training Process, Role of Stake holders in Training program. Organization & Management of training function.

 Training Needs Assessment(TNA)

 Organizational Analysis-Operational Analysis-Personal Analysis- Competence Mapping.

UNIT-II:

   Designing training program, Process of learning in trai*ning programs, Attitudes & factors influencing learning process, learning styles.*

   Training Climate & Pedagogy, Developing of training modules & the use of various training aids.

UNIT-III:

Training Methods & Techniques : Role plays, Business Games, in-basket exercises, Laboratory training, Incidents & Cases; Seminars, Syndicates & Group Discussions.

Lecture method & Programmed instructions & Inspirational techniques : Brainstorming, mind mapping & creative problem solving.

UNIT-IV :

Evaluation & Impact of the training- need for training's evaluation. Principles, criteria & approaches of training. Return on Investment in training & calculation of ROI .

New perspectives on training- cross cultural training- E-learning & knowledge Management

Method of delivery

(Face to face lectures, self study material, Active Learning Techniques)

Study time

(How many hours per week including class attendance)

CO-PO Mapping (PO: Program Outcomes)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	3	3	2	3	2

CO 2	**2**	**3**	**2**	**2**	**2**	**2**	**2**
CO 3	**2**	**2**	**2**	**2**	**3**	**3**	**2**
CO 4	**2**	**3**	**2**	**2**	**3**	**2**	**3**
CO 5	**3**	**3**	**3**	**2**	**2**	**2**	**2**

Blooms Taxonomy and Knowledge retention (For reference)

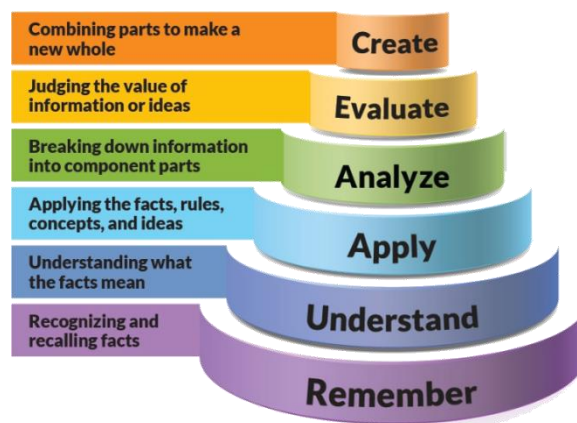(Blooms taxonomy has been given for reference)

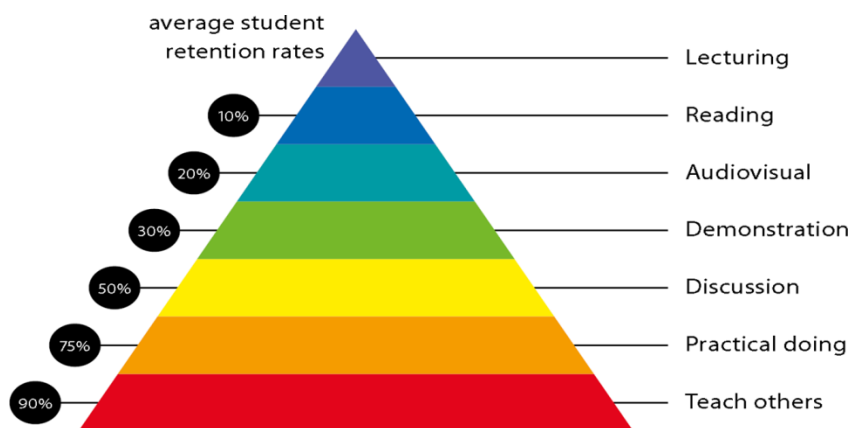**Figure 1: Blooms Taxonomy**

Figure 2: Knowledge retention

Graduate Qualities and Capabilities covered

(Qualities graduates harness crediting this Course)

General Graduate Qualities	Specific Department of _____Graduate Capabilities
Informed Have a sound knowledge of an area of study or profession and understand its current issues, locally and internationally. Know how to apply this knowledge. Understand how an area of study has developed and how it relates to other areas.	**1 Professional knowledge, grounding & awareness**
Independent learners Engage with new ideas and ways of thinking and critically analyze issues. Seek to extend knowledge through ongoing research, enquiry and reflection. Find and evaluate information, using a variety of sources and technologies. Acknowledge the work and ideas of others.	**2 Information literacy, gathering & processing**
Problem solvers Take on challenges and opportunities. Apply creative, logical and critical thinking skills to respond effectively. Make and implement decisions. Be flexible, thorough, innovative and aim for high standards.	**4 Problem solving skills**
Effective communicators Articulate ideas and convey them effectively using a range of media. Work collaboratively and engage with people in different settings. Recognize how culture can shape communication.	**5 Written communication**
	6 Oral communication
	7 Teamwork

Responsible	10 Sustainability, societal & environmental impact
Understand how decisions can affect others and make ethically informed choices. Appreciate and respect diversity. Act with integrity as part of local, national, global and professional communities.	

