LEARNING AND DEVELOPMENT

Semester	III	CIE Marks	: 40
Course Code	18MBAHR304	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
	Credits : 04		

Course Objectives:
1. To enable students to be aware of the field of learning and development and its role in optimizing performance.
2. To make students understand the process of analyzing training needs and evaluating training programs.
3. To provide the students an overview of the various Training and Management Development Method.

Unit 1:
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.

Unit 2:
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.

Unit 3:
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

Unit 4:
Training implementation & Methods: Meaning and significance of 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.

Unit 5:
Training Evaluation: Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirk patrick'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.

Unit 6:
Executive Development/ Management Development/ Career Management. 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.
Careers and Career Management: Introduction, Importance. Career: meaning, A Model of Career Development (Career Stages), Career Management Systems.

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.

COURSE OUTCOMES:
1. Understand the concepts of learning and development and its role .
2. Learn various contemporary methods of learning and development.
3. Gain insights of various training evaluation methods and career planning.
4. Develop students with career management systems.

RECOMMENDED BOOKS:
- Effective Training, P Nick and Blanchard, 2nd Edition, Pearson Education/PHI, 2005.
- Training & Development, Dr. B. Janakiraman, Biztantra/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 &UdaiPareek, Sage Publications, 2011.
- Effective HR Training Development Strategy – Ratan Reddy, HPH, 2005.
- Training in organizations - Goldstein, 4th Edition, Cengage learning.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2				X	X
CO3					X
CO4			X	X	

INDUSTRIAL RELATIONS AND LEGISLATIONS

Semester	III	CIE Marks	: 40
Course Code	18MBAHR305	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
	Credits : 04		

Course Objectives:
1. To enable students to understand and apply the principles of IR and develop an awareness of the significance of industrial peace.
2. To provide a conceptual basis of Industrial Relations.
3. To give an understanding of the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.
4. To discuss the various Industrial acts.

PART A: INDUSTRIAL RELATIONS

Unit 1:

Introduction: Background of Industrial Relations - Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India - Historical perspective & post-independence period, Code of Discipline and historical initiatives for harmonious IR, Government policies relating to labor, ILO and its influence on Legal enactments in India.

Unit 2:

Collective Bargaining & Negotiation: Collective Bargaining: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, functions of collective bargaining, importance of Collective Bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements. Negotiations - Types of Negotiations Problem solving attitude, Techniques of negotiation, negotiation process, essential skills for negotiation, Workers Participation in Management.

Unit 3:

Trade Union: Meaning, trade union movement in India, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of TUs, Problems of trade unions, Employee relations in IT sector.