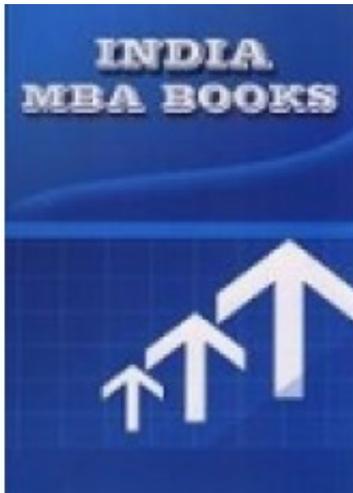


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Training and Development

UNIT I
Training - concept and rationale, training system and processes, trends in training, KSA'S- Types; Allgning training with strategy; Role of stakeholders in training programme; Training needs assessment - organizational analysis, operational analysis, person analysis.
UNIT II
Learning Theories: Reinforcement theory, Social learning theory, Goal theory, Need theory, Expectancy theory, Adult learning theory and Information processing theory. Learning process, Factors influencing the learning process, Participants learning styles; Considerations in designing effective training programs - Selecting and preparing the training site, choosing trainers.
UNIT III
Training Methods: Presentation methods - Lecture and Audio visual techniques; Hands on methods- OJT, simulations, case studies, business games, role plays, Behaviour modelling; Group building methods: Adventure learning, team building, action learning; Evaluation of training - need for evaluation, criteria and approaches; return on investment in training.
UNIT IV
Special issues in training and employee development: Training issues resulting from the external environment Legal issues, cross cultural preparation, managing work force diversity, school- to- work transition; Internal needs of the company - Life-long learning, Melting the Glass ceiling, joint union management programs, Succession planning, Developing managers with dysfunctional Behaviours. Management development: Characteristics of managers, Management development implications, Sources of knowledge/ skill acquisition, Training for executive -level management