



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part time), 4th Semester
Specialization: Human Resource Management
Subject Name: Human Resource Planning and Development
Subject Code: 5549902

1. Learning Outcome:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	Critically evaluate integration of Human Resource Planning and Development with strategic organizational planning.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	Analyze existing practices in Human Resource planning and development in context of strategic vision of the company and suggest innovative solutions for business effectiveness.
Global Exposure and Cross-Cultural Understanding (GECCU)	Compare and contrast human resource planning techniques and models being developed and adapted globally.
Social Responsiveness and Ethics (SRE)	Deliberate on sensitivity to different Culture, Training methods and sense of responsibility for employee's development.
Effective Communication (EC)	Design research, produce reports, and recommend changes in human resources practices for typical business situation/case.
Leadership and Teamwork (LT)	Critically analyze leadership initiatives, communication styles and team building activities for effective human resource development.

LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code: 5549902	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Critically evaluate integration of Human Resource Planning and Development with strategic organizational planning	3	3	1	3	1	-	-	2	3
LO2: Analyze existing practices in Human Resource planning and development in context of strategic vision of the company and suggest innovative solutions for business effectiveness	2	2	3	-	3	-	-	2	2
LO3: Compare and contrast human resource planning techniques and models being developed and adapted globally.	1	1	1	1	3	1	-	1	1
LO4: Deliberate on sensitivity to different cultures and sense of responsibility for employee's development	-	-	1	1	1	-	3	-	-



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LO5: Design research, produce reports, and recommend changes in human resources practices for typical business situation/case	2	2	2	3	1	1	-	1	1
LO6: Critically analyze leadership initiatives, communication styles and team building activities for effective human resource development	2	2	2	3	1	-	-	2	1

2. Course Duration: The course duration is of 40 sessions of 60 minutes each.

3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Importance of Human Resource Planning & Development <ul style="list-style-type: none"> • Linkage between effectiveness of SBUs and effectiveness of HRPD. • Determinants of HR performance for various types of organization. • Analysis of Talent requirement in line with Strategic Business Decision. • Essential Consideration for HR Development need. 	10	17
II	Organization Culture and Work System for Development <ul style="list-style-type: none"> • Work planning and Role Analysis • Opportunity for Cognitive development -organization culture for learning, Knowledge Management systems. • Interpersonal work Environment - Performance Review & Feedback Mechanism, performance Counselling and potential assessment 	10	18
III	Need Assessment and Competency Development Purpose and Levels of Need Assessment Designing Development Programs <ul style="list-style-type: none"> • Defining the objectives of the HRD interventions. • Selecting the Trainer • Preparing a lesson plan • Selecting training methods • Preparing training materials • Scheduling HRD Programs 	10	18



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	<p>Training Delivery methods</p> <ul style="list-style-type: none"> • Various On-Job Training Methods • Different Off the job /Classroom Training approaches • Computer based training program and others • Implementing the Training Programs 		
IV	<p>Development Strategies and Evaluation</p> <ul style="list-style-type: none"> • Theories of Learning • Adaptive learning strategies • Models and frameworks of evaluation • Approaches to evaluation • Relating evaluation outcomes to present & potential needs • Critical developmental learning tools- Coaching, counselling, mentoring, competency mapping & role of assessment centre. 	10	17
V	<p>Practical Module:</p> <p>Faculty can specifically focus, where student can undertake practical projects/assignments as a part of CEC. Thus they will learn through practical exercise on different topics/issues like;</p> <ul style="list-style-type: none"> • The technique of designing actual training programme for skill development. • Undertake evaluation of existing training conducted by company for skill and competency level before and after training and development programme conducted. • Undertake training impact analysis in any company. • Cost benefits analysis of any training and Development programme. • Assignment can be given in group to study HRD practices in SMEs /Large organizations, Comparison between them/ identifying common HRD practices among all level. • Assignment can be given for preparing detailed training programme for the company in which students have taken SIP. • After preparing training schedule/program they may be asked to take company manager's feedback on the same for improvement. 	---	30 (marks CEC)

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions



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5. Evaluation:

Students shall be evaluated on the following components:

No.	Author	Name of the Book	Publisher	Year of Publication/Edition
1	Jon M. Werner, Randy L. DeSimone	Human Resource Development	Cengage Learning	2016 / 6 th
2	David Mankin	Human Resource Development	Oxford	2019
3	Ekta Sharma	Strategic Human Resource Management and Development	Pearson	2019 / 1 st
4	Udai Pareek	Designing and Managing Human Resource Systems	Oxford & IBH	2017 / 3 rd
5	Anindya Basu Roy, Sumati Ray	Competency Based Human Resource Management	Sage	2019 / 1 st
6	P. L. Rao	Enriching Human Capital Through Training and Development	Excel	Latest Edition
7	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition
8	Raymond Noe	Employee Training & Development	McGraw Hill	2019 / 8 th
9	Uday Kumar Haldar	Human Resource Development	Oxford	2009
10	V.D. Dudheja	Human Resource Management & Development in the new millennium	Neha	2000
A	Internal Evaluation		(Internal Assessment- 50 Marks)	
	Continuous Evaluation Component		30 marks	
	Class Presence & Participation		10 marks	
	Quiz		10 marks	
B	Mid-Semester examination		(Internal Assessment-30 Marks)	
C	End –Semester Examination		(External Assessment-70 Marks)	

5. Reference Books:

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals/Periodicals/Magazines/Newspapers / Web resources, etc.

1. Vikalpa – A Journal for Decision Makers
2. Management Review
3. Human Capital
4. Harvard Business Review
5. Journal of Applied Behavioral Science



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6. Human Resource Development Review
7. Journal of Human Resource Development
8. Human Resource Development Quarterly
9. International Journal of Human Resource Development and Management
10. European Journal of Training and Development information
11. Human Resource Management Review
12. Human Resource Management Journal