

**Masters Of Business Administration (MBA) – Semester – 4**  
**Course Teaching Plan**

**Course Title: Learning and Development**  
**Course Code: 340033402**  
**Programme & Semester: MBA – 2nd year- Semester 4**  
**Course Credit: 4**

**1. Course Introduction**

Learning and Development is the integrated use of training and career development efforts to improve individual, group, and organizational effectiveness. L&D develops the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities. The course helps the students understand the importance of developing Human Resources and develop skills to design various training programs and also link the same strategically with the business objective. Along with designing the training programs the students will also be able to understanding the process of implementing and evaluating the training programs. The course also aims at helping the students acquire skills on career development and management along with coaching and performance management.

**2. Course Objectives:**

- To understand the importance of developing human resources and considering them as assets to the organization, there by gaining competitive advantage

**3. Course Learning Outcome:**

CLO 1. Understand the role of Learning and development in an organization and acquire skills & competencies required for developing Human Resources

CLO 2. Understand the importance of analyzing Learning needs before developing a L&D program and the process of developing a Learning & development program

CLO 3. Acquire skills to understand the details involved in implementation and evaluation of L&D programs

CLO 4. Gain basic knowledge about career management and development, Coaching and performance management and Employee counselling and wellness services

#### 4. CLO –PO Mapping Matrix

|             | PO1 | PO2 | PO3 | PO4 | PO5 |
|-------------|-----|-----|-----|-----|-----|
| <b>CLO1</b> | 3   | 3   | 3   | 3   | 3   |
| <b>CLO2</b> | 3   | 3   | 3   | 3   | 3   |
| <b>CLO3</b> | 3   | 3   | 3   | 3   | 3   |
| <b>CLO4</b> | 3   | 3   | 3   | 3   | 3   |

#### 5. Course content and Sessions Plan (40 Hrs)

| Session No  | Syllabus Content   |
|---|--|
| <b>Unit I</b>   |  |
| 1-3   | <b>Introduction to L &amp; D</b> <ul style="list-style-type: none"> <li>● The evolution of L &amp; D</li> <li>● L &amp; D functions</li> <li>● Roles and competencies of an L &amp; D Professional</li> <li>● Challenges to organizations and to L &amp; D professionals</li> <li>● A framework for the L &amp; D process</li> </ul> |
| <b>Unit II</b><br><b>Assessing L&amp;D needs and Designing L&amp;D programs</b> |  |
| 4-7   | <b>Assessing L&amp;D needs</b> <ul style="list-style-type: none"> <li>● Introduction</li> <li>● Strategic Organizational analysis</li> <li>● Task Analysis</li> <li>● Personal Analysis</li> </ul>   |
| 8-11  | <b>Designing effective L&amp;D Programmes</b> <ul style="list-style-type: none"> <li>● Introduction</li> <li>● Define objectives</li> <li>● Develop lesson plan</li> <li>● Develop material</li> <li>● Select Trainer</li> <li>● Select methods and techniques</li> <li>● Schedule the program</li> </ul>                            |

|  |  |
|--|--|
| <p style="text-align: center;"><b>Unit III</b><br/><b>Implementing and Evaluating L&amp;D programs</b></p> |  |
| 12-15  | <p><b>Implementing L&amp;D program</b></p> <ul style="list-style-type: none"> <li>• Training delivery methods</li> <li>• Issues concerning training program implementation</li> </ul>  |
| 16-19  | <p><b>Evaluating L&amp;D program</b></p> <ul style="list-style-type: none"> <li>• The purpose of L&amp;D evaluation</li> <li>• Models and framework for L&amp;D evaluation</li> <li>• Data collection methods for L&amp;D evaluation</li> <li>• Assessing the impact of L &amp; D programs</li> <li>• Ethical issues concerning evaluation research</li> </ul> |
| <p style="text-align: center;"><b>Unit 4</b><br/><b>L &amp; D Applications</b></p>                         |  |
| 20-23  | <p><b>Career Management and Development</b></p> <p>Introduction</p> <ul style="list-style-type: none"> <li>• Spectrum of career development activities</li> <li>• Models of career development</li> <li>• Career development process</li> <li>• Issues in career development</li> </ul>  |
| 24-27  | <p><b>Coaching</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Coaching analysis</li> <li>• Skills necessary for effective coaching</li> </ul>  |
| 28-30  | <p><b>Employee Counselling and wellness services</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• An overview of employee counseling programs</li> <li>• Issues in employee counseling</li> </ul>  |
|  | <p style="text-align: center;"><b>Unit 4</b></p>   |
| 30 – 40  | <p style="text-align: center;"><b>L &amp; D Workshop</b></p>   |

## 6. Assessment Scheme:

| Specific assessment method   | % Weightage | Theory | Practical |
|------------------------------|-------------|--------|-----------|
| Unit test / VIVA             | 50 %        | √      |           |
| Class Attendance             | 10 %        | √      | √         |
| Class Assignments / Projects | 10%         | √      | √         |
| Class Participation          | 10%         | √      | √         |
| L & D Workshop               | 20 %        | √      | √         |

## 7. Educational Resources

| Educational Resources | Description  |
|-----------------------|--|
| i. Text Book          | ➤ Human Resource Development – Werner & Desimone- Latest Edition   |
| ii. Reference Book    | ➤ HRD Future - T V Rao – 1 <sup>st</sup> edition<br>➤ Human Resource Development – David Mankin – 1 <sup>st</sup> edition<br>➤ Human Resource Development – Uday Kumar Haldar – Latest edition |

|   |  |
|---|--|
| <b>iii. Journals/<br/>Magazine/periodicals</b>                    | <ul style="list-style-type: none"> <li>➤ Harvard Business Review</li> <li>➤ Human Capital</li> <li>➤ Journal of Human Resource Development</li> <li>➤ International Journal of Human Resource Development and Management</li> <li>➤ Human Resource Development Review</li> </ul>   |
| <b>iv. Video lecture<br/>( NPTEL, MOOC,<br/>you tube lecture)</b> | <ul style="list-style-type: none"> <li>➤ <a href="https://freevidelectures.com/course/2688/human-resource-">https://freevidelectures.com/course/2688/human-resource-</a></li> <li>➤ <a href="https://www.coursera.org/lecture/managing-human-resources">https://www.coursera.org/lecture/managing-human-resources</a></li> <li>➤ <a href="https://youtu.be/iHXZEuZiiQs">https://youtu.be/iHXZEuZiiQs</a></li> <li>➤ <a href="https://youtu.be/wcP976S8DsM">https://youtu.be/wcP976S8DsM</a></li> </ul> |
| <b>v. `Course related<br/>important Web<br/>links</b>             | <ul style="list-style-type: none"> <li>➤ <a href="https://www.inc.com/encyclopedia/human-resource-management.html">https://www.inc.com/encyclopedia/human-resource-management.html</a></li> <li>➤ <a href="https://hbr.org/1981/09/managing-human-resources">https://hbr.org/1981/09/managing-human-resources</a></li> </ul>   |
| <b>vi. Course related<br/>blog, if any</b>                        | <ul style="list-style-type: none"> <li>➤ <a href="#"><u>The HR Capitalist</u></a> by <b>Kris Dunn</b></li> <li>➤ <b>The blue board blog</b></li> <li>➤ <b>The snack nation Blog</b></li> <li>➤ <a href="#"><u>Headphones at Work.</u></a></li> <li>➤ <i>Evil HR Lady</i>by <b>Suzanne Lucas</b></li> </ul>   |

