

**MBA - II Semester - IV**  
**HR- Human Resource Development (HRD)**

**1. Course Objectives:**

HRD is inevitable to maintain workforce competitive in the everchanging business environment. HRD therefore not only adds value to the human resource of an organisation but also compensate for the changing environmental requirements. Therefore this course is designed to help students to understand various concepts of HRD, to help students to develop understanding of HRD systems and processes, to help students to develop HRD facilitators skills; to develop and design HRD programmes, to implement and control them in various organizational setups in various sectors.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	Introduction, Definitions of HRD, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD Professional, Challenges to organizations and HRD Professionals, Framework for HRD Process	8	20%
<b>II</b>	Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis, Prioritizing HRD Needs, Competency Mapping and Career Management	8	20%
<b>III</b>	Designing Effective HRD programs, Defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training materials, Scheduling HRD Programs	8	20%
<b>IV</b>	Implementing and Evaluating HRD Programs: Training Delivery methods, On-Job Training methods, Class-room Training approaches, Implementing the Training Programs, Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Ethical issues concerning Evaluation	8	20%
<b>V</b>	Management Development and skills and technical training: Management education, training and experiences, basic workplace competencies, technical training, interpersonal skills, professional developments and education, coaching and performance management.	8	20%

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- (1) Lectures and Discussions
- (2) Assignments and Presentations
- (3) Case Analysis

## 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text books

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
T1	John Werner and Randy Desimone,	Human Resources Development	Cengage	Latest Edition, 2011 (Instructor Manual Available)
T2	Udai Pareekh & T.V.Rao	Designing and managing Human Resource Systems	Oxford	Latest Edition
T3	Noe	Human Resources Development	Tata McGraw-Hill	Latest Edition

## 7. Reference books

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
R1	Pareekh Udai & TV Rao	Understanding HRD System	Tata McGraw-Hill	Latest Edition
R3	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition
R4	Mankin	Human Resource Development	Oxford	Latest Edition
R5	Rothwell	Beyond training and development	Jaico	Latest Edition
R6	P. L. Rao	Training and Development	Excel	Latest Edition
R7	Blanchard, Thacker	Effective Training	Pearson	Latest Edition
R8	Richard A Swanson PhD and Elwood F. Holton	Foundations of Human Resource Development	Berrett-Koehler	Latest Edition
R9	Les Donaldson, Edward Scannell, and Edward S. Scannell	Human Resource Development: The New Trainer's Guide	Perseus	Latest Edition
R10	Juani Swart, Clare Mann, Steve Brown, and Alan Price	Human Resource Development: Strategy and tactics	Elsevier	Latest Edition
R11	Michael J. Marquardt and Dean W. Engel	Global Human Resource Development	Prentice Hall	Latest Edition
R12	Jeanne Palmer and Martha I. Finney	The Human Resource Professional's Career Guide: Building a Position of Strength	Pfeiffer	Latest Edition

R13	V.D. Dudheja,	Human Resource Management and Development in the new millennium	Commonwealth	Latest Edition
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### 8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:

Journal of Human Resource Development. Management Review- IIM Bangalore, Vikalpa- IIM Ahmedabad, Human Capital

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

### 9. Session plan

#### HR - Human Resource Development (HRD)

Session no.	Topics
1-4	Introduction, Definitions of HRD, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD Professional
5-6	Challenges to organizations and HRD Professionals, Framework for HRD process
7-9	Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis
10-13	Prioritizing HRD Needs, Competency Mapping, Career management
14-16	Defining effective HRD programs, defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan
17-20	Selecting training methods, Preparing training materials, Scheduling HRD Programs
21-22	Training Delivery methods, On-Job Training methods
23-24	Class-room Training approaches, Implementing the Training Programs
25-27	Purpose of HRD Evaluation, Models and frameworks of evaluation
28-29	Assessing impact of HRD Programs
30-31	Ethical issues concerning Evaluation
32-33	Management education, training and experiences
34-35	Basic workplace competencies, technical training and interpersonal skills
36-38	Professional developments and education, coaching and performance management
39-40	Case Studies and Practical Approach