



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

COURSE CONTENT

LEARNING AND DEVELOPMENT								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBE37	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
Prerequisite: Human Resource Management								
SDGs Mapped: SDG 4 (Quality Education), SDG 8 (Decent Work & Economic Growth)								

I. COURSE OVERVIEW:

This course on Training and Development provides a comprehensive understanding of how organizations enhance employee capabilities and performance through structured learning interventions. It covers the principles of learning, training strategy, instructional design, technology-enabled training, employee and management development, and contemporary issues. The course emphasizes both traditional and modern approaches to learning, with a focus on developing talent to meet organizational objectives in a dynamic business environment.

II. COURSES OBJECTIVES:

The students will try to learn:

- I. The concepts, theories, and processes of learning in organizational contexts.
- II. The training strategy, needs assessment, and instructional design.
- III. The training methods, technology-enabled learning, and evaluation techniques.
- IV. The approaches of employee and management development programs.
- V. The contemporary issues in training and development including diversity, global assignments, and gig economy contexts.

III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Explain fundamental learning concepts, theories, and phases relevant to training and development.
- CO2 Apply strategic training and development frameworks, including Training Needs Assessment (TNA) and program design.
- CO3 Analyze t Design employee and management development interventions such as coaching, mentoring, and career planning effectiveness of different training methods and technology-enabled learning platforms.
- CO4 Design employee and management development interventions such as coaching, mentoring, and career planning.
- CO5 Evaluate training effectiveness using models like Kirkpatrick's and ROI, ensuring transfer of learning.
- CO6 Examine contemporary training issues including onboarding, diversity, cross-cultural training, and career management for emerging workplace contexts.

IV.COURSE CONTENT:

MODULE – I: INTRODUCTION TO LEARNING (09)

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.

MODULE - II: TRAINING STRATEGY AND DESIGNING TRAINING (08)

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.

MODULE - III: TRAINING METHODS AND TECHNOLOGY ENABLED LEARNING (10)

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.

MODULE - IV: EMPLOYEE AND MANAGEMENT DEVELOPMENT (10)

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.

MODULE - V: CONTEMPORARY ISSUES IN TRAINING AND DEVELOPMENT (08)

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.

V.TEXT BOOKS:

1. Raymond A. Noe, Amitabh Deo Kodwani, "Employee Training and Development", 7e, McGraw Hill, 2019.
2. P. Nick Blanchard, James W. Thacker, A. Anand Ram, "Effective Training: Systems, Strategies, and Practices", 4e, Pearson, 2012.
3. Rolf Lynton & Uday Pareek, "Training for Development", 3e, Sage Publishers, 2012.

VI. REFERENCE BOOKS:

1. Jean Barbazette, Training Needs Assessment: Methods, Tools, and Techniques, Wiley, 2014.
2. G. Pandu Naik, Training and Development: Text, Research and Cases, Excel Books, 2011.
3. Steve W.J. Kozlowski & Eduardo Salas – Learning, Training, and Development in Organizations, Routledge, 2010 (Advanced reference)

VII. Web References:

1. <https://play.google.com/books/reader?id=pUCPwDG8Qj8C&hl=en&pg=GBS.PR8>
2. <https://play.google.com/books/reader?id=EXiJDwAAQBAJ&hl=en&pg=GBS.PR11>

VIII. E-Text Books:

1. <https://www.pdfdrive.com/predictive-hr-analytics-mastering-the-hr-metric-e188006190.html>
2. <https://www.pdfdrive.com/hr-metrics-and-workforce-analytics-e20835652.html>