

GUJARAT TECHNOLOGICAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

Year – 2 (Semester – IV) (W.E.F. Academic Year 2018-19)

Specialization: Human Resource Management

Subject Name: Human Resource Development (HRD)

Subject Code: 3549231

1. Learning Outcomes:

- Understand business demand and accordingly fulfilling Human Resource requirement to satisfy the business world's requirement.
- Critical thinking while identifying competency/skill gap
- Ability to decide type of training/trainer/ training program and evaluation of training programme
- Developed sensitivity and sense of responsibility for employee's development.
- Identify leadership style for better need assessment.

2. Course Duration: The course duration is of **36 sessions of 75 minutes each.**

3. Course Contents:

Module No.	Modules with its Contents/Chapters	No. of Sessions	Marks (out of 70)
I	Introduction to HRD: <ul style="list-style-type: none">• Definition• Relationship between HRM & HRD• Functions of HRD• Roles & Competencies of HRD professional Global Perspectives on HRD: <ul style="list-style-type: none">• The evolution of the HRD theory• Shift from training to Learning, interventions to informal workplace training, psychology to sociological perspective of learning• Implications of Globalization on HRD• Model of Employee Behavior and Employee Influences	9	18

	The Role & Theories of Learning and HRD: <ul style="list-style-type: none"> • Learning and Instruction • Different theories of learning • Maximizing Learning • Potential barriers in learning • Learning strategies and style 		
II	Assessing HRD needs: <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 • Training & HRD process model Designing Effective HRD programs: <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, • Scheduling HRD Programs 	9	18
III	Training Delivery methods: <ul style="list-style-type: none"> • Various On-Job Training methods • Different Off the Job/Classroom Training approaches • Computer based training program and othes • Implementing the Training Programs • HRD Program evaluation • 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 	9	17
IV	HRD and Knowledge Management. HRD Applications:	9	17

	<ul style="list-style-type: none"> • Management Development and Management education, training and experiences • Employee skills and technical training (Basic Workplace Competencies, Basic Skill /literacy program, Interpersonal Skill training, Professional developments and • Education etc) • Socialization & orientation of Employees • Employee Counseling and wellness Services • Coaching and performance management- Competency Mapping, Succession Planning and Career Management 		
V	<p>Practical Module:</p> <ul style="list-style-type: none"> • We can specifically focus, where student can undertake practical projects/assignments as a part of CEC. Thus they will learn through practical exercise. • 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. Teaching Methods:

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

- Lectures
- Case Discussions and Role Playing
- Audio-visual Material (Using CDs/Clippings/ online videos)

- Assignments and Presentations

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

A	Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test/Presentation on specific topic etc	(CEC – 50 Marks)
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Werner & Desimone	Human Resource Development	Cengage Learning	Latest Edition
2	Mankin	Human Resource Development	Oxford	Latest Edition
3	Pareekh Udai & TV Rao	Understanding HRD System	Tata McGraw-Hill	Latest Edition
4	P. L. Rao	Training and Development	Excel	Latest Edition
5	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition
6	Noe	Human Resources Development	Tata McGraw-Hill	Latest Edition
7	Udai Pareekh & T.V.Rao	Designing and Managing Human Resource Systems	Oxford	Latest Edition

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, etc.

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