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## CONTEMPORARY LEARNING AND DEVELOPMENT TOOLS FOR HUMAN CAPITAL DEVELOPMENT INITIATIVES

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**Abstract:** *Learning and Development (L& D) is one of the initiatives of Human Capital. It is concerned with organizational activity. It aimed at enhancing the performance of individuals and groups in organizational settings. It has been known by several names, including "human resource development", and "learning and development".*

*Indian Organizations have realized the importance of corporate training. This is the modern approach of Learning and development. Training is considered as more of retention tool than a cost. The training system in Indian Industry has been changed to create a smarter workforce. This also yields the best results. This research explores at how learning and development tools can be the human capital development initiatives.*

*The L & D activities in an organization affect the work performance of the employees. Some of the IT sectors efficiently manage its employees and provide training for its employees. Companies offer in different areas like the technical training, induction training, leadership training, cross cultural training etc.*

**Keywords:** *Learning, Development, initiatives, Contemporary learning tools, Employee performance*

### INTRODUCTION

**Learning and development** is a function of Human Capital Development. It is concerned with organizational activity. It aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including "human resource development", and "learning and development".

### Contemporary Learning and Development Tools

Indian Learning and Development industry was estimated to be worth US\$ 3.5 billion as of August 2012. It is estimated to register a strong growth over the next few years. This change is due to a rising demand for experienced Professionals.

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As Indian companies expand overseas, investments in training and development have enhanced further. There is a greater competency for employees to be more and more competent in their skill set. It has become a requisite for empowering them to compete at the global stage. By 2028, India is poised to become the third largest economy globally. However, one of the key challenges in maintaining the growth momentum of the economy is rising. It is a time to accelerate Learning and Development in an increasingly competitive business environment.

**Reasons behind the high demand of L&D in the Indian economy are:**

India is seen as a knowledge-driven economy. Most Indian corporates face talent shortages, especially in customer-facing roles such as sales. As of August 2012, India stood at par with China in terms of the overall Learning and Development. Among the developed nations, companies in the US increased their Learning and development spends by 14% to an estimated US\$ 13.6 billion between 2011 and 2012. **Human capital Development (HCD)** is an approach to employ staffing that perceives people as assets (**human capital**). The current value can be measured and whose future value can be enhanced through investment.

**Importance of Human Capital:** Until we develop artificial intelligence, we pretty much need human capital to accomplish anything in the world today. In fact, it takes human capital to create some other forms of capital. While a machine may eliminate the need to have hundreds of production workers make stuff. It still took human capital to design and build the machine. And as the process of development move deeper and deeper into a knowledge-based economy. It completely depends on information, knowledge and high-level skills, human capital will become increasingly important.

**EVOLUTION OF L&D**

**Traditional and computer-based training:** During this period, organizations relied heavily on instructor-led training (ILT). Computers and video / audio tapes were used to supplement the various modes of traditional learning. It was during this period that companies began to develop computer-based training (CBT) courses. It led to the evolution of the first Learning Management System.

**Web-based learning:** With the advent of Internet, the Computer based Training (CBT), content transitioned into web-based training (WBT) courses. However, during this period,



the network speeds were slow and unreliable. This was the period where intranet based, centralized repository of training programs were created.

**Blended and Informal learning:** During this period, companies began to combine Instructor led Training (ILT) with web based Training (WBT). This helped in the evolution of varied types of learning modules to suit diverse situations. By testing the various modes of learning, companies realized that informal learning was more critical than classroom or WBT. It is mostly for some sectors such as manufacturing.

**Collaborative, social, talent driven learning:** Traditional learning is designed and structured to address specific knowledge gaps. In contrast, span of collaborative and social learning is vast. This has increased emphasis on e-learning and its forms such as mobile learning.

### **KEY TRENDS IN THE LEARNING AND DEVELOPMENT INDUSTRY**

**E-learning:** E-learning continues to grow in popularity in India. However, it is used as a tool for Learning and Development is still at a nascent stage. It cannot be compared to the developed nations such as the US and UK. Indian companies have already made significant strides in integrating ICT-based learning with talent development

**On-the-job training and audio-visual content:** On-the-job training and use of audio-visual resources are increasingly used in India. Platforms such as external conferences, workshops and events, and classroom-based training are slowly losing their prominence owing to the higher costs.

**Focus on Management and Leadership training:** There is increased focus on creating Learning and Development programs that can help managers to evolve their skills, thereby leading across cultures and contributing to develop a global business in the near future. Organizations are expected to focus their leadership development activities primarily in the following three areas: namely a) - enabling the organization to achieve its strategic goals. B) Developing the skill-sets of leaders for enabling them to think in a more strategic and focused manner. C) Developing high potential individuals who would be valued by the organization

**Growth of Massive Open Online Course (MOOC):** Top three US-based MOOCs: like Coursera, EdX, and Udacity, registered the largest number of non-US enrolments from India. A large number of Indian universities and colleges are entering into partnerships with MOOCs. The Indian Institute of Technology (IIT), Mumbai has tied up with EdX, a non-profit



consortium founded by Harvard and MIT. From the Indian perspective, the National Program on Technology Enhanced Learning (NPTEL) is one such example. It is an initiative by the seven IITs and the Indian Institute of Science (IISc), Bangalore. The aim was to create course content in the fields of engineering and science.

