

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

TRAINING AND DEVELOPMENT (Code # 5006/8519)

CHECKLIST

SEMESTER: SPRING 2024

This packet comprises the following material:

1. Textbook
2. Course Outline
3. Assignments No. 1 and 2
4. Assignment Forms (2 sets)

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

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WARNING

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

Course: Training and Development (Code # 5006/8519)

Semester: Spring 2024

Level: MSc. Administrative Sciences

Please read the following instructions for writing your assignments.

(AD, BS, BEd, MA/MSc, MEd) (ODL Mode)

1. All questions are compulsory and carry equal marks but within a question, the marks are distributed according to its requirements.
2. Read the question carefully and then answer it according to the requirements of the question.
3. Avoid irrelevant discussion/information and reproducing from books, study guide or allied material.
4. Hand written scanned assignments are not acceptable.
5. Upload you typed (in Word or PDF format) assignments on or before the due date.
6. Your own analysis and synthesis will be appreciated.
7. Late assignments can't be uploaded at LMS.
8. The students who attempt their assignments in Urdu/Arabic may upload a scanned copy of their hand written assignments (in PDF format) on University LMS. The size of the file should not exceed 5 MB.

GUIDELINES FOR ASSIGNMENT No. 1 & 2:

You 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 do 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. You 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.

Total Marks: 100

Pass Marks: 50

ASSIGNMENT No. 1
(Units: 1–5)

- Q. 1 Describe the history of training and development with examples. (20)
- Q. 2 Why Training Need Assessment is vital for training and development, give appropriate examples. (20)
- Q. 3 What are the hurdles to training and development in organizations in our country? Give appropriate examples. (20)
- Q. 4 Why do we need learning organizations in our country, discuss with appropriate examples. (20)
- Q. 5 Describe the significance of a distance learning organization with examples. (20)

ASSIGNMENT No. 2

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 the final examination. The 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 before final examination.

Include the following main headings in your report:-

- a) Introduction to the topic
- b) Important sub-topics
- c) Practical aspects concerning the topic
- d) Review of theoretical and practical situations
- e) Merits, demerits, deficiencies or strengths of the organization concerning 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):-

Topics:

- 0) Managers and Technology
- 1) Learning Organizations
- 2) Changing Organizations
- 3) Role of computers in open-learning
- 4) Management in Public Service Organization
- 5) Competencies required of Entrepreneur
- 6) Designing Training Programs
- 7) Formal Education and Training Methods
- 8) Tools and Techniques of Training Need Assessments
- 9) Data Collection Methods

TRAINING AND DEVELOPMENT
Course Outline (Code # 5006/8519)

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 the 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
- 7.2 Changing Organization
- 7.3 Learning Organization
- 7.4 Characteristics of Learning Organizations
- 7.5 Organizational Learning in Large Projects
- 7.6 Trainer and Learning Organization
- 7.7 Approaches and Programs for Learning Organizations

Unit 8 Open & Distance Learning

- 8.1 Open Learning and Self-Development
- 8.2 Benefits of Open Learning

- 8.3 Disadvantages of Open Learning
- 8.4 Learning Materials
- 8.5 Management and Administration of Open and Distance Learning
- 8.6 Role of Computers in Open Learning

Unit 9 Training & Development for Public Service Organizations & Entrepreneur- Managers

- 9.1 Nature and Characteristics of Public Services
- 9.2 Management in Public Service Organizations
- 9.3 Implications for Management Development Programs
- 9.4 Management Development Approaches
- 9.5 Competencies Required of Entrepreneur-Managers
- 9.6 Training and Development Needs of Entrepreneur-Managers
- 9.7 Training and Development Approaches

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

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