17BB331-LEARNING AND DEVELOPMENT

Course Objective:
The course provides an understanding of planning and acquiring organization's talent needs from a strategic perspective. The course is aimed to offer a deeper orientation of the staffing function of human resources that would enable the learner to perform the talent acquisition function confidently.

Course Outcomes:
By the end of the course the learners are expected to
- Understand the Training Environment in organizations and the different models of Training
- Conduct needs assessment for training programs
- Design and execute effective training programs for employees using contemporary methods
- Evaluate the training process and measure the outcomes
- Appraise and make use of technology to enhance learning in organizational training context

UNIT - I
Introduction to Employee Training & Development: Training, Designing Effective Training – The Forces influencing working and Learning – Snapshot of Training Practices - The Strategic Training& Development Process - Organizational Characteristics that Influence Training –Training Needs in Different Strategies, Models of Organizing the Training Department – Outsourcing Training.

UNIT- II
Designing Training: Learning - Meaning, Theories – Learning Process- Training Needs Assessment: Why, Who, Methods – Needs Assessment Process –Competency Models, Scope of Needs Assessment – Considerations in Designing Effective Training Programmes.

UNIT- III
Transfer of Training: Introduction, Training Design – Work Environment Characteristics that influence transfer – Organizational Environments that Encourage Transfer – Traditional Training Methods: Presentation methods - Hands-on Methods - Group-building Methods – Choosing a Training Method.

UNIT- IV
Training Evaluation: Evaluation - Introduction, Reasons – Overview of Evaluation process– Outcomes used in Evaluation, determining whether outcomes are good – Evaluation Practices, Designs - Determining Return on Investment - Measuring Human Capital and Training Activity

UNIT – V
Employee Development: Employee Development, Approaches – Development Planning Process-Company Strategies, E-Learning and Development- E-Learning

Technologies: Technology and Multimedia, Computer Based Training – Developing Online Learning, Blended Learning, Simulations, Mobile Technologies – Technologies for Training Support and Administration – Learning Management Systems – Special Issues in Training and Development

Skill Development:

(*These activities are only indicative, the Faculty member can innovate*)

1. List out Training practices of any 2 telecommunication companies
2. Conduct a study on designing Training programs of banking sector
3. Study the effectiveness of Training programs of any 2 service sector related companies
4. Find out group building activities of any MNC company
5. Analyse any special issues of T&D programs

TEXT BOOKS:

1. Noe Raymond, Employee Training & Development,6e, Tata McGraw-Hill Education.
2. Pandu Naik.G., Training & Development, Excel Books India, 2009, ISBN - 8174465650, 9788174465658.

REFERENCE BOOKS:

1. Blanchard & Thacker, Effective Training, 5e, Prentice Hall
2. Harward, Taylor & Hall, What Makes a Great Training Organization?: A Handbook of Best Practices, 1/E, Pearson
3. Anjali Ghanekar, Essentials of Training & Development, 1E, Everest Publishing House, Pune, 2009, ISBN 8176601594