Example:

Lecture

Monday   2.05-3.05 pm

Tuesday   1.00– 2.00 pm   PG Room

Thursday   2.05-3.05 pm   PG Room

Attendance Requirements

The University norms states that it is the responsibility of students to attend all lectures, tutorials, seminars and practical work as stipulated in the Course outline. Minimum attendance requirement as per university norms is compulsory for being eligible for mid and end semester examinations.

Details of referencing system to be used in written work

Text books : Employee Training & Development : Raymond Noe

Raymond Noe, Employee Training & Development, Tata McGraw Hill, 2011.

Additional Materials

Dr. Ratan Reddy, "Effective HR Training Development Strategy", HPH, 2005.

S. Mathews, "Designing and Managing a Training and Development

Sahu, R.K., "Training for Development", Excel Books, New Delhi

- Blanchard, P Nick, James W. Thacker, "Effective Training – Systems, Strategies and Practices", Pearson Education, New Delhi

ASTD, Training Magazine,

Articles from Indian Management

Human Capital

Business Manager

People and Management

ASSESSMENT GUIDELINES

Your final course mark will be calculated from the following:

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Example:

Assignment I + Attendance	10% (week 4)	Objective (1-3)
Assignment II+ gr Presentation	10% (week 8)	Objective (1-4)
Mid semester	40%	Objectives (2-5)
Final exam (*closed book*)	40%	Objectives (1-5)

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SUPPLEMENTARY ASSESSMENT

Students who receive an overall mark less than 40% in mid semester or end semester will be considered for supplementary assessment in the respective components (i.e mid semester or end semester) of semester concerned. Students must make themselves available during the supplementary examination period to take up the respective components (mid semester or end semester) and need to obtain the required minimum 40% marks to clear the concerned components.

Practical Work Report/Laboratory Report:

A report on the practical work is due the subsequent week after completion of the class by each group.

Late Work

Late assignments will not be accepted without supporting documentation. Late submission of the reports will result in a deduction of -% of the maximum mark per calendar day

Format

All assignments must be presented in a neat, legible format with all information sources correctly referenced. **Assignment material handed in throughout the session that is not neat and legible will not be marked and will be returned to the student.**

Retention of Written Work

Written assessment work will be retained by the Course coordinator/lecturer for two weeks after marking to be collected by the students.

University and Faculty Policies

Students should make themselves aware of the University and/or Faculty Policies regarding plagiarism, special consideration, supplementary examinations and other educational issues and student matters.

Plagiarism - Plagiarism is not acceptable and may result in the imposition of severe penalties.   Plagiarism is the use of another person's work, or idea, as if it is his or her own - if you have any doubts at all on what constitutes plagiarism, please consult your Course coordinator or lecturer. Plagiarism will be penalized severely.

Do not copy the work of other students.

Do not share your work with other students (except where required for a group activity or assessment)

Course schedule

Week #	Topic & contents	CO Addressed	Teaching Learning Activity (TLA)	
Weeks 1	Introduction to Employee Training & Development	CO I	Lecture	
Weeks 2	Strategic Training	CO I	Discussion + ppts	
Week 3	Training Needs Assessment	*CO 2*	*Case Analysis*	
Week 4	Learning: Theories & Prog Design	CO 2	Assignment I	
Week 5	Transfer of Training	CO 2	Ppts + Discussions	
Week 6	*Training Evaluation*	*CO 4*	*Group Presentation*	
Week 7	Traditional Training Methods	CO 3	Group Presentation	
Week 8	E-Learning & Use of Technology in Training	CO3	Assignment II	
Week 9	Employee Development	*CO 3*	*Case Analysis*	
Week 10	Special Issues in Training & Employee Development	CO 3	Discussions	

		Special Issues in Training & Employee Development		
	Week 11	MIDSEM EXAM WEEK		
	Week 12	Career Management & its Special Challenges	CO 4	Discussions
	Week 13	Employee Trg. & Dev. : Indian Scenario	CO 4	Case Analysis
	Week 14	Training Expenditure : Indian Experiences	CO 4	Case Analysis
	Week 15	The Future of Training & Development	CO 4	Discussions