ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Department of Business Administration)

TRAINING AND DEVELOPMENT (8519)

SEMESTER: SPRING, 2014

<u>CHECKLIST</u>

This packet comprises the following material:

1. Text Book
2. Course Outline
3. Assignment No. 1 and 2
4. Assignment Forms (2 sets)

In this packet, if you find anything missing out of the above-mentioned material, please contact at the address given below:

Deputy Registrar
Mailing Section, Block-28
Allama Iqbal Open University
H-8, ISLAMABAD

Ms. Beenish Ehsan
Course Coordinator

ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Department of Business Administration)

> ### WARNING
> 1. **PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT(S) WILL DEBAR THE STUDENT FROM AWARD OF DEGREE/CERTIFICATE, IF FOUND AT ANY STAGE.**
> 2. **SUBMITTING ASSIGNMENTS BORROWED OR STOLEN FROM OTHER(S) AS ONE'S OWN WILL BE PENALIZED AS DEFINED IN "AIOU PLAGIARISM POLICY".**

Course: Training and Development (8519)   **Semester: Spring, 2014**
Level: MBA

GUIDELINES FOR ASSIGNMENT No. 1 & 2:
The student should look upon the assignments as a test of knowledge, management skills, and communication skills. When you write an assignment answer, you are indicating your knowledge to the teacher:

- Your level of understanding of the subject;
- How clearly you think?
- How well you can reflect on your knowledge & experience?
- How well you can use your knowledge in solving problems, explaining situations, and describing organizations and management?
- How professional you are, and how much care and attention you give to what you do?

To answer a question effectively, address the question directly, bring important related issues into the discussion, refer to sources, and indicate how principles from the course materials apply. The student must also be able to identify important problems and implications arising from the answer.

For citing references, writing bibliographies, and formatting the assignment, APA format should be followed.

ASSIGNMENT No. 1
(Units: 1–5)

Total Marks: 100   **Pass Marks: 50**

Q. 1   Differentiate between training and development with suitable examples.   **(20)**

Q. 2   What is meant by training needs assessment. Discuss result oriented needs assessment process.   **(20)**

Q. 3   Describe the implementation, evaluation and follow up of training program.   **(20)**

Q. 4   Discuss the process of experiential and action learning in detail.   **(20)**

Q. 5   Describe lectures and simulation method of training in detail with examples.   **(20)**

ASSIGNMENT No. 2
(Units: 1–9)

Total Marks: 100   **Pass Marks: 50**

This assignment is a research-oriented activity. You are required to submit a term paper and present the same in the classroom prior to the final examination. Presentation component is compulsory for all students. You will have to participate in the activity fully and prepare a paper of about 15 to 20 pages on the topic allotted to you. The students are required to prepare two copies of Assignment No. 2. Submit one copy to your teacher for evaluation and the second copy for presentation in the classrooms in the presence of your resource persons and classmates, which will be held at the end of the semester prior to final examination.

Include the following main headings in your report:-
a)   Introduction to the topic
b)   Important sub-topics
c)   Practical aspects with respect to the topic
d)   Review of theoretical and practical situations
e)   Merits, demerits, deficiencies or strengths of the organization with respect to your topic
f)   Conclusions and recommendations
g)   Annex, if any

You must use transparencies, charts or any other material for effective presentation. You are also required to select one of the following topics according to the last digit of your roll number. For example, if your roll number is D-3427185 then you will select topic No.5 (the last digit):-

List of Topics
0.   Self development
1.   Training evaluation
2.   Training and development approaches
3.   Open learning
4.   Factors affecting selection of training methods
5.   Learning of managers
6.   Designing Training programme
7.   Case Study Methods
8.   Training needs assessment in a public organization.
9.   Group work and discussion methods

