

The MBA PROGRAM
Icfai University Tripura

GROUP G
Elective in Human Resource Management

RECRUITMENT, TRAINING AND DEVELOPMENT

BOOKLIST

Maitland, Iain. “Manpower Planning and Recruiting - Including Induction.” First Edition 2005. New Delhi: Infinity Books. ISBN: 81-7929-113-8.

(OR)

Maitland, Iain. “Handbook of Recruiting - Interviewing, Testing & Starting Work.” First Indian Edition. New Delhi: Infinity Books. ISBN: 81-87233-86-9.

Lynton, Rolf P; Udai Pareek. “Training for Development.” Second Edition 1990. New Delhi: Vistaar Publications. ISBN: 10: 81-7036-129-X (pb), 13: 978-81-7036-129-9 (pb).

CURRICULUM

RECRUITMENT

Planning Staff Requirements; Seeking Applicants; Attracting Applicants; Screening Applicants; Interviewing Candidates; Testing Candidates; Making a Job Offer; Starting Work.

TRAINING & DEVELOPMENT

What is Training; Training Strategy; Overview of the Training Process; Establishing Objectives and Preparing the Partners; Designing the Program; Training Methods; Developing Group and the Climate; Trainers and Training Styles; Post-Training Support for Improved Performance at Work; Evaluation of Training; The Training System; Training Centers and like Institutions; Action Research for Better Training.

STUDY PLAN

RECRUITMENT

Planning Staff Requirements

Studying Immediate Needs; Analyzing the Job; Drafting a Job Description; Drawing up an Employee Specification; Evaluating Future Needs.

[Refer Chapter 1 “PLANNING STAFF REQUIREMENTS” from “MANPOWER PLANNING AND RECRUITING - INCLUDING INDUCTION (OR) HANDBOOK OF RECRUITING - INTERVIEWING, TESTING & STARTING WORK” by Iain Maitland.]

Seeking Applicants

Recruiting Internally or Externally; Assessing Sources of Recruitment; Making Choices.

[Refer Chapter 2 “SEEKING APPLICANTS” from “MANPOWER PLANNING AND RECRUITING - INCLUDING INDUCTION (OR) HANDBOOK OF RECRUITING - INTERVIEWING, TESTING & STARTING WORK” by Iain Maitland.]

Attracting Applicants

Planning Adverts; Designing Adverts; Monitoring Results.

[Refer Chapter 3 “ATTRACTING APPLICANTS” from “MANPOWER PLANNING AND RECRUITING - INCLUDING INDUCTION (OR) HANDBOOK OF RECRUITING - INTERVIEWING, TESTING & STARTING WORK” by Iain Maitland.]

Screening Applicants

Choosing a Screening Method; Selecting and Rejecting Applicants.

[Refer Chapter 4 “SCREENING APPLICANTS” from “MANPOWER PLANNING AND RECRUITING - INCLUDING INDUCTION (OR) HANDBOOK OF RECRUITING - INTERVIEWING, TESTING & STARTING WORK” by Iain Maitland.]

Interviewing Candidates

Making Plans; Starting an Interview; Questions and Answers; Concluding an Interview.

[Refer Chapter 5 “INTERVIEWING CANDIDATES” from “MANPOWER PLANNING AND RECRUITING - INCLUDING INDUCTION (OR) HANDBOOK OF RECRUITING - INTERVIEWING, TESTING & STARTING WORK” by Iain Maitland.]

Testing Candidates

General Aptitude Tests; Specific Aptitude Tests; Personality Tests; Group Tests.

[Refer Chapter 6 “TESTING CANDIDATES” from “MANPOWER PLANNING AND RECRUITING - INCLUDING INDUCTION (OR) HANDBOOK OF RECRUITING - INTERVIEWING, TESTING & STARTING WORK” by Iain Maitland.]

Making a Job Offer

Offering the Job; Taking up References; Arranging a Medical Examination; Accepting the Job; Rejecting Candidates.

[Refer Chapter 7 “MAKING A JOB OFFER” from “MANPOWER PLANNING AND RECRUITING - INCLUDING INDUCTION (OR) HANDBOOK OF RECRUITING - INTERVIEWING, TESTING & STARTING WORK” by Iain Maitland.]

