MARRI LAXMAN REDDY
INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AN AUTONOMOUS INSTITUTION)
(Approved by AICTE, New Delhi & Affiliated to JNTUH, Hyderabad)
Accredited by NAAC with 'A' Grade & Recognized Under Section 2(f) & 12(B) of the UGC act,1956

COURSE CONTENT

LEARNING AND DEVELOPMENT							
I Semester: MBA							
Course Code	**Category**	**Hours/Week**			**Credits**	**Maximum Marks**		

Course Code	**Category**	**L**	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
25MBA21H2	**ELECTIVE**	4	0	-	4	40	60	100

Contact Classes:60	**Tutorial Classes:** Nil	**Practical Classes:** Nil	**Total Classes:** 60

Prerequisite: Basic concepts of Learning and Development

COURSE OVERVIEW:

This course is designed to help students understand how organizations enhance employee capabilities to achieve strategic goals. It integrates theories of learning with practical training design, technology-enabled learning systems, employee development strategies, and contemporary workplace challenges. The course equips learners with analytical, strategic, and implementation skills necessary to design, deliver, and evaluate effective training and development interventions in dynamic organizational contexts.

COURSE OBJECTIVES:

- Understand the foundational theories and processes of learning in organizational settings.
- Analyze the strategic role of training and development in achieving organizational objectives.
- Evaluate and design various training methods suited for diverse workforce needs.
- Apply techniques for employee and management development aligned with corporate strategies.
- Examine contemporary issues and challenges in the field of learning and development

COURSE OUTCOMES: After completion of the course, students should be able to

1. Explain key learning theories and relate them to workplace learning outcomes. (Bloom: Understand)
2. Identify and assess training needs aligned with business strategy. (Bloom: Analyze)
3. Design effective training programs using both traditional and technology-enabled methods. (Bloom: Apply, Create)
4. Develop frameworks for employee and management development interventions. (Bloom: Apply)
5. Evaluate and respond to modern trends and challenges such as diversity training, virtual work training, and career management.

Unit – I: Introduction to Learning: Definition and characteristics of learning, Phases of learning. Theories of learning: Reinforcement Theory, Social Learning Theory, Goal Setting Theory, Need Theories (Maslow, Herzberg), Expectancy Theory, Adult Learning Theory (Andragogy), Information Processing Theory. The Learning Process and Cycle (Kolb's Model). Instructional emphasis for different learning outcomes.

Unit – II: Training Strategy and Designing Training: Evolution of the training function, Strategic Training and Development process, Training needs in various strategic contexts (growth, stability, retrenchment), Structure and models of training departments, Training Needs Assessment (TNA): tools, techniques, and process. Designing a training program: setting objectives, content design, selecting methods
Trainer competencies and styles, Evaluating training effectiveness: Kirkpatrick's and ROI models, post-training support and transfer of learning.

Unit – III: Training Methods and Technology Enabled Learning: Traditional training methods: Presentation (Lectures, Demonstrations), Hands-on (Simulations, Case Studies, Role Plays), Group-building (Team building, Action Learning). E-learning and online modules, Impact of technology on learning: Multimedia, Virtual Classrooms, Computer-Based Training (CBT), Mobile Learning and Blended Learning Models. Learning Management Systems (LMS). Digital training administration tools.

Unit – IV: Employee and Management Development: Meaning and importance of employee development, Essentials of management development programs (MDPs), Approaches to development: Formal education, Assessment and Development centers, Job experiences and job rotations, Coaching, mentoring, and interpersonal feedback. Development planning process, Organizational strategies for career and leadership development. E-learning in employee development. Electronic MDPs and executive coaching.

Unit – V: Contemporary issues in Training and Development: Orientation/Onboarding training programs, Diversity and inclusion training, Sexual harassment prevention training, Team and cross-functional team training, Cross-cultural training for global assignments, Competency mapping and training for talent management, Career management systems: planning, paths, plateaus, and career transitions, Training for virtual work environments, hybrid roles, and gig economy
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TEXT BOOKS:
- Raymond A. Noe, Amitabh Deo Kodwani, Employee Training and Development, 7e, McGraw Hill, 2019
- P. Nick Blanchard, James W. Thacker, A. Anand Ram – Effective Training: Systems, Strategies, and Practices, 4e, Pearson, 2012
- Rolf Lynton & Uday Pareek – Training for Development, 3e, Sage Publishers, 2012

REFERENCE BOOKS:

- Jean Barbazette, Training Needs Assessment: Methods, Tools, and Techniques, Wiley, 2014
- G. Pandu Naik, Training and Development: Text, Research and Cases, Excel Books, 2011

- Steve W.J. Kozlowski & Eduardo Salas – Learning, Training, and Development in Organizations, Routledge, 2010 (Advanced reference)

ELECTRONIC RESOURCES:
1. https://www.shrm.org/in/enterprise-solutions/enterprise-bask/people/learning-and-development
2. https://www.cipd.org/en/learning/?utm_source
3. https://nptel.ac.in/?utm_source
4. https://onlinecourses.nptel.ac.in/noc19_mg51

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
10. PowerPoint presentation
11. Drishya Siksha Sangrah (DSS) Videos