

**SARDAR PATEL UNIVERSITY**  
**Programme: MHRM**  
**Semester: III**  
**Syllabus with effect from: June 2016**

<b>Paper Code:</b> PA03CHRM06	<b>Total Credits: 3</b>
<b>Title Of Paper:</b> Human Resource Development	

Unit	Description in detail	Weightage (%)
	<b>Learner Objectives</b> <ol style="list-style-type: none"> <li>1. Introduce the students to the basic concepts and practices in the area of Human Resource Development tools.</li> <li>2. Introduce the students to the foundational frameworks in the area of organizational psychology and their implications on designing and using some HRD tools</li> <li>3. Enhance the knowledge of the students on application of such tools in the context of modern HR challenges facing organizations</li> </ol>	<b>20%</b>
<b>1</b>	<b>Introduction to Human Resource Development</b> Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD.	<b>20%</b>
<b>2</b>	<b>HRD Process</b> Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate	<b>20%</b>
<b>3</b>	<b>HRD Activities</b> Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.	<b>20%</b>
<b>4</b>	<b>HRD Applications and Trends</b> Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends.	<b>20%</b>
<b>5</b>	<b>Case studies with reference to</b> <ul style="list-style-type: none"> <li>• HRD practices in government organisations,</li> <li>• manufacturing and service industries and MNCs;</li> <li>• International experiences of human resource development</li> </ul>	<b>20%</b>

**Basic Text & Reference Books:**

1. Werner J. M., DeSimone, R.L., Human resource development, South Western.i.
2. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
3. Mankin, D., Human resource development, Oxford University Press India.
4. Haldar, U. K., Human resource development, Oxford University Press India
5. Rao, T.V., Future of HRD, Macmillan Publishers India..



6. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.
7. Rao, T.V., Hurconomics for talent management: Making the HRD missionary business-driven, Pearson
8. Curtis, B., Hefley, W. E., Miller, S. A., The people capability maturity model: Guidelines for improving workforce, Pearson Education.
9. Kaplan, R.S., and Norton, D.P. 1992, The Balanced Scorecard: Measures that drive performance, Harvard Business Review

