# Training and Development

Course Objectives

This course is designed to examine and develop theoretical and applied perspectives on the role of training and development, needs assessment, design, development, delivery and evaluation of training and development in the organization. Emphasis is given in specific development of learning and performance outcomes throughout the training and development process.

Syllabus

Overview of Training & Development, T&D Methods & Models, Training Program designing, Training Evaluation and Modern technology utilization for Training.

Expected Outcome

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

1. Make recommendations for solving organizational training and development issues

 2. Identify situations where human resource training would enhance organizational competitive advantage

 3. Identify proper training and development approach

 4. Create and implement a training needs analysis based on assessment

5. Make recommendations for type of training plan and delivery approach.

References

1. Raymond A Noe and Amitabh Dep Kodwani, Employee Training and Development, McGraw Hill Education(India) Private Limited

 2. P. Nick Blanchard, Effective Training; Pearson Education,

3. Bucklet, R., and Caple, J. The theory and practice of Training (5th ed.). Kogan Page India Private Limited,

4. Lynton, R., and Pareek, U.; Training for  Organizational Transformation  for  Policy Makers and Change Managers, Sage India,

 5. Kaye Thorne and David Mackey. Handbook of Training, Crest Publishing House.

 6. Rae, L; How to Measure Training Effectiveness, Gower.

7. P. Nick Blanchard, James W. Thacker; Effective Training: Systems, Strategies & Practices,; Pearson Education.

8. Robert I Sutton and Huggy Rao, Scaling Up Excellence: Getting to More Without Settling for Less, Crown Business.

9. Alan M Saks, Managing Performance through Training and Development, Nelson Canada.

10. Padmaja Krishaswamy, Evaluation of Training, Kindle edition,.

11. Kevin Kruse and Jason Keil, Technology-Based Training: The Art and Science of Design, Development, and Delivery, Jossey Bass; Pap/Cdr edition, 2000

12. Kurt VanLehn ,The Behavior of Tutoring Systems, University of Pittsburgh, Pittsburgh, PA, USA VanLehn@pitt.edu; http://www.learnlab.org/opportunities/summer/readings/06IJAIED.pdf

13. Valerie J. Shute and Joseph Psotka, Intelligent Tutoring Systems: Past, Present and Future, Soft Technologies: Instructional and Informational Design Research, http://myweb.fsu.edu/vshute/pdf/shute%201996_d.pdf

14. Learning Management Systems (LMS), Various resources at http://elearningindustry.com/subjects/elearning-software/learning-management- systems-lms

COURSE PLAN

1 Overview of Training & Development:  Overview, The changing organizations, employee training scenario – India, Asia and Global; Strategic training; Training as a tool for employee performance enhancement; T&D from a change model perspective; Models of Training; Systematic Model, The Transitional Model, , Understanding Learning Concepts.

Role, competencies of training professionals; Training investment leaders, Role of HR department in in-house training; organizational characteristics that influence training, Role of employees and managers in training; Diversity training; cross-cultural training.

Training Needs Analysis: The process and approaches of TNA, Team Work for conducting Training Needs Analysis, TNA and Training Process Design.

2 T&D Methods & Models:

Traditional training methods – presentation methods, lecture, audiovisual techniques, hands-on methods, OJT, self directed learning, apprenticeship, simulations, case studies, business games, role plays, behaviour modelling, adventure learning, team training, action learning; e-learning, MOOCs (Massive Open Online Course), Coursera platforms; Employee development – issues and challenges in Training & Development.

Models of organizing training – Faculty model, customer model, matrix model, corporate university model, business embedded model.

Learning theories – Reinforcement theories, social learning theory; goal theories – goal setting theory, goal orientation; Need theories – expectancy theory, adult learning theory, information processing theory;

Learning process – mental and physical process, the learning cycle, Kolbe's Learning inventory, Age influence on learning, instructional emphasis for learning outcomes.

First Internal Examination

3 Training Program designing;

Understanding & developing the objectives of training, facilitation of training with focus on trainee (motivation of trainee, reinforcement, goal setting), training with focus on training design (learning environment, pre-training communication);

Designing effective training programs – selecting and preparing the training site, training room, seating arrangements, choosing trainers, designing document, course or lesson plan;

Applications of transfer of training theory – Theory of identical elements, stimulus generalization approach, cognitive theory of transfer – Factors influencing transfer, climate for transfer, manager support, peer support, opportunity to perform, technological support; Organizational environments that encourage transfer – The Learning Organization, knowledge and knowledge management – keys for effective knowledge management.

4  Training Evaluation

Formative evaluation, summative evaluation, evaluation process, outcomes used in the evaluation of training program; Reaction outcome; Learning or cognitive outcomes; behaviour and skill based outcomes;  affective outcomes; results, ROI,; Models and approach - Kirkpatrick's model, Jack J Philips Training evaluation model, COMA Model, CIPP Model, IPO Model, TVS approach; evaluating the outcomes; relevance, reliability, discrimination, practicality; evaluation practices; Myers-Briggs Type indicators; evaluation designs – types, calculating ROI, Determining costs, benefits, cost-benefit analysis; measuring human capital and training activity.

Second Internal Examination

5  Modern technology utilization for Training:

Computer-based teaching and learning, web-based training, e- learning and learning portals; Advantages of online learning, effectiveness of online learning; blended learning, simulation, virtual reality, virtual worlds, advantages and disadvantages of virtual learning; mobile technology and training, use of tablet computer, Smartphone in learning;

Intelligent tutoring systems; expert systems, group wave, electronic performance support systems; technology for training administration – interactive voice technology, imaging; Learning management systems (LMS).

Final Examination