BA3T6H– Training and Development (Elective-I)

1. **Introduction to Training Concept:** Definition- Meaning- Need for training- Importance of training- Objectives of training, Concepts of education- Training and development, Overview of training functions, Types of training.
2. **Process of Training:** Steps in training, Identification of job competencies, Criteria for Identifying training needs (Person analysis, Task analysis, Organization analysis), Assessment of training needs, Methods and process of needs assessment. Trainer identification, Methods and techniques of training, Designing a training module (Cross Cultural, Leadership, Training the trainer, Change),
3. **Methods of training:** On the job training – Off the job training – Choosing optimum method – The lecture – Field trips – Panel discussion – Behaviour modeling – Interactive demonstrations – Brain storming – Case studies – Action mazes, Incident process, In-baskets, Team tasks, Buzz-groups and syndicates, Agenda setting, Role-plays-reverse role plays, Rotational role plays, Finding metaphors, Simulations, Business games, Clinics, Critical incidents, Fish bowls, T-groups- Data gathering- Grouping methods- Transactional analysis- Exception analysis.
4. **Evaluation of Training Program:** Kirkpatrick model of evaluation, CIRO model, Cost-benefit analysis, ROI of training.
5. **Learning:** Principles of learning- Theories Of learning- Reinforcement theory- Social learning theory- Andragogy- Resistance to training; Technology in training: CBT, Multimedia training, E-learning/online learning, Distance learning.

Relevant cases have to be discussed in each unit.

Text Books
1. Sahu R.K "Training for Development", Excel Books, 1st Ed., New Delhi
2. William E.Blank, "Hand book for developing competency based training programmes", Prentice-Hall, New Jersey,1982

Reference:
1. Friedman & Schustack, "Personality: Classic Theories and Modern Research", Pearson,
2. Hurlock., Elizabeth B,"Personality Development", Tata McGraw Hill, New Delhi, 1st Ed.
3. Janakiram B.", "Training & Development", Biztantra, 2008.
4. Lynton & Pareek "Training for Development", Vistaar Publication, 2nd Ed.
5. Tapomoy Deb, "Training & Development Concepts & Application" ,Ane Books, 6th Ed.
6. Taylor B.& Lippitt G., "Management Devleopment and Training Hand Book", McGraw-Hill, London.
7. Udai Pareek, "Understanding Organizational Behaviour" , Oxford, New Delhi, 2nd Ed.