

MANAGEMENT TRAINING AND DEVELOPMENT: A BOOK REVIEW

Management Training and Development, B. L. Gupta, Vrinda Publicationbs (P) Ltd, Delhi, edition 2011, pages: 530, Price: Rs 350/-, ISBN: 978-81-358-8

Management training and development is the hot area for education, training, consultancy and research organizations. Organizations facing competition and challenges always have concern for management development. There is no text or reference book well written for training and developing existing and potential managers. The preface of the above book describes the rationale for management training and development. The architecture of book is visualized in fifteen chapters. Each chapter begins with objectives and the content is described in logical and sequential manner. The concepts of simple to complex, known to unknown and concrete to abstract are beautifully used by author. Each chapter contains the exhibits, figures and points which enhances the readability and motivation for learning. Each chapter contains point wise summary which reinforces the learning points. The short-answer and essay-type questions are useful for testing the level of learning and referring other books for finding the answers. The activities given at the end of the chapter are related to world of work so that the learner can apply the theory in real life situation. The formats are also useful for reflecting the learning and applying it in real life situations. Glossary defines the terms used in the book which simplifies the learning process. At the end of the book, end term assignments are given in the form of seminars, panel discussion, field assignments, and research study which are useful for students, trainers and researchers to further explore the area. The power point presentation CD is also a distinguishing feature of the book. The author has not used any case study in the book that can be considered as gap in writing the book.

The brief summary of chapters go like this; chapter one provides overview of management training and development which describes concept of management training, training functions, benefits of management training, characteristics of management training, management training process, systematic management training model, types of management training, model of management training, approaches to management training and development, levels of management training, propositions of management training, stakeholders of management training, training management team and management development. Chapter two is on competency based training which spells out concept of competency,

competency based training, need and importance of competency based training, purpose and characteristics of competency based training. Chapter three is on roles and responsibilities of training managers which describes structure of training centre, process of role derivation of training manager, role of training managers, competencies of training managers, training of training managers, factors responsible for commitment of trainers, strategies to enhance commitment level of trainers and challenges to training managers. Chapter four is on training needs identification which describes the definitions of training needs, purposes, approaches, models of training needs identification, selection of methods, design of instruments, compilation of data, interpretation of data, report on training needs and guidelines for conducting training needs identification study. Chapter five is on training design which describes concept of training design, training assumptions, design of training, classification of training plans, description of various plans, competency based training plan, guidelines for preparing competency based training plans, design of training implementation plans, concept of training implementation plan, hierarchy of training implementation plans, cluster of competency plan, competency plan, lesson plan, design of training facilitating documents, guidelines for preparing training implementation plans, and factors affecting implementation of competency based training.

Chapter six is on learning process which explains the concept of learning, adult learners, learning process, dimensions of learning process, domains of learning, instructional objectives, learning modes, learning styles and barriers to learning. Chapter seven is on training climate, which describes management training climate and characteristics of healthy climate. Chapter eight is on facilities planning and training aids which describes facilities planning during pre-training, during training and after training, use of training aids and types of training aids. Chapter nine is on training module which describes management development modules, benefits of use of modules, guidelines for development of modules, practices in use of modules, composition and competencies of module development team. Chapter ten is on training communication which describes the concept, characteristics, purpose and elements,

types of communication, communication model, feedback in communication, barriers and guidelines for effective communication.

Chapter eleven is on training methods and techniques which describes the lecture, team teaching, question answer, learning groups, buzz group, in-basket, panel discussion, case method, seminar, symposium, role play, simulation, game, force field analysis, assignment and action learning. Chapter twelve is on assessment which explains the concept, purpose, process and characteristics of assessment, design of assessment tools, method of assessment, certification of competency, assessment guidelines, and training of trainers for assessment.

Chapter thirteen is on evaluation of training which describes the definition, purpose, and principles of evaluation, framework for evaluation, model and methods of evaluation, decisions for training management and guidelines for

evaluation of competency based training. Chapter fourteen is on management training research which explains the concept and types of research study, tracer study and report writing. Chapter fifteen is on management development which describes the concept and purposes of management development, factors affecting management development and management development process.

I would like to recommend the book for trainers, students interested in pursuing trainer as a career, research scholars and consultants.

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