



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB04092021

Course / Subject Name : Human Resource Development

w. e. f. Academic Year:	2025-26
Semester:	4
Category of the Course:	Specialization HRM (Major 4)

Prerequisite:	Principles of Management, Understanding of HRM and Organization Behaviour
Rationale:	Human Resource Development is a necessity in today's dynamic and evolving world. With the change in Technology, Economical, Political and social systems of the world, organization need to adapt to these changes requires necessity adaptation in line with these changes and deliver a modified/ updated or new kind of product and services to society. To cope with this, Human Resource development is the only key to ensure requisite competencies among employees of an organization. Students must study this subject to understand HRD process and thereby understand the process of ensuring that organization possesses the required competencies at all time.

Course Outcome:

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
01	Define key concepts related to Human Resource Development	Remember
02	Explain the theoretical foundations of HRD systems, like need analysis, selection of training, trainer, evaluation of training methods etc.	Understand
03	Use HRD Program evaluation techniques to determine the relative worth of training methods within an organization.	Apply
04	Analyze design and application issues of different training programs and its effectiveness for fulfilling organizational need	Analyse
05	Evaluate HRD policies and practices for their effectiveness, fairness, and alignment with organizational strategy.	Evaluate

*Revised Bloom's Taxonomy (RBT)

Teaching and Examination Scheme:

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR	C	Theory		Tutorial / Practical		
				ESE (E)	PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	70	30	50	0	150



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Course Content:

Unit No.	Content	No. of Hours	% of Weightage
1.	<p>Introduction to HRD:</p> <ul style="list-style-type: none">• Definition• Relationship between HRM & HRD• Functions of HRD• HRD Climate• Roles & Competencies of HRD professional• Aligning HRD with corporate strategy• The evolution of the HRD theory• Shift from training to Learning• Interventions to informal workplace training• Psychology to sociological perspective of learning• Model of Employee Behavior and Employee Influences <p>Work System of Human Resource Planning & Development:</p> <ul style="list-style-type: none">• Human Resource Planning and procurement techniques• Overview of Global Sourcing• Work planning and role analysis• Work review and feedback• Potential individual as well as team appraisal• Trends in performance management and feedback <p>The Role & Theories of Learning and HRD</p> <ul style="list-style-type: none">• Learning and Instruction• Different theories of learning• Maximizing Learning• Potential barriers in learning• Learning strategies and style	11	25
2.	<p>HRD Needs</p> <ul style="list-style-type: none">• Purpose of Assessment• Different level of Need Assessment (i.e. -- Personal/task/Organizational/Strategic)• Prioritizing HRD needs• A systematic approach to Training need Assessment	12	25



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	<ul style="list-style-type: none"> • Training & HRD process model <p>Designing Effective HRD programs:</p> <ul style="list-style-type: none"> • Defining the objectives of the HRD interventions. • Make –versus –Buy decision • Selecting the Trainer • Preparing a lesson Plan • Selecting training methods • Preparing training materials 		
3.	<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 <p>HRD Program evaluation</p> <ul style="list-style-type: none"> • Purpose of HRD Evaluation • Models and frameworks of evaluation • Accessing impact of HRD Programs • Different approaches for evaluation like • Stakeholder/Business approaches like; ROI, HREI, Human Capital measurement and HR Profit Center, Utility analysis etc. • The training Evaluation Process • Data Collection for HRD evaluation • Ethical issues concerning Evaluation 	12	30
4.	<p>Global Perspectives of HRD</p> <ul style="list-style-type: none"> • Implications of Globalization on HRD • Current and future International trends in HRD • Cultural Diversity Management • HRD and Knowledge Management <p>HRD Applications:</p> <ul style="list-style-type: none"> • Management Development and Management education/Training • Socialization & orientation of Employees • Employee Counselling and wellness Services • Coaching and performance management- Competency Mapping 	10	25



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	<ul style="list-style-type: none"> Assessment centres Career planning and development Succession Planning and Career Management Employee skills and technical training (Basic Workplace Competencies, Basic Skill /literacy program, Interpersonal Skill training, Professional developments and Education etc) 		
5	<p>Field project / assignment;</p> <ul style="list-style-type: none"> 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; 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. 	15	CEC
	Total	60	100

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
20	20	20	20	20	-

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom’s Taxonomy)



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Suggested Case Study: Appropriate cases from book can be taught in classroom.

References/Suggested Learning Resources:

(a) Books:

1. Human Resource Development by Jon M. Werner, Randy L. DeSimone, Cengage learning , Latest edition.
2. Human Resource Development by David Mankin, Oxford Publication , Latest edition
3. Designing and Managing Human Resource Systems by Udai Pareek, Oxford & IBH Publication
4. Strategic Human Resource Management and Development by Ekta Sharma , Pearson Publication.
5. Competency Based Human Resource Management by Anindya Basu Roy, Sumati Ray, Sage Publication
6. Enriching Human Capital Through Training and Development by P L Rao, Excel Publication
7. Human Resource Development, by Udaikumar Haldar, Oxford Publication
8. Employee Training & Development by Raymond Noe , McGraw Hill Publication.

(b) Open source software and website:

Human Capital

1. Harvard Business Review
2. Journal of Applied Behavioral Science
3. Human Resource Development Review
4. Journal of Human Resource Development
5. Human Resource Development Quarterly
6. International Journal of Human Resource Development and Management
7. European Journal of Training and Development information

CO- PO Mapping:

Semester 4	Course Name : Human Resource Development				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	2	2	1	2	2
CO3	3	3	2	3	2
CO4	2	3	2	2	2
CO5	3	3	2	2	2

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.
