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| **PROGRAM** | **Master of Business Administration** |
| **SEMESTER** | **3** |
| **COURSE TITLE** | **Human Resource Development** |
| **COURSE CODE** | **04MB0413** |
| **COURSE CREDITS** | **03** |
| **COURSE DURATION** | **42 Hours (42 sessions of 60 minutes each)** |

**Course Outcomes:**

* To explain the concept of HRD and its significance.
* To develop skills in identifying HRD needs and in designing, implementing, and evaluating HRD programs.
* To analyse the HRD culture and its role in employee development.
* To explain the strategic importance of HRD in the success of organizations within the context of social and environmental pressure.
* Critically analyse and evaluate international perspective of HRD practices.

**COURSE CONTENTS:**

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| **Unit No** | **Unit / Sub Unit** | **Sessions** |
| I | **Introduction to HRD:**  Concept, relationship between HRM and HRD, HRD Philosophy, HRD policies, HRD Strategy, HRD mechanisms, HRD matrix, HRD interventions, Roles, and competencies of HRD professionals, Challenges in HRD. | 8 |
| II | **HRD Process:**  Assessing need for HRD, designing, and developing effective HRD programs, Implementing HRD programs, Evaluating effectiveness of HRD Programs. | 8 |
| III | **HRD Culture & Employee Development Activities –** HRD Culture- OCTAPACE, Role of top management in building HRD culture, Approaches to employee development, leadership development, action learning, assessment and development centres, Employee engagement. | 8 |
| IV | **HRD Applications and Trends:**  Coaching and Mentoring; Career management and development; Employee counselling; Talent Management, Competency mapping; PCMM (People Capability Maturity Model), Balanced Scorecard, Appreciative inquiry; Integrating HRD with technology and Employer branding. | 8 |
| V | **HRD in Organisations:**  International and Cross-cultural perspective of HRD, Virtual HRD, Green HRD, HRD overview in Government, manufacturing and service industries, HRD mechanisms in SMEs, Ethics in HRD, Corporate Social Responsibility & HRD. | 8 |

**Evaluation:**

The students will be evaluated on a continuous basis and broadly the scheme given below will be followed:

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|  | **Particulars** | **Weight age** |
| A | Continuous Evaluation Component (Assignments / Presentations/ Quizzes / Class Participation/ etc.) | 20% |
| B | Internal Assessment | 30% |
| C | End-Semester Examination | 50% |

**SUGGESTED READINGS:**

**Textbooks:**

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| **Sr.No** | **Author/s** | **Name of the Book** | **Publisher** | **Edition & Year of Publication** |
| **T-01** | Mankin, David | Human resource development | Oxford University Press India | 2nd edition |
| **T-02** | Neal F. Chalofsky | Handbook of Human Resource Development | Wiley Publication | 1st Edition |
| **T-03** | Werner J. M., DeSimone, R.L. | Human Resource Development | South Western | 7th Edition |

**Reference Books:**

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| **Sr.No** | **Author/s** | **Name of the Book** | **Publisher** | **Edition / Year of Publication** |
| **R-01** | Thomas Garavan, Alma McCarthy, Ronan Carbery | Handbook of International Human Resource Development: Context, Processes and People | Edward Elgar Publishing | 2nd Edition |
| **R-02** | HRD Score Card 2500: Based on HRD audit | Rao, T.V. | SAGE Publications. | 2nd Edition |
| **R-03** | Future of HRD | Rao, T.V. | Macmillan Publishers India. | 4th Edition |
| **R-04** | Hurconomics for talent management: Making the HRD missionary business driven | Rao, T.V. | Pearson Education | 1st Edition |