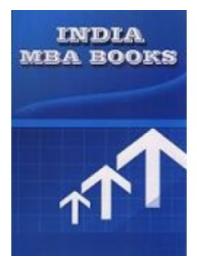
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HRD systems – Development of HRD strategies – Learning and Learning organizations – Training Policies – organizational climate for training and development – a system model.

UNIT II TRAINING NEEDS ANALYSIS - Objectives of training needs analysis -Identification of training needs and the process, tools and techniques - organizational analysis, task analysis and individual analysis - consolidation.

UNIT III DESIGN OF TRAINING PROGRAMS - Linking training needs and objectives of

various theories of learning and methods of training – Learning cycles – factors for fixing duration – selection of participants – choice of trainers – course contents – inhouse arrangements and outsourcing – E learning – training for trainers.

UNIT IV DELIVERING THE TRAINING PROGRAMS - Conducting the programs - ice

breaking and games – relevance of culture of participants – layout facilitating interactions – audio visual aids.

UNIT V EVALUATION OF TRAINING PROGRAMS - Objectives of evaluation – micro and

macro levels — methods of evaluation — reaction, learning, behavior and results — Cost benefit analysis — Role of trainer and line manager in evaluations — Design of Evaluation — Kirkpatric's model

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