RECOMMENDED BOOKS:

- Compensation & Reward Management, BD Singh, 2nd edition, Excel BOOKS, 2012, ISBN: 9350620111, 9789350620113
- Compensation, Milkovich & Newman, 6th edition, Irwin/McGraw-Hill, ISBN: 0256259658, 9780256259650
- Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012, ISBN: 0133064859, 9780133064858
- An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002, ISBN: 0080490425, 9780080490427.

REFERENCE BOOKS:

- Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004, ISBN: 0131918737, 9780131918733
- Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
- Compensation Management, Er Soni Shyam Singh, Excel Books, ISBN: 817465766, 9788174465764.

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Dept. of Business Administration
Alva's Institute of Engg. & Technology
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LEARNING AND DEVELOPMENT

Subject Code	: 14MBA HR304	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To make students learn how to design a training environment to maximize learning at workplace.
- To enable students to be aware of the field of learning and development and its role in optimizing performance.
- To make students understand how assessment, relationships, courses, and job experiences can be used for development.

Module I

Introduction to Employee learning and Development, learning, Meaning and significance,

The Forces Influencing Working and Learning, classification of learning capabilities, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, pedagogy and andragogy; The basic principles of learning; The Learning Process , Mental and Physical Processes; The Learning Cycle, Instructional Emphasis for Learning Outcomes. **(8 Hours)**

Module II

Training and Learning: Introduction, Relationship, meaning, Designing Effective Training, Forces influencing working & learning, Strategic Training, Work Environment, Characteristics influencing transfer of training, organizational environments encouraging transfer; **(6 Hours)**

Module III

Training Needs Analysis: Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities, **(7 Hours)**

Module IV

Training Implementation & Methods: Meaning and significance of **(11 Hours)**

implementation, making or buying decision, implementation process for making and buying decisions, skills of effective trainer;

Training Methods: Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods, E-Learning & Use of Technology in Training; Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration. Choosing New Technology Training Methods.

Outward bound methods: Meaning and significance of outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues. Training aids.

Module V (8 Hours)

Training Evaluation: Meaning, Reasons for Evaluating Training and significance of training evaluation. Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity

Module VI (8 Hours)

Executive development/ Management development
Need, factors affecting MDP, methods, process, administration, delivery, costing & pricing, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training,

Module VII (8 Hours)

Careers and Career Management: Introduction, Importance, Career: meaning, A Model of Career Development (Career Stages), Career Management Systems, Roles of Employees, Managers, Human Resource Managers, and Company in Career Management, Evaluating Career Management Systems. Special Challenges in Career Management.

Practical Components:
- Study training programs and processes in different organizations and analyze their effectiveness.
- Students to design a training program for a specific job role.
- Students are expected to conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same.
- Give a training needs analysis case and ask the students to find out the training needs.
- Implement various training methods, observe and submit a report on its effectiveness.

RECOMMENDED BOOKS:
- Effective Training, P Nick and Blanchard, 2nd Edition, Pearson Education/PHI, 2005
- Training & Development, Dr. B. Janakiraman, Biziantra/Wiley Dreamtech, 2005
- Employee Training & Development, Noe A Raymond, 2nd edition, McGraw Hill Publication, 2011, ISBN: 0072436611, 9780072436617
- Management Training and Development, Gupta B.L, 1st Edition, Vrinda Publications, 2011.
- Training and Development Methods, Dr. Rishipal, 1st Edition, S. Chand, 2011.
- Personal Growth and Training & Development, Ruchi Srivastava, 1st Edition, Vrinda Publications, 2011.

REFERENCE BOOKS:
- Training for development- Rolf Lynton & Udai Pareek, Sage Publications, 2011.
- Effective HR Training Development Strategy – Ratan Reddy, IIPH, 2005.
- Training in organizations - Goldstein, 4th Edition, Cengage learning.

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