
TRAINING & MANAGEMENT DEVELOPMENT

Learning Objective: To familiarize the students with the concept and practice of training and development in the modern organizational setting.

Course Contents:

Unit I

Lectures: 9

Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training

Unit II

Lectures: 9

Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes

Unit III

Lectures: 10

Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training.

Unit IV

Lectures: 10

Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Input overload, unrealistic goals, linkage failure. Training impact on individuals and organizations: Training Evaluation-Evaluating-Programmes, Participants. Objectives and worthwhileness of training.

Unit V

Lectures: 18

Organisational Development(OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences.

Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

Text Books:

1. Blanchard P.Nick & Thacker James, W. (2004). *Effective Training, Systems, Strategies and Practices*. New Delhi: Pearson Publishers.
2. French Wendell, Bell Cecil and Vohra Veena. (2004). *Organisation Development, Behavioral Science Interventions for Organisation Improvement*. (6th ed.).

References:

1. Lynton Rolf & Pareek Udai. (1990). *Training & Development* (2nd ed.). New Delhi: Prentice Hall.
2. Bhatia S.K. (2006). *Training & Development*. New Delhi: Deep & Deep Publishers.