

MANGALORE UNIVERSITY
Department of Social Work
Master of Social Work (MSW)

Paper SWS 509: HUMAN RESOURCE TRAINING AND DEVELOPMENT

Objectives:

- Develop an understanding about Training and development and Group dynamics within the organization.
- To Gain knowledge in managing Training and development in organizations.
- To develop a better understanding of the “self” and professional behaviour in relation to Training and development
- To develop understanding about need and responsibility of managers to impart training and development in organizations

Course Content:

Unit – 1

Training and Development

Introduction to Training: Need for Training and Development – Importance of Training and Development in Organization – A systematic Approach to Training and Development – Assessment phase, training and development phase, evaluation phase, Training administration effective usage of instructions in Training.

Unit – II

Training Need Assessment and Analysis

Need Assessment and Analysis: Organizational support for need assessment, operational analysis/ organizational analysis, requirement analysis, individual analysis, motivational aspects of HED: Development Cycle; Reinforcement for behaviour – Modification, Learning Theories, Stages of Learning, Learning Principles, challenges to become learning organization, trainee readiness, trainee motivation to learn, motivational theories – McGregor’s Theory X and Theory Y – Maslow’s Model – ERG Theory – McClelland’s Theory of needs – Herzberg’s two-factor theory –

Unit III

Instructional Approach

An overview of Instructional Approach – Traditional instructional approaches, - Modern Instructional approaches – Internal Training – External Training – Training Methods – on the Job, Apprenticeship working – Mentoring. Off the job – case studies – lectures, Vestibule – sensitivity – in-basket – Role Plays, Audiovisual and other Contemporary methods – Role of Trainers – Qualities of a Good Trainers – Internal trainer vs. external Training.

Unit – IV

Training Evaluation and Measurement

Introduction to evaluation process – Introduction to Criteria Development – choosing criteria measures. The evaluation of Criteria, Evaluation, Experimental Designs, Quasi experimental

design other methods of evaluation – External Training Validity – Models of Evaluation, ROI on training.

Unit – V

Career Planning and Development

Concept of career – career stages – career planning and development – need – steps in career planning – methods of career planning and development – career development actions and programs – career problems and solutions- guidelines for career management – concept and management development – need and importance of management development, Management development process –Leader centered techniques of management development.

Reference:

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| Bukley Roger and Caple Jim 2007 | The theory and Practice of Training Kongan Page Ltd London |
| Noe Raymond A 2008 | Employee Training and Development – Tata McGraw Hill New Delhi |
| Drucker, Peter F 1999 | Management, Harper and Collin, London |
| Abraham E 1988 | : Alternative approaches & strategies of Human Resource Development , Rawat Publications, Jaipur |
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