

**Amrita School of Business**  
**Amrita Vishwa Vidyapeetham**  
Coimbatore

Term V (03 Oct 2018 – 23 Dec 2018)

<b>Course Title:</b>	Learning and Development
<b>Course Code:</b>	HR409E
<b>Credits:</b>	3
<b>Total Sessions:</b>	24
<b>Course Instructor:</b>	Dr R G Priyadarshini
<b>Contact Information:</b>	rg_priyadarshini@cb.amrita.edu
<b>Course Link:</b>	<a href="https://drive.google.com/open?id=12ssCA5C5GMg-orDhPGUxHLqt2f3S4wwE">https://drive.google.com/open?id=12ssCA5C5GMg-orDhPGUxHLqt2f3S4wwE</a>
<b>Office:</b>	??
<b>Office hours:</b>	Tuesday 2 pm – 4 pm
<b>Course contributes mostly to:</b>	<b>Employability/ Skill Development/ Value-add</b>

## Course Description

In the light of dynamism in the business environment, effective and efficient planning and utilization of human resources is an essential feature for sustenance and growth in organizations. Learning and development forms an integral component in facilitate the need of organizations in this respect. Its proactive processes not only form a blue print of planning for deployment of human capital in line with organization &/or business unit strategy, but help in anticipating & preparing flexible responses to strategic requirements of the organization.

## Course Objectives

Learning and development involves processes and initiatives that integrate employee competencies with business strategy and includes opportunities such as employee training, employee career development, coaching, succession planning, and organization development. The main thrust of the course is to help participants understand the framework of learning and development in the context of business realities, Develop participants' knowledge about the processes and methodologies involved in the design of learning and development programs and develop competence in designing and evaluating programs suitable for the organizational context. The following are the specific objectives of the course:

1. Understand the principles and models of learning and development
2. Gain insights understanding about the fundamentals in designing appropriate learning and development programs
3. Design a comprehensive measurement system for evaluating the training effectiveness
4. Integrate training in Organizational Development and Change agenda of an organization
5. Create democratic assessment system to support competency roadmap and career development of next generation workforce

## Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The six outcomes of this course are mapped to the 'Critical and integrative Thinking', 'Societal and Environmental Awareness' and 'Leadership' learning goals. The assessments, written report for the field visit and the writing exercise would reinforce the second learning goal, 'Effective written and oral communication'.

LG \ CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	1	1	1	1
CO2	3	2	2	2	1
CO3	3	2	2	2	1
CO4	3	3	2	2	1
CO5	3	3	2	2	1

Key: 3 – Highly relevant; 2 – Moderately relevant; 1 – Low relevance; 0- No relevance

## Unit-wise scope for outcomes and Bloom's taxonomy

Organizational Change and Development is an intense application oriented program, facilitating learning on the

--	--	--

analytical, critical thinking, evaluating and implementing paradigms.

CO	CO 1	CO 2	CO 3	CO 4	CO 5	CO 6
<b>Bloom's Levels of Learning</b>						
<b>Creating</b>				X	X	X
<b>Evaluating</b>			X	X	X	X
<b>Analyzing</b>		X	X	X	X	X
<b>Applying</b>		X	X	X	X	X
<b>Understanding</b>	X	X	X	X	X	X
<b>Remembering</b>						

## Structure of the course

Learning and Development is a course designed to acquire in-depth critical reasoning and skill development. The course enhances participants' leadership skills and managerial skills to make them analyse, evaluate, apply and create suitable learning and development programs. This is an HR elective that builds in-depth skills to analyse the organizational context and design appropriate learning and development programs. This course is an integral course for those who are looking at Learning and development and Leadership development as a career. It builds on strong conceptual knowledge and build sharp skills to implement career learning and development initiatives.

## Pedagogy

Learning and development is an integrative strategic process which requires a strong combination of theory and practical applications. In lieu of this, the participants are provided a strong theoretical foothold, applications to show how various mechanisms are used in actual organizations, analytical cases and exercises to understand and design learning and development interventions in various organizational contexts. Participants gain a comprehensive view of Learning and Development strategy and implementation approaches that are currently in practice and breakthrough approaches applicable to developing learning systems for Next Generation Employee development.

## Assessment (Grading Policy: Relative)

S. no	Assessment exercise	Description	Weight
<b>Group assessment (25%)</b>			
1	Case discussion	<i>Participants in groups analyse a case critical to learning and development concepts and theories</i>	15
2	Presentation	<i>Participants in teams of two present career development and leadership development initiatives adopted by a specific organization of their choice and critically appreciate the nuances of the suitability and appropriateness in the same</i>	20
<b>Individual Assessment (75%)</b>			
1	Attendance	<i>Expected attendance, as per the rules</i>	5%
3	Mid-term examination	<i>An open book exam with emphasis on the ability to apply and appreciate learning principles and theories and models to case scenarios</i>	30%
4	End-term examination	<i>An open book exam with emphasis on designing specific effective learning and development initiatives in specific organizational contexts</i>	30%

## Course Requirements

Throughout this course, the students are expected to demonstrate highest levels of involvement and commitment, in terms of efforts, quality of work, and conduct both at individual level and as groups. The potential of making learning interesting and effective lies primarily in the hands of the students and are expected to use the same for this course throughout the term. The course demands **study efforts of 6 hours/week outside classroom (3 hours for every one session of class). Preparation is mandatory for attending the classes.**

## Text Book

Effective Training, Systems, Strategies and Practices, Nick Blanchard and James Thacker, Pearson Education

S. No	Topic	Chapter	Readings/Activity
1	Introduction to Training and Development in Organization	1, 2	
2	Learning Organization	3	<i>Discussion: GE Model</i>
4	Training Needs Assessment	4	
5	Learning Designs	5	Learning Styles Assessment
6	Traditional Training Methods	6,7	Maslow Hierarchy of Needs
7	Experiential Learning		
8	Experiential Learning		Outdoor activity
9	Designing programs using experiential learning		Class exercise and discussion
10	Training Evaluation	9	GAP Inc: Applying Kirkpartrick Model
11	Designing Training Evaluation System		In class assignment
12	Training Implementation Process		Class discussion and in class assignment
13	Assessment Strategy		
14	Creating Democratic Assessment framework		
15	Training Infrastructure and Academy Model		<i>Discussion: Disney University and Video</i>
16	Leadership Development Strategy		
17	Leadership Development - Creating new model		
18	Leadership Development and OD/Change		Activity based Discussions

19	Developing Accelerated Learning Environment		
20	Developing Accelerated Learning Environment		Design Thinking Approach for Problem Solving
21	Inducting New Employee		Class presentation
22	Linking Learning to Career Development		McKinsey Article: Preparing for a new era of Knowledge workers
23	Next generation Learning approaches		McKinsey Article: Talent Tension Ahead
24	Presentations		