



MANGALORE UNIVERSITY
Department Master of Commerce (HRD)
M.Com (HRD)

CRS406: EMPLOYEE TRAINING AND DEVELOPMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objectives: To equip students in the science and art of conducting training needs analysis, design and development of training materials, delivering training, and evaluation of training and development programmes.

Course Out Comes:

1. It equips the students with the skill set required by today's HR professionals.

Unit -1: Introduction: Education, training and development: A comparison –Multidisciplinary nature of HRD – Recent approaches to HRD – Global HRD – HRD and organisational performance.

Unit -2: Learning and Training Needs: Key attributes of learning process in training, **Types of learning**, Main responsibility for training & development, Levels of training needs, **Methods used to conduct training needs analysis at the individual, operational and organisational levels**, Systematic Training and Development cycle – Needs assessment, design, delivery and evaluation
– Qualities of a professional trainer- Recent developments.

Unit -3: Training and Development Interventions: Key activity areas of training and development function— **Training and development methods and instructional approaches** – in-house and external training provision – informational training, functional training , behavioural training, induction training, experiential training, cross-cultural training, international training, training for quality and creativity, leadership training – coaching and mentoring – continuing educational programmes and organisational support.

Unit -4: Educating and developing new and future workforce – The education/ workplace interface- new challenges, National vocational education and training, National education policy, Strategies and methods of determining management competence. Approaches to management development- Role of Internet in Training – Recent Developments.

Unit -5: Measuring Impact of Training and Development: Need for result- based training, Key issues in training evaluation, The Kirkpatrick Approach, Kaufman's Evaluation, The CIRO Approach, The Philip's ROI Framework. Purposes, levels, instruments, timing and designs of conducting training and development evaluation.

References:

1. Harrison, R., *Employee development*, London: Institute of Personnel and Development.
2. Mabey, C and Salaman, G, *Strategic Human Resource Management*, Oxford: Blackwell.
3. Margaret Anne Reid, Harry Barrington, Mary Brown, *Human Resource Development, Beyond training Interventions*, Pinnacle, New Delhi
4. R.K Sahu, *Training and Development*, Excel Books, New Delhi
5. Rothwell, W.J. and Kasanas, H.C. *Strategic human resource planning and management*, Englewood Cliffs, NJ: Prentice Hall.
6. Rothwell, W.J. and Kasanas, H.C., *Human resource development: A strategic approach*, Amherst, MA: HRD Press.
7. Rothwell, W.J. and Kasanas, H.C., *Strategic human resource development*, Englewood Cliffs, NJ: Prentice Hall.
8. Stewart, J and McGoldrick, J (Eds.), *Human resource development: Perspectives, strategies, and practice*, London: Financial Times/ Pitman Publishing.
9. Stewart, J and Tansley, C, *Training in the knowledge based economy*, London: Chartered Institute of Personnel and Development.
10. Thomson, R. and Mabey, C, *Developing Human Resources*, London: Butterworth-Heinemann.
11. Walton, J., *Strategic Human Resource Development*, Essex: Financial Times/Prentice Hall.
12. Wilson, J (Eds) *Human resource development*, London: Kogan Page.

