TERM: VI
YEAR: 2015-2017
BATCH: II

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Course Introduction: With the emergence of new economic policy and restructuring of industry, Human Resource Development has become an important function. In the current competitive economy, those organizations that develop their employee's skills and knowledge will survive and progress. Training and development is one of the ways to achieve this objective. This course aims to help students acquire the knowledge required for identification of training needs, various training methodologies, training tools and evaluating the effectiveness of the training programmes. The emphasis would also be on the contemporary learning in the area.

Learning Outcomes: Upon completion of this course, the students will be able to:

1. Demonstrate how HRD fits into the strategic planning process.
2. Show the important relationship between organizational development (OD) practitioners and trainers.
3. Identify the characteristics of training design that motivate learning and accommodate trainee differences
4. Describe the purpose of training need analysis (TNA) and list the steps in conducting TNA
5. Design a training programme and provide a step-by-step process for developing learning objectives.
6. Identify the help that supervisors, peers, and trainers can provide back on the job to assist in the transfer of training
7. Describe the purposes, procedures, strengths, and limitations of various training methods.
8. Describe the importance of evaluation and the interrelations among various levels of evaluation.
9. Describe what organizations are doing in the key areas of diversity training, sexual harassment Training and cross-cultural training and why this training is important.

Course Pedagogy: It will be a judicious mix of lectures, case analysis & discussion, article reviews, assignments & presentations by the students.

Reference Texts

1. Agochiya, D. (2014). *Every Trainer's Handbook*, 2/e. New Delhi: Sage.

2. Blanchard, P.N., Thacker, J.W. & Anand Ram, V. (2011). *Effective Training: Systems, Strategies, and Practices, 14/e*. New Delhi: Pearson.

3. French, W., Bell, C. & Zawacki, R. (2006). *Organization Development and Transformation: Managing Effective Change, 6/e.* New Delhi: McGraw Hill.
4. Lynton, R. & Pareek, U (2011). *Training for development*, 3/e. New Delhi: Sage

5. Noe, R. A. (2010). *Employee Training and Development, 5/e*. New Delhi: McGraw Hill

6. Silberman, M. L. & Auerbach, C (2006). *Active Training: A Handbook of Techniques, Designs, Case Examples, and Tips*. John Wiley & Sons Inc.

Course Evaluation criteria

Component	Weight
Quiz	20%
Class Participation	10%
Training Delivery and Presentation	20%
Mid-term	20%
End-term	30%
Total	**100%**

Session Plan

Session No.	Topic	Learning Outcomes	Reading
1-3	**Training in Organizations** ➢ Overview of Training ➢ Training and Development ➢ Rationale for training ➢ Aligning Training with Business Strategy ➢ Changing organizations and training ➢ Opportunities and challenges in Training	1	➢ Blanchard, Thacker & Ram, Ch 1 **Case** ➢ Taking Charge at Domtar: What it takes for a Turnaround. In Blanchard & Thacker, 1-3 **Article** Wiggenhorn, W. (1990). Motorola U: When Training Becomes an Education. *Harvard Business Review*. Vol. 68 Issue 4, p71- 83.
4-7	**Organizational Development**	2	➢ French & Bell, Reading 1 & 2 **Article**

	➢ Organization Development defined ➢ OD and change management ➢ Systems Thinking ➢ OD Competencies		➢ Bernhard, H. B. & Ingols, C. A. (1988) Six Lessons for Corporate Classroom. *Harvard Business Review*. Vol. 66 Issue 5, p 40-48
8-11	**Motivation, Learning and Performance** ➢ Understanding Learning ➢ Adult training ➢ Factors affecting the learning process ➢ Understanding Motivation and Performance ➢ Kolb's experiential learning cycle ➢ Honey and Mumford's learning styles ➢ Aligning Training Design with Learning Process	3	➢ Blanchard, Thacker & Ram, Ch 3 ➢ Sloman, Ch 3 **Cases** ➢ The Wilderness Training Lab. In Blanchard & Thacker, 62-64
12-14	**Assessment of Training Needs** ➢ Assessing training needs ➢ The TNA model ➢ Level of organizational need ➢ Organizational analysis ➢ Task analysis ➢ Individual training needs analysis	4	➢ Blanchard, Thacker & Ram, Ch 4 ➢ Sloman, Ch 4 ➢ Prokopenko, Ch 6 **Article Review :** ➢ Shifting mindsets. By O'Connor, John. *e. learning age*. Apr. 2006. P 14-17
15-17	**Designing the Training Programme** ➢ Steps in Programme Design ➢ Learning Objectives ➢ Developing the training modules ➢ Course contents ➢ Training schedule ➢ Time table ➢ Targeted group and levels.	5	➢ Blanchard, Thacker & Ram, Ch 5 ➢ Lynton & Pareek, Ch 6 ➢ Prokopenko, Ch 7

18-20	**Transfer of Training** ➢ Applications of transfer of training theory ➢ Work characteristics that influence transfer ➢ Organizational environments that encourage transfer	6	➢ Noe, Ch 5
21-23	**Training Methods** ➢ Passive and Active Training Methods ➢ Advantages and disadvantages ➢ Simulation methods ➢ Case discussions ➢ Role play ➢ Management games ➢ In basket exercises	7	➢ Blanchard, Thacker & Ram, Ch 6 & 7 ➢ Sloman, Ch 6 & 7 **Article Review:** ➢ Robinson, Larry J. B. (1987) Role Playing as a Sales Training Tool. *Harvard Business Review*. Vol. 65 Issue 3, p34-35
24-27	**Evaluation of Training** ➢ Rationale for Evaluation ➢ Resistance to Training Evaluation ➢ Obtaining final question and concerns ➢ Evaluating after training effectivenes	8	➢ Blanchard, Thacker & Ram, Ch 9 **Article Review** ➢ Patterson, F (2003). A New Way to Evaluate Learning and Training. *KM Review,* Vol. 6 Issue 3, p20-23. ➢ Susskind, L (2004). Negotiation Training**:** Are You Getting Your Money's Worth **?** Negotiation, 3-5.
28-30	**Key Areas of Organizational Training** ➢ Diversity Training ➢ Sexual Harassment Training ➢ Cross-cultural Training	9	➢ Blanchard, Thacker & Ram, Ch 10 **Case** ➢ All it takes is for good men to do nothing. In Blanchard & Thacker, 432-433. **Article Review** ➢ Nancherla, A. (2008). Why diversity training doesn't work. T&D, November, 52-58 ➢ Thacker, R. (1992). Preventing sexual harassment in the workplace. Training & Development, February, 50-53.