Starting Work

Settling in; Appraising the New Employee.

[Refer Chapter 8 “STARTING WORK” from “MANPOWER PLANNING AND RECRUITING - INCLUDING INDUCTION (OR) HANDBOOK OF RECRUITING - INTERVIEWING, TESTING & STARTING WORK” by Iain Maitland.]

TRAINING & DEVELOPMENT

What is Training?

Assumptions for Prevailing and Alternative Concepts of Training; Action through Training or Action through Force.

[Refer Chapter 1 “WHAT IS TRAINING?” from “TRAINING FOR DEVELOPMENT” by Rolf P Lynton and Udai Pareek.]

Training Strategy

Four Strategic Issues; Three Basic Phases; Modalities in Training.

[Refer Chapter 3 “TRAINING STRATEGY” from “TRAINING FOR DEVELOPMENT” by Rolf P Lynton and Udai Pareek.]

Overview of the Training Process

Three Phases in the Training Process; The Learning Spiral for Participants; The Training Process for Participants’ Organizations.

[Refer Chapter 4 “OVERVIEW OF THE TRAINING PROCESS” from “TRAINING FOR DEVELOPMENT” by Rolf P Lynton and Udai Pareek.]

Establishing Objectives and Preparing the Partners

Organizational Collaboration through Clarifying Needs; Two Dilemmas of Development; Clarifying Individual Motivation for Training; Seven System Functions with Candidates for Training.

[Refer Chapter 5 “ESTABLISHING OBJECTIVES AND PREPARING THE PARTNERS” from “TRAINING FOR DEVELOPMENT” by Rolf P Lynton and Udai Pareek.]

Designing the Program

Five Steps in Program Design; Outlining Program Sequences and Themes; Composing the Detailed Syllabus; Modular Approach to Program Design; Building in Flexibility; Monitoring and Improving Training During the Program; Training Schedules and Timetables.

[Refer Chapter 6 “DESIGNING THE PROGRAM” from “TRAINING FOR DEVELOPMENT” by Rolf P Lynton and Udai Pareek.]

Training Methods

Learning on the Job: Nine Training Requirements; Methods; Training Methods Compared with Objectives, Learning Process and Facilities.

[Refer Chapter 7 “TRAINING METHODS” from “TRAINING FOR DEVELOPMENT” by Rolf P Lynton and Udai Pareek.]

Developing Group and the Climate

The Social Process: Three Aspects.

[Refer Chapter 8 “DEVELOPING GROUP AND THE CLIMATE” from “TRAINING FOR DEVELOPMENT” by Rolf P Lynton and Udai Pareek.]

Trainers and Training Styles

Trainers’ Role: Three Hidden Functions; Trainers’ Style: Unique, Appropriate, Flexible.

[Refer Chapter 9 “TRAINERS AND TRAINING STYLES” from “TRAINING FOR DEVELOPMENT” by Rolf P Lynton and Udai Pareek.]

Post-Training Support for Improved Performance at Work

Redressing Four Common Imbalances in Training Programs; Supporting Innovation at Work.

[Refer Chapter 10 “POSTTRAINING SUPPORT FOR IMPROVED PERFORMANCE AT WORK” from “TRAINING FOR DEVELOPMENT” by Rolf P Lynton and Udai Pareek.]

Evaluation of Training

Two Sets of Issues for Evaluation.

[Refer Chapter 11 “EVALUATION OF TRAINING” from “TRAINING FOR DEVELOPMENT” by Rolf P Lynton and Udai Pareek.]

The Training System

System Goals and Approaches to System Development; Tasks of the Training System.

[Refer Chapter 12 “THE TRAINING SYSTEM” from “TRAINING FOR DEVELOPMENT” by Rolf P Lynton and Udai Pareek.]

Training Centers and like Institutions

Consistent Learning Environment for Participants.

[Refer Chapter 13 “TRAINING CENTERS AND LIKE INSTITUTIONS” from “TRAINING FOR DEVELOPMENT” by Rolf P Lynton and Udai Pareek.]

Action Research for Better Training

Some Questions for Trainers to Study.

[Refer Chapter 14 “ACTION RESEARCH FOR BETTER TRAINING” from “TRAINING FOR DEVELOPMENT” by Rolf P Lynton and Udai Pareek.]