Additionally, continued professional education is mandated by professional bodies such as Institute of Chartered Accountants of India (ICAI) and so on. They have made significant initiatives to offer online courses. Indian Online Education companies such as AVAGMAH.com providing short and long term courses. It has an impressive 88% course completion, unheard of globally. It proves acceptability of technology in mainstream education. Indian students are increasingly opting for MOOCs for a number of reasons:

1. Personalized learning experience.
2. A wide assortment of courses.
3. Economical options for high quality content.
4. Provision of premium international education at one's convenience.
5. These courses are also being used by professionals to enhance their existing skills.

## **BUSINESS MODELS IN OPERATION**

**Flipped Classroom Model:** In this format, MOOC complements a traditional face-to-face program. The university handles all student interactions, while the provider offers the platform, support, content and delivery.

**Free MOOC model:** The University decides to host a free MOOC, while the provider offers the platform, support and training. The university and the provider together acquire students.

**Fermium/ Paid model:** The provider offers a free sample or a completely paid MOOC on behalf of the university. The provider takes complete responsibility for student acquisition and the delivery of MOOC.

**Learning Technologies:** Three-quarters of organizations use learning technologies. The extent to which they use them varies widely and face-to-face delivery remains dominant. Most anticipate an increase in the use of learning technologies, but the use of face-to-face delivery will remain widespread. Many lack confidence in their ability to use learning technologies – just a quarter of respondents feel 'extremely' or 'very' confident in their ability. It is to harness technology to increase the effectiveness of their L&D interventions.



## **KEY CHANGE AREAS FOR THE ORGANIZATION AT THE PRESENT TIME**

**Participation** – This includes a move towards a people centred approach to both staff and service users. It is a participative management style, increased and improved communication. It is also a partnership approach to work and developments.

**Learning organization culture** – Shifting from a blame culture to one of learning from mistakes. It involves reflective practice, trying new things, innovation and creativity, risk taking and an action learning/research approach to new projects.

**Encouraging individual responsibility and ownership around learning:** A strategic approach to HR generally and in the context of this research to learning and development in particular. A shift from a reactive to a proactive approach and the encouragement and development of the line manager role. It is in relation to people management and development.

Increased collaboration and cooperation across the organization. It enhances the increased team work and a decrease in fragmentation and competitiveness.

**Leadership development:** The key areas that they will be focusing on include equipping line managers to improve staff performance. The changing/enhancing the organizational culture and improving the skills of existing leaders. It is to think in a more strategic and future-focused way. People management practices support effective leadership. Nevertheless, there is clearly room for improvement, particularly with regard to reward and recognition practices and organizational design.

**Training Needs Analysis:** Training needs analysis is considered to be the foundation of all training activities. In order to deliver appropriate, effective training this meets the needs of individuals and the organization. It represents value for money a training needs analysis is essential.

**Talent Management:** Little change in the prevalence of talent management activities taking a forward changes in the Industries. Today many organizations undertake talent management activities and much preference is given to talent Activities. Views on which talent management activities are most effective have changed little over the last few years. There is a high potential in-house development schemes. Coaching, mentoring and buddying schemes are among the most commonly used and most effective talent management activities.



**Development of Learning and development professionals:** Most organizations encourage and enable the development of L&D capability to some extent. The organizations are developing their own Trainers. Awareness and the ability to work collaboratively are key to success in Learning and development. The other important attributes include understanding how to enhance learner engagement. Learning engagement suits with employee engagement and the ability to think innovatively and offer creative solutions.

**Assessing the impact of learning and development activity:** Learner and manager reflection and feedback are most commonly used to assess the effectiveness of Learning and Development interventions. The other metrics are more likely to be used where learning and development is more aligned with business strategy.

**Build confidence in harnessing Technologies:** Face-to-face delivery methods will continue to play an important role in Learning and development. The use of a range of technologies is expected to increase, particularly in larger organizations. Clearly technological interventions need to be appropriate for the context, content and learner. They can play a critical role in enabling flexible learning when and where learners want it. It enhances and advances a learning culture through facilitating knowledge-sharing and social learning. Currently many are held back by a lack of confidence, knowledge and insight around how to harness technological tools to improve their L&D interventions.

**Moving forward:** The Learning and Development profession faces a stimulating and challenging future in meeting organizational and learner requirements in fast-paced and busy environments. Learning and Development teams need to continue to work collaboratively across the organization. It is to ensure that current and future business needs are met and that L&D is agile, effective and timely. Technological developments and emerging insights from other disciplines have great potential to aid this process. It is for the capability to exploit these tools and techniques are developed concurrently. Therefore there is a need to keep an eye on the future, to understand the evolving learning landscape. At the same time continuing to build the professional competences that are in need today to drive and sustain organizational success.

## **CONCLUSION**

Learning & Development professionals face a wide range of issues. Some of the most prominent challenges are around the practice of training itself. There are a several views



and opinions that there is a need to “stop blaming people for not coming to training, and start improving the courses. Courses offered today are often dull and not compelling enough for people to sit through. Because the methodologies are not that interesting.

Learning and development specialists want better attendance always for all the Training programs. It is not only about better attendance, it is also about the innovative and interesting methodology adopted in the Training. This will have a impact on Return on investment from training initiatives. The Learning and Development Department has to take the initiatives in conducting the qualitative Programs. There is a serious need to take a look at how well the courses are delivered. The Complete Learning and Development need to speed up with current learner expectations.

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