



**MANGALORE UNIVERSITY**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**MBAS 510: TRAINING AND DEVELOPMENT**

Workload : 4 hours per week. - Total credits: 4  
Examination : 3 hours 70 marks  
Objectives : To understand the need for training and development and various methods of training and development.  
Pedagogy : Lectures, assignments, practical exercises, discussions, seminars.

**Chapter 1: Introduction to Training and Development:** understanding the concept of training, education, learning and development- a comparison. Functions, training process, Models of management training, approaches to management training and development, levels of management training, current trends, concept of HRD.

**Chapter 2: Need for Training and Development:** determination of training needs and objectives, areas of training, motivation for trainers and trainees, training formula, techniques, responsibilities, areas and problems, organising training programmes.

**Chapter 3: Methods of Training:** On the job and off the job training, apprenticeship training programme, training of rank and file workers, supervisors. Latest methods of training, the operative and supervisory staff training.

**Chapter 4: Management and Organisation of Training:** responding to learners' needs, transfer and conducting training, positive reinforcement, motivational incentives and strategies- Keller's Arcs Model, training manuals, selection and training of trainers, ILO and training in new skills, government agencies and workers' education.

**Chapter 5: Effectiveness and Evaluation of Training:** Monitoring Trainee's Performance, Faults Analysis, designing training programmes, evaluation of training, models of evaluation, stages of evaluation, job behaviour evaluation, cost benefit analysis, evaluating training staff performance, action strategies to improve training effectiveness, reviewing effectiveness of training, evaluation of training costs, human resource accounting.

**Chapter 6: Management Development Programmes:** Need and objectives, methods of management developments- lectures, field trips, panel discussions, behaviour modelling, brain storming, case studies, role play, action mazes, critical incident, in-basket, team tasks, job rotation, buzz groups, syndicate discussions, simulations, business games, fish bowls, T

groups, transactional analysis, managerial grid, organisation development, transcendental meditation, and latest methods of development.

**Chapter 7: Competency Based Management Training:** introduction-concept of competency, competency based training programmes- need and importance, purpose and characteristics, paradigm shift in management training.

**Chapter 8: Administration and Limitations of MDP:** Evaluation of MDP, comparative value of different methods, making training and development effective. A survey of training and development programmes in India.

### References:

1. Frank H E, Hounsell J D, Kubr M -“An Introductory Course in Teaching and Training Methods for Management Development”-ILO Publication, Geneva.
2. Mohnet and others- Training and development- A Sectoral Analysis-Oxford and IBH publication.
3. William E. Blank - Handbook for developing Competency Based Training Programs- Prentice Hall, New Jersey.
4. PanduNaik. G -Training and Development- Text, research and cases- Excel Books, New Delhi.
5. R.K.Sahu- Training and Development, 1<sup>st</sup>edn- Excel Books, New Delhi.
6. P.L.Rao- Training and Development, 1<sup>st</sup>edn- Excel Books, New Delhi.
7. B.L.Gupta- Management Training and Development-Vrinda Publications, Delhi.
8. Raymond A Noe and Amitabh DeoKodawani- Employee Training and Development- Tata Mc Graw Hill.
9. Argyris C- Reasoning, Learning and Action- San Francisco, Jossey Bass.
10. Bob Wilson, Methods of Training- Individualised instructions-ParthenonPublishing Group Ltd, Park Ridge.
11. Davies Eddie-The Training Managers Handbook- Crescent Publishing House, New Delhi.
12. S.Nakkiran and M.Karthikeyan - Training Techniques for Management Development-Deep and Deep Publications, New Delhi.
13. Taylor.B and G. Lippitt, Management development and Training Hand Book- Mc Graw Hill, New Delhi.