

School of Professional Advancement

Course Outline

Course Title HR Training & Development

Course Type: Core

Course Description

This course aims to give an overview of the theory and practice of “Training and Development”. This course will also focus on practical aspects of Training and Development of the human resource in any sector or organization. The idea behind the course is to practically develop students to understand the process of training need analysis and design a required training; either formal or informal. The course will also focus on evaluation of the training and understand the process of feedback. The concept of coaching shall also be introduced as part of human development process. We will discuss particularly Training and development concept, methods, organization development, emerging development in training, different case studies, training instruments and tests.

Format of the Course:

Weekly readings with supplement lecture material. Lectures will link with course reading material, discuss key theories and concepts, and provide case studies, assignments and class activities. The final project will base on conducting and designing a training project for the class from start to end along with evaluation of the training. Guest speakers may be invited depending on their availability.

Instructional Goals (or Course Objective)

- Demonstrate application of critical and creative thinking skills to solve practical and theoretical problems
- The course objective is to make students familiar with the Training & Development concept;
- Be effective communicators and listeners
- Learn Methodologies and process in Training;
- Examining the training needs and evaluate the trainings;
- Design the training program and deliver activities;
- Understand the concept of coaching and conduct sessions;
- Identify the impact of training & development in personal and professional lives.

Course (Student) Objectives

Upon completion of the course, students will be able to:

- Conduct training need analysis, design and deliver training program and evaluate trainings;(assessed by the group and individual assignments, and examination)
- Can easily judge the future needs of any organization; (assessed by the group and individual assignments, and examination)
- Will be able to Lead Training and Development initiatives;(assessed by the group and individual assignments, and examination)
- Understand the concept of coaching and it’s dimensions; (assessed by individual

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assignments and group presentations)

The course aims to equip students for “**Job Roles**” in training and development function of the organization, organization trainer, consultant, organizational coach.

Brief Course Content

Session 1 Introduction Presentation

- Participants will provide their short introduction
- Ice breaking games
- Class Introduction
- Discuss course outline

Learning Objectives

Here in the session the participants will provide their short introduction. Basically the purpose of the activity is to create confidence and self-belief which is one of the important tools for the trainer.

Session2 Training and Development perspective

- Training and Development Concept
- Learning Concepts and factors affecting learning curve
- **ACTIVITY:** Design Ice breaking games for class

Learning Objectives

Here in the session the participants will observe the training and development concepts specifically the Characteristics, Nature, Importance, and the Inter-linkage of training and development with the other HR activities. Learning concepts includes Learning curve, factors affecting the learning curve, feedback, Performance, Trainer’s role in trainee’s learning and different theories of learning. The students will also explore and deliver ice breaking activities for the audience

Session3-4 Training Process

- Difference Between Education, Training and Development
- Orienting and On-boarding New Employees
- The ADDIE Five-step Training Process
- Future Needs for Training
- Conducting training need analysis and its impact
- **ACTIVITY:** Conduct Training need analysis and finalize the project training topics within groups (Marked)

Learning Objectives

Participants will be able to distinguish between education & training. They will be able to understand concept and impact of TNA and design it as part 1 of their training project. They will gather ideas on designing the training in numerous methods.

Activity:

In session 4 students will conduct a mini training session developing activities and using small topics given by the instructor.

Session5-6 Training Methods OR Implementing the Training Program

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- Training Method Approach
- On-the-Job Training methods
- Off-the-Job Training: Knowledge based methods
- Off-the-Job Training: Simulation Methods
- Off-the-Job Training: Experiential Methods
- Training Techniques Checklist
- Evaluation of Training
- **ACTIVITY:** Measure training evaluation through communication, observation and written material.
- **ACTIVITY:** Develop trainers Focus through active listening and motivation

Learning Objectives

Participants will be able to learn and can apply practically different methods of training in their professional career. In this phase participants will also learn the evaluation method as huge sum of amount are spent on training and development so how far the training has been useful must be judged.

Session7-8 Organizational Coaching and key Coaching Model used internationally

- OD interventions: Coaching
- GROW and TGROW coaching models
- Assignment of delivering coaching in the class (Marked)
- **ACTIVITY:** Coaching practice

Learning Objectives

The students will understand ten concept and impact of OD interventions in organization and practical life. They will developing basic coaching techniques using coaching models employed internationally. Further they will develop key skills of listening and guiding a partner in a coaching session.

Session 9 Mid Term

Session10-11 Implementing Management Development Programs

- Meaning of Management Development
- Need for Management Development
- Process of Management Development
- Methods of Management Development
- Organization development concept

Learning Objectives

In these respective sessions participants will learn the concept of Management development. It is as important as the training of new and already sustained employees similarly the management also need to develop and develop through certain programs and processes as will portray in the above mention session. Management basic requirement is not to train on the present job requirement but to enhance capabilities on the future organization development needs.

