

**Unit 3: Labour Turnover****(12 hours)**

Concept, Rate of labour turnover, Costs of labour turnover, Causes of labour turnover, controlling labour turnover. Absenteeism: Concept, Rate of absenteeism, Causes of absenteeism, Effects of absenteeism, Measures to control absenteeism.

**Unit 4: Collective Bargaining****(12 hours)**

Concept, Essentials of collective bargaining, Problems of collective bargaining, Collective bargaining procedure. Workers' participation in Management: Modes of participation, Measures for successful workers' participation.

**Essential/recommended Readings (latest edition of readings to be used)**

1. Srivastav S. *Industrial relations and Labour laws*. Vikas Publishing House.
2. Mallik P. *Handbook of Industrial and Labour laws*. Eastern Book Company.
3. Saharav H.K. *Industrial and Labour Laws of India*. Prentice Hall International.
4. Chhabra T. *Industrial Relations and Labour Laws*. Dhanpat Rai Publishing House.

**Note:** Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time

**DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-5)**
**DSE 5: TRAINING AND MANAGEMENT DEVELOPMENT**
**Credit distribution, Eligibility and Pre-requisites of the Course**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Training and Management Development (DSE 5)	4	3	1	0	Class XII	Basics of Human Resource Management

**Learning Objectives**

- To familiarize the learners with the concept and practice of training and management development.
- To equip learners with the knowledge of applying training and development concepts in the modern organizational setting through text and cases.

**Learning Outcomes**

On successful completion of the course the learner will be able to:

- Analyse the need and process of training need analysis in organizations.

- Examine the process of designing a training programme and its evaluation.
- Apply the various training methods and analyse their applicability in different organizational situations.
- Demonstrate concepts of management development to design development programs in the organizations.

## **SYLLABUS OF DSE 5**

### **Unit 1: Training in Organizations and Training Need Analysis (9 hours)**

An overview of training; role of training and development in HRD; opportunities and challenges for training; training and organizational development; setting training objectives; Spiral model of training. Need to conduct Training Need Analysis (TNA), TNA Model, need assessment process: organizational analysis, person analysis, task analysis; output of TNA, approaches to TNA: Proactive TNA, Reactive TNA.

### **Unit 2: Training Design and Evaluation (12 hours)**

Designing training programs: Organizational constraints, training objectives, facilitation of learning, facilitation of transfer; Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

### **Unit 3: Training Methods (12 hours)**

Training methods: Lectures and demonstrations; Games and Simulations: Equipment simulators, business games, In-basket technique. Case studies, role play, behaviour modelling, Job instruction technique, apprenticeship, coaching, mentoring, experiential training, vestibule training; Computer based training methods.

### **Unit 4: Management Development (12 hours)**

Management development: concept, Strategies and management characteristics, management development implications, Types of management development programs, Development methods: Action learning, job rotation, executive development programs, special job assignments, team building, coaching, and mentoring.

### **Essential/recommended Readings (latest edition of readings to be used)**

1. Blanchard, P. N. & Thacker J. (2012). *Effective Training: Systems, Strategies and Practices, (5th ed)*. Upper Saddle River, NJ: Pearson Education, Inc.
2. Bhatia, S.K. (2005). *Training & Development Concepts and Practices*. Deep & Deep Publishers.
3. Lynton, R. & Pareek U. (2011). *Training & Development*. Prentice Hall.
4. Noe, R. (2018). *Employee Training & Development*. McGraw-Hill Education.
5. Rishipal. (2011). *Training & Development Methods*. S. Chand Publishing.
6. Ross, S. C. (2018). *Training and development in organizations: An essential guide for trainers*. Routledge.