

Course Name: Learning and development (L&D)

Credits	3.0
Faculty Name	Tania S Rath
Program	HRM 1
Academic Year and Term	2020-21, Term:III

1. Course Description: Learning and development (L&D) in organizations is usually defined as a proactive, planned, continuous process directed at enhancing knowledge, improving skills and reorienting attitudes of employees of the organizations towards achievement of organizational goals. The aim is to improve on the job performance to enhance the overall effectiveness of the organization and to increase the likelihood that organizational goals will be achieved. This course encompasses the contribution of learning and development in management of human resources for remaining competitive and sustainable in business.

2. Student Learning Outcomes (typically 3-5 bullet points)

- Be able to assess learning requirements, understand design and delivery of learning experiences, relevant learning principles.
- Be able to plan the training module by doing training need analysis.
- Be able to understand how training helps in lifelong learning.

3. Required Textbooks and Reading Material:

Text Book: Tania Saritova Rath : Strategic Training & Development, A practitioner's perspective, Pothi.com, Bengaluru

Reference Books:

Blanchard, P. N. & Thacker, J. W. Anand Ram V: Effective training: Systems, Strategies and Practices, (5th ed.). NJ, USA: Pearson Education Inc.

Noe, R. A& Kodwani A. D: Employee Training and Development ; McGraw Hill Education

4. Tentative Session Plan:

SESSION		READINGS
1 & 3	Introduction to L&D: L & D as a management function, Learning Organisation, Strategic Training, ISD Model	Chapters 1 Case 1
4 & 6	Identifying Training Needs, Training Needs Analysis & Identification. Assignment 1: TNI	Chapter 2

7-8	Designing L&D Experiences Setting T&D program objectives, Training Plan, Cost-benefit & Budget, Training Calendar Quiz 1	Chapter 3
9-10	Content design, Specific program design Relevance of learning theories and principles, Learning Style Timetable, Lesson & session plan, Selection of Trainers.	Chapters 3
11-14	Training Delivery: Training Methodology Training methods On the Job and Off the job • Traditional Training Methodology • Experiential Learning • Computer and Web-based Training Innovative training methods Transfer of Learning to the Workplace. Quiz 2 Assignment 2: Training Design	Chapters 4 Case 2
15	Climate setting, Training aids and Room Layout, Successful Administration of Programs. Training manuals, Programme schedule, Session plans	Chapter 5
16-17	Evaluating Effectiveness of L&D • Evaluation models & Different levels of Training Evaluation • Evaluation Design	Chapter 6

18-19	Training workshop	Virtual learning projects for students
20	Innovative Training Practices, Future of Training	Reading materials

5. Evaluation

Components	Weightage	Description
Class Assignment	20%	Guided class assignments (one before mid term on TNI and one after Mid term on Training design)
Quiz	20%	Two MCQ Quizzes (20 marks each). Average of two will be considered.
Project	20%	Project Paper to be submitted and discussed in the workshop
End Term Examination	40%	End term will be a comprehensive examination to assess conceptual understanding and application of learning.

6. Academic Integrity:

Students must show highest level of academic integrity in writing their assignments, examinations, and doing other exercises, including case presentation. Academic dishonesty consists of misrepresentation of facts by deception or by other fraudulent means. In an academic setting this may take any number of forms such as copying or use of unauthorized aids in tests, assignments, examinations, term papers, or cases; plagiarism; talking during in-class examinations; submission of work that is not your own without citation; submission of work generated for another course without prior clearance by the instructor of both courses; submission of work generated by another person; aiding and abetting another student's dishonesty; and giving false information for the purpose of gaining credits etc.

Learning & Development

Syllabus

Course Objectives:

The course focuses on an overview of Learning & Development as an important part of HRM Function. Various theoretical approach and conceptual framework for understanding Learning, Training and Development process in an organization is explained with emphasis on practical applications.

Course Contents: An introduction to Learning and development, Strategic training, Learning organization, important concepts and principles of learning, Theoretical approaches to learning and development, Systems approach and Instructional systems Design Model, Training needs analysis and assessment, Training Design, Training methods, development and implementation of training programmes, training evaluation and future of training.

Learning Outcomes

Be able to understand training strategies, learning organization and organizational learning management.

Be able to assess learning requirements, understand the, relevant learning theories and principles.

Be able to plan the training module by doing training need analysis.

Be able to develop and implement criteria and procedures for evaluation of learning, and process of transferring learning from the training context.