Session12-13 How do we learn?

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- Training & development tests: Psychometric test, Myers Briggs Type Indicator (MBTI), Audio-Visual Aids for Training
- Theories on developing competence
- Learning styles

Learning Objectives

This session will help students understand the key training tools and testing measuring along with a skill to understand the audience for developing the training programs according to the needs of the trainees.

Session14 Different Training Requirements

- Room Arrangements: Creating an Optimum Learning Environment
- Training Tools
- Format to evaluate a training program
- Major factors that can make training session successful
- Questionnaire for evaluation of presentation skills
- Final Projects Presentation / Discussion
- ACTIVITY: Control the audience using different tools and measures in the room.

Learning Objectives

This session is very much important for the participants as it describes the different tools for training which includes Tower building set, ring toss set and manuals for building effective teams. Room Arrangements: Creating an Optimum Learning Environment is also very important concept as it describes how to attain the maximum learning by only makes the room rearrange for training needs.

Session15 Final Project Presentation

- Training sessions designed by the groups (students)

Learning Objectives

All participants are required to submit a document and present it. This will facilitate them to have more confidence and for a trainer it is the first and foremost step to be confident and a good communicator.

Recommended Book (s) & Text:

- Training and Development: Concepts and Practices (Emerging Developments, challenges and strategies in HRD) by S.K Bhatia and Foreword by Dr. Abad Ahmad
- Human Resource Management by Gary Dessler PEARSON(14th Edition)
- Human Resource Management by Prof A.K Ghosh: Manas Publications
- Other books, book chapters, important notes and papers will be made available during the semester.

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E-Resources:

ASSESSMENT METHODOLOGY

Class Participation	20
2 Assignments (TNA & Coaching)	10
Mid Term	15
Team Project of delivering a training + Presentation	20
Final Term Exam	35
Total	100

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CALENDAR OF ACTIVITIES

Session	Sub-Topic	Readings	Activities
1	Introductions and course outline discussion.		Introductions and ice breaker
2	Characteristics, Inter-linkages, and Importance of training, does training pay, basic principles of learning curve, factors affecting learning curve and Trainer's role in trainee's learning and online learning	Training and development by S.K Bhatia chapter-1 and 3	Design Ice breaking games for class
3	Training Philosophy, Objectives of training, Training Development and Education, Purposes of employee orientation/on boarding, The formal and informal orientation process, and orientation technology,	Ch-6 HRM by A.K Ghosh, PEARSON Ch-8,	Conduct Training need analysis and finalize the project training topics within groups (Marked)
4	Analyze, design, develop, implement and evaluate the training course, future needs and motivation and feedback	PEARSON Ch-8, Training & development by S.K Bhatia Ch-2	Mini training session developing activities and using small topics given by the instructor
5	OJT Process, JIT, Coaching, Job Rotation, Role Play, Case Study, simulated management game, Counseling, empowering and interviewing	PEARSON Ch-8, Training & development by S.K Bhatia Ch-5,6,7,8	ACTIVITY: Measure training evaluation through communication, observation and written material.
6	Sensitivity training, transactional analysis, fish-bowl exercise, self development, outbound learning, using experienced employees for day to-day trainings, and principles and criteria for evaluation	PEARSON Ch-8, Training & development by S.K Bhatia Ch-9,10,11	ACTIVITY: Develop trainers Focus through active listening and motivation
7	OD intervention: Coaching, Types of coaching and models for coaching		Discussion and Role play of Coaching
8	Impact and benefits of coaching		Assignment 2: Coaching sessions of students
9	Midterm		
10	Identifying potential executives and develop them, To develop conceptual skills for higher executives, Use of latest technologies, effective functioning of	HRM by A.K Ghosh Ch-7, PEARSON Ch-8	Discussion. ACTIVITY: Communication skills

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	line management, effect of globalization		
11	Analysis of organization's total need for management personnel, Organizational development programs, On the Job and off the job management development	HRM by A.K Ghosh Ch-7, PEARSON Ch-8	Discussion & sACTIVITY: Presentation skills
12	Learning and development tests: Skill, aptitude and intelligence tests, Four basic scales of MBTI Test etc.	Training and development by S.K Bhatia Ch-53,54,55	Discussion
13	Learning styles and theories		Discussion/Identify personal learning style
14	Arrangements for Low, moderate and high interaction with your audience, Tower building set, manuals for building effective teams, Evaluation of content and process, and major factors that can make training session successful	Training and development by S.K Bhatia Ch-59,60,61	Final Projects Presentation / Discussion ACTIVITY: Control the audience using different tools and measures in the room.
15	Project Presentation		Final Project Presentation