TRAINING AND DEVELOPMENT (8519)
Detailed Course Outline

Unit–1 Management Development in Perspective
    1.1   Managers and their Competencies:
        1.1.1   Role of Managers
        1.1.2   Functions of Managers
        1.1.3   Managerial Competence and Changes in Business Practice
    1.2   Learning of Managers
        1.2.1   Learning from Real Work
        1.2.2   Learning as an Individual Activity
        1.2.3   Definition of Learning: Theories of Learning
        1.2.4   Application of Learning Cycle and Learning Styles
        1.2.5   People Who Help Development
        1.2.6   Improving Processes of Learning
    1.3   Concepts and Components of Training and Development:
        1.3.1   Formal Education and Training Methods
        1.3.2   Conditions for Effective Management Development
        1.3.3   From Fragmented Training to a Learning Organization

Unit–2 Management Development Cycle
    2.1   Problem Identification and Training Needs Assessment:
        2.1.1   General Concepts and Dimensions for Needs Assessment
        2.1.2   Result-Oriented Needs-Assessment Process
        2.1.3   Generic Approaches to Needs Assessment
        2.1.4   Tools and Techniques for Needs Assessment
        2.1.5   Needs-Assessment
        2.1.6   Rating Techniques
    2.2   Training Program Design:
        2.2.1   Main Elements of Program Design
        2.2.2   Program Logistics

Unit–3 Program Implementation, Evaluation & Follow-Up
    3.1   Program Implementation, Monitoring and Follow-Up
        3.1.1   Planning Program Implementation
        3.1.2   Preparing and Organizing Program Activities
        3.1.3   Executing Program
    3.2   Evaluate Training
    3.3   General Approaches to Evaluation
    3.4   Focus of Training and Evaluation
    3.5   Data Collection Methods

Unit–4 Self-Development Methods, Experiential & Action Learning
    4.1   Self-Development Methods:
        4.1.1   Self-Development Defined
        4.1.2   Evolution of Management Self-Development and Issues for Future
        4.1.3   Development of Self
        4.1.4   Process of Self-Development
        4.1.5   Self-Development Methods
    4.2   Experiential and Action Learning:
        4.2.1   Defining Process of Experiential and Action Learning
        4.2.2   Approaches to Experiential Learning
        4.2.3   From Approaches to Methods
        4.2.4   Programs for Making Most of Experiential Learning

Unit–5 Group Work, Discussion, Simulation, Case, Lectures & Presentation Methods
    5.1   Group Work & Discussion Methods:
        5.1.1   Group Processes: Principles and Features
        5.1.2   The Elements of Group Training
        5.1.3   Group Work Methods
    5.2   Simulation Methods:
        5.2.1   Simulation: Definition and Features
        5.2.2   Main Objectives of Simulation
        5.2.3   Merits of Using Simulations
        5.2.4   Criteria of Successful Simulations
        5.2.5   Different Aspects of Simulations
        5.2.6   Major Forms of Simulation
    5.3   Case Method:
        5.3.1   Case Method Components and Problem-Solving
        5.3.2   Types of Cases
        5.3.3   Case Methods: Advantages & Disadvantages
    5.4   Lectures & Presentation Methods
        5.4.1   Lecture Method, Definition and Process
        5.4.2   Elements of Lecture Process

Unit–6 Communication Technologies
    6.1   Basic Visual Aids
    6.2   Managers and Technology
    6.3   Technologically Delivered Input in Traditional Courses
    6.4   Technological Delivery of Complete Courses and Packages
    6.5   Factors Affecting Selection of Training Methods
    6.6   Principles of Learning and Methods Selection Factors
    6.7   Trends in Training Methods Selection

Unit–7 Learning Organization
    7.1   Changing Business Environment

Recommended Books:

- Prokopenko, J. (2010). Management Development: A Guide for the Profession. UK: McGraw Hill.
- Moskowitz, M. (2008). *A Practical Guide to Training and Development.* UK: McGraw Hill.
- Steve, (2010). *Handbook of Training and Development.* USA: Blackwell.

========