

**B Com 4th Semester**

**Course Title: Training and Development Course**

**Code: HRMMIN4**

**Nature of the Course: Minor Total**

**Credit: 4**

**Total Marks: 60 (End Sem) +40 (In-semester)**

**Course objectives**

The course aims to:

1. Introduce students to the concept, scope, and importance of Training and Development in organisations.
2. Enable students to understand and design effective training programs to meet organisational needs.
3. Familiarise learners with various training methods—both On-the-Job and Off-the-Job.
4. Expose students to the use of modern technologies in the training process.
5. Provide an understanding of training policies, budgeting, and practices in organisations, particularly in the Indian context.

**Course Outcomes (COs)**

After completing the course, students will be able to:

- **CO1:** Explain the fundamental concepts, objectives, and principles of training and development.
- **CO2:** Identify organisational training needs and design suitable training programs.
- **CO3:** Demonstrate understanding of various training and development methods and their applications.
- **CO4:** Analyse the role of modern technologies such as AI, e-learning, and gamification in the training process.
- **CO5:** Evaluate training policies, practices, and budgeting procedures in organisational contexts.

**Learning Outcomes (LOs)**

By the end of this course, students will be able to:

- Understand the importance and scope of training and development in improving employee performance.
- Explain the process of identifying training needs and setting training objectives.
- Apply knowledge to design, implement, and evaluate effective training programs.
- Distinguish between different training methods and select appropriate approaches for specific job requirements.
- Demonstrate awareness of technological innovations in training, including digital and virtual tools.
- Assess the effectiveness of training programs using appropriate evaluation techniques.

- Exhibit understanding of organisational training policies and the role of budgeting in training management.
- Develop the ability to analyse real-world training practices in Indian and global business contexts.

### MAPPING OF LEARNING OUTCOMES (LOs) UNDER COURSE OUTCOMES (COs)

Course Outcomes (COs)	Related Learning Outcomes (LOs)
CO1	LO1
CO2	LO1, LO2
CO3	LO2
CO4	LO3
CO5	LO4

### COGNITIVE MAP OF COURSE OUTCOMES WITH BLOOM'S TAXONOMY

COs	Remember (L1)	Understand (L2)	Apply (L3)	Analyze (L4)	Evaluate (L5)	Create (L6)
CO1	✓	✓				
CO2		✓	✓	✓		
CO3			✓	✓		
CO4				✓	✓	
CO5				✓	✓	✓

### MAPPING OF COURSE OUTCOMES (COs) TO PROGRAM OUTCOMES (POs)

**Program Outcomes (POs) are :**

- **PO1:** Knowledge of business and management concepts
- **PO2:** Problem analysis and decision-making skills
- **PO3:** Application of modern tools and techniques in business
- **PO4:** Ethical and professional competence
- **PO5:** Lifelong learning and personal development

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5
CO1	✓			✓	
CO2	✓	✓			✓
CO3	✓	✓	✓		
CO4		✓	✓		✓
CO5	✓	✓		✓	✓

UNIT	Content	L	T	Hours
UNIT 1 (15 MARKS)	Introduction to Training and Development- Concept, Scope, Identification of need for Training and Development, Objectives of Employee Training and Executive Development, Factors to be considered in organising a Training and Development Program, Designing a Training Program, Evaluation of training effectiveness, Principles of Learning and Training.	14	2	16
UNIT 2 (15 MARKS)	Methods of Training and Development <b>On-the-Job Training:</b> Vestibule Training, Training by Supervisors, Demonstration and close supervision, Apprenticeship, Job Shadowing, coaching, mentoring, Job rotation, virtual reality simulations. <b>Off-the-Job Training:</b> Lectures, Conferences, Seminar, Team Discussion, T-Group Training, Case Study, Role Playing, Programmed Instructions, Training through Audio-Visual Aids, eLearning.	14	2	16
UNIT 3 (15 MARKS)	Role of modern technologies in the process of training and development; Technology in training: - AI-driven Personalization, Self-Paced Courses, Blended learning, Corporate Training, On-line training platforms-Gamification in learning, Social and Micro Learning, Training Evaluation-Retraining.	13	1	14
UNIT 4 (15 MARKS)	Training and Development Policies in organizations, Training and Development Practice in Indian organizations (Case Studies), Training and Development Budget: its importance and influencing factors in budgeting.	13	1	14
	TOTAL	54	6	60

Where: L= Lectures, T= Tutorial

**MODES OF IN-SEMESTER ASSESMENT: (40 Marks)**

Two Sessional Examinations - 10 marks each

Other (any two) 10 marks each

- Group Discussion
- Assignment
- Experiential learning- Role Play
- Mini Capstone projects.

- Seminar Presentation on any topic from the syllabus contents.

**END-SEMESTER EXAM (60 MARKS):** Written examination based on the syllabus, typically featuring objective type questions, short-answer questions, long-answer questions.

**Reference Books:**

- Flippo, Edwin B, 1984, Principles of Personnel Management, McGraw-Hill, New York.
- Luthans, Fred, 1985, Organisational Behaviour, McGraw-Hill, New York.
- Memoria, C.B, 1999, Personnel Management, Himalaya Publishing House, Bombay.
- Verma, M.M. and R.K. Agarwal, 2000, Personnel Management and Industrial Relations, King's Books.
- Yoder, Dale, 1969, Personnel Management and Industrial Relations, Prentice Hall. 16
- Noe, R. A. (2020). Employee Training and Development (8th ed.).
- Bersin, J. (2018). The Rise of Digital Learning.