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| Teacher | Dr. KALPANA KATARIA | Course | B.Com |
| Year | 2022 | Semester | V |
| Paper | Training and Development | Number of Lectures per week | 5 |
| Pedagogy and Teaching Tools | 1.Lecture and  discussion  2. Case study  3. Power point Presentation | Shared: Yes/No | NO |
| **UNIT** | **TOPIC (Theory)** | **WEEK** | **Learning outcomes** |
| Unit-1  **Introduction** | Training and Development- concept, rationale and nature; Training, Learning and Development interface; Theories of management training and development and practical application of these theories in today’s organisations; Training needs assessment meaning and purpose, different levels, various approaches, outputs, methods used in training needs assessment; Training and development as source of competitive advantage. | 1-3 week | To acquaint students with Role, status and competencies of HR manager; HR policies; Evolution of HRM; Emerging challenges of human resource management - Workforce diversity, empowerment, downsizing, VRS, work life balance with case study |
| Unit 2  **Executive Development** | Training– process and methods; Human re-engineering; Principles of learning; Individual differences in learning, learning process, learning curves, workmen training, re-training, government initiatives, self-directed work teams; Use of audio-visual aids in training; Computer aided instructions- distance learning, open learning, e- Learning; Technologies convergence and multimedia environment; Development techniques for enhancing decision–making and interpersonal skills- case-study, in-basket exercise, special projects, multiple management Programme learning, action learning, syndicate work, games, action maze, role play. | 4-5 week | Understanding clear difference between Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment – concept and sources; Selection – concept and process; Test and interview; Placement, induction and socialization; Retention. |
| Unit 3  **Training and Development** | Importance of executive development, steps in organisation of a management development program/ executive development program, methods/ techniques of management development program; Role of development officers, administrators, consultants, designers and instructors; Trends towards performance management and its impact on training professionals. | 6-7 week | Understanding the need of Role specific and competency based training; Training and development methods with the help of case study |
| Unit-4  **Evaluation of Training and Development** | Reasons for evaluating training and development programs, problems in evaluation; Evaluation planning and data collection- statistical methods; Use of appropriate training and development software packages; Different evaluation frameworks, problems of measurement and evaluation, effective training follow-up; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Kirkpatrick model of training effectiveness; Training issues resulting from the external environment and internal needs of the company; L&D practices of 5 prominent corporations. | 8-10 week | Understanding Methods of performance appraisal; Potential appraisal; Employee counselling; Job changes - Transfers and promotions, Human resource audit; Compensation - Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; Job evaluation with respect to some case study. |
| Unit 5  **Emerging Trends in Training and Development** | Career development and planning; Career development programmes and counseling; Group projects; Training for international assignments; Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)- concept and types, benefits and challenges in using EETS, concerns in implementation of EETS- availability, incorporation, extension, and learning renewals for EETS, use of EETS and its up scalability, follow up activities; Training and development initiatives of some selected companies from private and public sectors and MNCs. | 11-13 week | Understanding the Employee health and safety; Employee welfare grievance handling with realistic examples  Understanding of the Human Resource Information System and e-HRM; Impact of HRM practices on organisational performance; HR audit, Contemporary issues in human resource management. |
| Assessment Details: Evaluation through test & Assignment and Presentations | | | |
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Reading list

1. Mondy, A. W. and Noe, R. M., Human Resource Management, Pearson Education.

2. Decenzo, D.A. and Robbins, S. P., Fundamentals of Human Resource Management, Wiley, India. B.Com (Hons.) CBCS 27 Department of Commerce, University of Delhi, Delhi

3. Dessler, G. and Varkkey, B., Human Resource Management, Pearson Education, Delhi.

4. Chhabra, T.N., Human Resource Management, Dhanpat Rai & Co., Delhi.

5. Aswathappa, K., Human Resource Management, Tata McGraw-Hill, New Delhi.

6. French, W. L., Human Resource Management, Haughten Miffin, Boston.

7. Gupta, C.B., Human Resource Management, Sultan Chand & Sons, Delhi.

8. Rao, V. S. P., Human Resource Management: Text and Cases, Excel Books.