**Syllabus**

**Subject code:** HRCM21-126

**Subject name:** Learning and development in organizations

**Purpose of course:**

The main aim of the course is to provide a scientifically based overview of the theoretical and practical issues of the learning and development functions in organizations. Students are going to become familiar with the various forms of learning and development needs that arise in organizations, gather information about how to fulfil these needs not forgetting the organization strategic goals. In addition to the theoretical content, the course seeks to support students' professional learning process with practical tasks, thus encouraging the integration of theory and practice.

Results and acquired competencies

Knowledge:

* students are familiar with the various forms, models and frameworks of workplace learning
* possess the knowledge of creating learning culture in an organization, can identify those elements that are responsible for the development of a learning culture
* students own extensive knowledge about the different supporting forms of individual and group learning and development
* have a comprehensive understanding of basic psychological principals of learning, instruction and skills development and recognize the interconnectedness of these fields

Abilities:

* are able to identify different learning needs in organizations and develop adequate solutions to reduce these gaps
* are able to develop a strategic learning and development plan that supports the learning culture based on professional criteria
* are able to identify and name the functions and roles of the learning and development specialist within a given organization

Attitude:

* during understanding of different processes, they are characterized by critical thinking and striving for analysis.
* they are committed to work with high quality

Autonomy, responsibility:

* the students feel responsible for outputs and peers during teamwork, contributes to effectiveness by synthesizing their professional knowledge
* the students represent their professional ideas with commitment, and trust in their knowledge

**Content of the subject:**

The course intends to review the main functions of training and development in the organization, covering their theoretical and practical aspects as well. Starting from the main concepts of work-based learning, touches the possibilities of developing a learning culture, and also takes into account the important steps of needs analysis, learning support and performance appraisal.

Major topics:

* Learning and Development functions and roles in organizations (theories, models)
* workplace learning: main concepts and interpretations
* supporting the learning culture in organization (models, elements)
* exploring learning and development needs
* supporting individual learning and development: work-based learning, self-directed learning, talent development and leadership training (coaching, mentoring)
* social learning and community support
* designing and leading of trainings
* L&D and technology
* measuring and evaluating effectiveness
* the changing roles of L&D, the importance of and possibilities of self-development

**Exam and evaluation system:** practical exam

The course is based on the methodological principles of flipped classroom. Working in small groups, students prepare a learning and development strategy for a specific organization, building on the theoretical and practical information processed during classes. Meeting the requirements of the course is possible through classroom activity and preparation of a strategic plan for L & D.

**Literature:**

* Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice.
* Van Dam, N. (2018). Elevating Learning & Development. McKinsey and Company.
* Paine, N. (2019). Workplace learning: How to build a culture of continuous employee development. Kogan Page Publishers.