



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								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
20MBA021H	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	-	-	4	30	70	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
<p>Prerequisite: Basic understanding of human resource management, organizational behavior, and fundamental learning principles is recommended as a prerequisite for this course.</p>								

COURSE OVERVIEW:

This course on Learning and Development provides a comprehensive understanding of how individuals and organizations enhance skills, knowledge, and performance through structured learning and training initiatives. It covers key learning theories, training need analysis, and the design and implementation of effective training programs. The course also explores various training methods, evaluation techniques, and the role of technology in learning. Emphasis is placed on practical applications such as orientation, diversity, cross-cultural training, and competency development, enabling learners to design and manage impactful training and development programs in organizations.

COURSE OBJECTIVES:

- To understand the fundamental concepts, theories, and processes of learning in organizational settings.
- To analyze training needs and design effective training programs aligned with organizational goals.
- To evaluate and apply appropriate training methods, including traditional and technology-based approaches.
- To examine the implementation and evaluation of training programs to ensure effective learning transfer and performance improvement.
- To develop competencies in managing diverse training areas such as orientation, team building, cross-cultural training, and talent development..

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

1. Explain key concepts of learning and various learning theories.
2. Design a comprehensive training need analysis for an organization.
3. Select appropriate training methods for specific learning outcomes.

4. Evaluate the effectiveness of a training program..
5. Develop specialized training programs for diverse organizational needs.

UNIT-I Introduction to Learning

Concepts of Learning, Phases in Learning, Learning theories - Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning theory Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

UNIT-II TRAINING NEED AND ANALYSIS

The training need analysis (TNA) model, training need analysis and design, organizational constraints, developing objectives, facilitation of learning and training transfer to the job, design theory.

UNIT-III TRAINING METHODS

Matching methods without comes, lectures and demonstrations.
Games and simulations, on the job training, computer based training (CBT).

UNIT-IV IMPLEMENTATION AND EVALUATION OF TRAINING

Development of training, implementation, transfer of training, major players in training and development, rational for evaluation, resistance to training evaluation, types of evaluation.

UNIT-V AREAS OF ORGANIZATIONAL TRAINING

Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.

TEXT BOOKS:

1. P.Nick Blanchard, JamesW. Thacker, A.Anand Ram, —Effective Training‖, Pearson, 4th Edition, 2012
2. RolfLynton, UdayPareek, —Training for Development‖ SAGE Publications, 3rd Edition, 2012.
3. Jean Barb azette, —Training Needs Assessment Methods, Tools and Techniques‖, Wiley, 3rd Edition, 2014
4. Raymond A Noe, Amitabh Deo Kodwani, —Employee Training and Development‖, McGraw Hill, 2nd Edition, 2012
5. G. Pandu Naik, Training and Development, Excel Books,2011.
6. Steve W.J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge, 2010

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1. RolfLynton, UdayPareek, —Training for Development‖ SAGE Publications, 3rd Edition, 2012.
2. Jean Barb azette, —Training Needs Assessment Methods, Tools and Techniques‖, Wiley, 3rd Edition, 2014
3. Raymond A Noe, Amitabh Deo Kodwani, —Employee Training and Development‖, McGraw Hill, 2nd Edition, 2012
4. G. Pandu Naik, Training and Development, Excel Books,2011.

ELECTRONIC RESOURCES:

1. <http://serverlib.moe.gov.ir/documents/10157/42675/Employee+Training+and+Development.pdf>
2. <http://facta.junis.ni.ac.rs/eao/eao200702/eao200702-13.pdf>
3. <http://trainingstation.walkme.com/5-best-employee-training-books>

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

