Department of Social Work Master of Social Work (MSW)

Paper SWS 509: HUMAN RESOURCE TRAINING AND DEVELOPMENT

Objectives:

- Develop an understanding about Training and development and Group dynamics within the organization.
- To Gain knowledge in managing Training and development in organizations.
- To develop a better understanding of the "self" and professional behaviour in relation to Training and development
- To develop understanding about need and responsibility of managers to impart training and development in organizations

Course Content:

Unit - 1

Training and Development

Introduction to Training: Need for Training and Development – Importance of Training and Development in Organization – A systematic Approach to Training and Development – Assessment phase, training and development phase, evaluation phase, Training administration effective usage of instructions in Training.

Unit - II

Training Need Assessment and Analysis

Need Assessment and Analysis: Organizational support for need assessment, operational analysis/ organizational analysis, requirement analysis, individual analysis, motivational aspects of HED: Development Cycle; Reinforcement for behaviour – Modification, Learning Theories, Stages of Learning, Learning Principles, challenges to become learning organization, trainee readiness, trainee motivation to learn, motivational theories – McGregor's Theory X and Theory Y – Maslow's Model – ERG Theory – McClelland's Theory of needs – Herzberg's two-factory theory –

Unit III

Instructional Approach

An overview of Instructional Approach – Traditional instructional approaches, - Modern Instructional approaches – Internal Training – External Training – Training Methods – on the Job, Apprenticeship working – Mentoring. Off the job – case studies – lectures, Vestibule – sensitivity – in-basket – Role Plays, Audiovisual and other Contemporary methods – Role of Trainers – Qualities of a Good Trainers – Internal trainer vs. external Training.

Unit - IV

Training Evaluation and Measurement

Introduction to evaluation process – Introduction to Criteria Development – choosing criteria measures. The evaluation of Criteria, Evaluation, Experimental Designs, Quasi experimental

design other methods of evaluation – External Training Validity – Models of Evaluation, ROI on training.

Unit – V

Career Planning and Development

Concept of career – career stages – career planning and development – need – steps in career planning – methods of career planning and development – career development actions and programs – career problems and solutions- guidelines for career management – concept and management development – need and importance of management development, Management development process –Leader cantered techniques of management development.

Reference:

W James 2007

Aquinas. P.G. Human resource Mangement, Text and Cases, Vikas

Publsishing house, New delhi 2010

Blachard Nick P and Thacker Effective Training Systems strategies and practices

Prentice Hall of India New Delhi

Bukley Roger and Caple Jim 2007 The theory and Practice of Training Kongan Page

Ltd London

Noe Raymond A 2008 Employee Training and Development – Tata

McGraw Hill New Delhi

Drucker, Peter F 1999 Management, Harper and Collin, London

Abraham E 1988 : Alternative approaches & strategies of Human

Resource Development, Rawat Publications,

Jaipur

Agarwal R.D 1973 : Dynamics of Personnel Management in India Tata

MacGraw Hill, Delhi