

MANGALORE UNIVERSITY
Department Master of Commerce (HRD)
M.Com (HRD)

CRS556: LEARNING INTERVENTIONS AND MANAGEMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To familiarise the students about the management of learning and learning interventions with a special focus on learning theories, learning culture, learning organisation, learning technology, learning methods and learning interventions in organisations.

Course Out Comes :

1. Explains the usefulness of diagnosing problems involving human behaviour and examining psychological and sociological phenomenon.

Unit -1: Fundamentals of Learning: Definitions – Individual learning, Team learning, Organisational learning, Formal learning, Informal learning, Purposeful learning, Accidental learning, Experiential learning, Single-loop learning, Double-loop learning, Deutero learning, Workplace learning, Lifelong learning, Self-regulated learning, Action learning, E-learning – Learning cycle – Learning styles – Learning preferences – Recent trends.

Unit -2: Learning Theories: Pavlov's Classical Conditioning Theory, Skinner's Operant Conditioning Theory, Bandura's Social Learning Theory, Cross's Adult Learning Theory, Knowles' theory of Andragogy, Festinger's Cognitive Dissonance Theory, Bruner's Constructivist Theory, Rogers's Experiential Learning Theory, Piaget's Genetic Epistemology Theory, Wertheimer's Gestalt Theory, Miller's Information Processing Theory, DeBono's Lateral Thinking Theory, Gardner's Multiple Intelligences Theory, Lave's Situated Learning Theory – Recent trends.

Unit -3: Learning Culture: Definitions, Key elements of learning culture (OCTAPACE) – Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration, Experimenting. Learning environment – Definitions and Key elements - Situational constraints to learning and performance – Continuous learning and development – Learning outcomes: Perceived competence/self-efficacy, Attitude towards training and learning, Satisfaction with personal and professional development – Recent trends.

Unit -4: Learning Organisations: Definitions – Senge's five key principles of the learning organisation – Watkins and Marsick's seven imperatives of the learning organisations - dimensions of learning organisations – Key challenges of learning organisations – Recent trends.

Unit -5: Learning Interventions: Trends and Status of learning in the new millennium – Experiential

Learning Model: Experiencing, publishing, processing, generalising, applying -Lecture-cum-discussion – Group discussion - Role playing – Sensitivity training – Case study – Management games – Simulation – Wilderness training – In-basket training – Incident process – Vestibule training – Internship training – Projects – Videotapes and movies – Multimedia Presentations – recent trends.

References:

1. Chris Argyris and Donald A. Schon, *Organisational Learning II: Theory, Method, and Practice*, Reading, Massachusetts: Addison–Wesley
2. Chris Argyris, *On Organizational Learning*, Oxford: Blackwell
3. Jack. J. Phillips (Series Editor), Karen E. Watkins and Victoria J. Marsick (Eds.), *In Action Creating the Learning Organization: Volume – 1*, Virginia: American Society for Training and Development
4. Jennifer Joy - Mathews, David Megginson and Mark Surtees, *Human Resource Development*: NewDelhi: Kogan page
5. Peter M. Senge, *The Fifth Discipline: The Art and practice of learning organisation*, New York: Currency Double day
6. Udai Pareek and T.V. Rao, *Designing and Managing Human Resource Systems*: New Delhi: Oxford and IBH
7. Udai Pareek, *Training Instruments in HRD and OD*, New Delhi: Tata McGraw – Hill

