

K L University
Department of MBA
Course Handout for 2nd Year MBAPROGRAM
A.Y.2017-18, IV Semester

CourseName : **Human Resource Development**
 Course Code : **15MB62H6**
 L-T-Pstructure : 3 0 0
 Course Credits : 3
 Course Coordinator : Dr. D.SUNDARI, Associate Professor
 Course Instructor : Dr. D.SUNDARI, Associate Professor
 Course Teaching Associates : Nil

Course Objectives:

1. To equip the students with the skills to develop and use tools those are essential to develop human resources.
2. To cover the entire field of HRD, from orientation and skill training to career development and organizational development.
3. To analyze the Impact of HRD on organization and developing skills to put them into practice in contemporary business organizations.

Course Rationale:

Human Resource Development is an interactive course focuses on strategies for assessing, designing, and implementing HRD and organizational development efforts that positively impacts the performance of the individual, the work group and organizational effectiveness.

Course Outcomes (CO):

CO No:	CO	SO	BTL
1.	Competency to perform HRD functions	A,B	3
2.	Competency to develop suitable HRD programs	A,B	3
3.	Competency to be an expert in concepts of organizational climate and development	A,E	2
4.	Competency to analyze HRD instruments	A,C	4

COURSE OUTCOME INDICATORS:

CO No.	COI-1	COI-2	COI-3	
1	Able to define HRD and lists out various functions of HRD professionals	Able to outline roles and relate them with competencies required for each role along with functions.	Able to identify the challenges to organizations and also to HRD Professionals	—
2	Able to list HRD needs in Organizations	Able to relate the various steps of HRD need Assessment, designing, implementation and evaluation of HRD Process.	Able to make use of the knowledge in developing a HRD system	—
3	Able to relate HRD with climate and culture	Able to classify sub parts of HRD climate and relate them	—	—
4	Able to find out the requirements of various business situations	Able to explain different aspects of career management system	Able to develop effective career development system.	Able to categorize HRD requirements and develop suitable plans

SYLLABUS (As approved by BoS):MBA, 2015-16 Regulations

Framework for Human Resource Development: Concept of HRD, Relationship between HRM and HRD, Human resource development functions, Roles and competencies of HRD professional; Challenges to organizations and to HRD professionals- Assessing HRD needs, Designing effective HRD programs, Implementing HRD programs, Evaluating HRD programs. HRD climate in organizations: General climate, HRD mechanisms and OCTAPAC culture; HRD mechanisms: Performance appraisal, Potential appraisal, Career planning and Development, Performance counseling, Training and Development, Job enlargement, Job enrichment, Organizational development. Designing Human Resource Systems for Specific Business Situations-HR systems for the Customer Contact Tier-HR Systems for TQM in Manufacturing Sector-HR Systems for Project Development Teams. HRD Applications- Career Management and Development-Defining Career Concepts-Stages and Models of Career Development-The Process of Career Management-Roles in Career Management-Career Development practices and activities-Issues in Career Development-Delivering Effective Career Development Systems.

RECOMMENDED TEXT BOOK

Werner/ Desimone, Human Resource Development, Cengage learning, 2006.

REFERENCE BOOKS

1. Dave Ulrich et. al., The HR Scorecard, Harvard Business School Press, 2001.
2. Dave Ulrich, Human Resource Champion. Harvard business School Press, 1997.
3. Drehe&, Dougherty, Human Resource Strategy, TataMcGrawHill Publishing. 2007
4. T.V.Rao, Readings in Human Resource Development, Oxford publishers, 2008.
5. Dharni Singh et al. (eds.), Aligning Human Resources processes: Challenges of Development, Tata McGraw-Hill Publishing Company limited, New Delhi, 1996.
6. TV Rao, HRD Audit, Sage Publications, New Delhi, 2000.
7. Uday Pareek and TV Rao, Designing and managing Human Resource Systems, Oxford & IBH Publishing Co. Pvt. Ltd. New Delhi, 2003.

Deviations (if any) from B o S approved syllabus and the topics planned: *N/L*

Session plan

Sess. No.	CO	COI	Topic (s)	Teaching-Learning Methods	Evaluation Components
1	1	1	Concept: Meaning and Definitions	Deliver Lecture/ Discussion	In semester Test-1 End Semester
2	1	1	Relationship between HRM and HRD	Deliver Lecture / Interaction	In semester Test-1 End Semester
3	1	2	HRD-Functions	Deliver Lecture/ Discussion	In semester Test-1 End Semester
4	1	2	Roles of HRD professionals	Deliver Lecture/ Discussion	In semester Test-1 End Semester
5	1	3	Competencies of HRD professionals	Deliver Lecture/ Discussion	In semester Test-1 End Semester
6	1	3	Challenges to Organizations	Deliver Lecture/ Discussion	In semester Test-1 End Semester
7	1	3	ALM	Case study	In semester Test-1 End Semester
8	1	3	Challenges to HRD professionals <i>HR is in down trend – the six issues that top the list</i>	Deliver Lecture/ Discussion	In semester Test-1 End Semester
9	1	3	ALM	Role Play	Formative Assessment

10	2	1	Assessing HRD needs	Deliver Lecture/ Discussion	In semester Test- 2 End Semester
11	2	2	Designing Effective HRD programs	Deliver Lecture/ Discussion	In semester Test- 2 End Semester
12	2	2	Designing Effective HRD programs	Deliver Lecture/ Discussion	In semester Test- 2 End Semester
13	2	3	Implementing HRD programs	Deliver Lecture/ Discussion	In semester Test- 2 End Semester
14	2	3	Evaluating HRD programs	Deliver Lecture/ Discussion	In semester Test- 2 End Semester
15	2	3	ALM	Assignment	Formative Assignment
16	3	1	HRD climate – introduction , meaning and definitions	Deliver Lecture/ Discussion	In semester Test- 3 End Semester
17	3	1	General Climate	Deliver Lecture/ Discussion	In semester Test- 3 End Semester
18	3	1	HRD mechanisms	Deliver Lecture/ Discussion	In semester Test- 3 End Semester
19	3	1	OCTAPACE culture	Deliver Lecture/ Discussion	In semester Test- 3 End Semester
20	3	1	OCTAPACE culture <i>An empirical presentation of HRD climate and employee development</i>	Deliver Lecture/ Discussion	In semester Test- 3 End Semester
21	3	2	Performance appraisal	Deliver Lecture/ Discussion	In semester Test- 3 End Semester
22	3	2	Potential appraisal	Deliver Lecture/ Discussion	In semester Test- 3 End Semester
23	3	2	career planning and development	Deliver Lecture/ Discussion	In semester Test- 3 End Semester
24	3	2	performance counseling	Deliver Lecture/ Discussion	In semester Test- 3 End Semester
25	3	2	job enlargement	Deliver Lecture/ Discussion	In semester Test- 3 End Semester
26	3	2	job enrichment	Deliver Lecture/ Discussion	In semester Test- 3 End Semester
27	3	2	Training and Development	Deliver Lecture/ Discussion	In semester Test- 3 End Semester
28	3	2	Organizational development	Deliver Lecture/ Discussion	In semester Test- 3 End Semester
29	3	2	ALM	Case Study	Formative assessment
30	4	1	Designing Human Resource Systems	Deliver Lecture/ Discussion	End Semester examination
31	4	1	HR systems for the Customer Contact Tier	Deliver Lecture/ Discussion	End Semester examination
32	4	1	HR Systems for TQM in Manufacturing Sector	Deliver Lecture/ Discussion	End Semester examination
33	4	1	HR Systems for Project Development Teams	Deliver Lecture/ Discussion	End Semester examination
34	4	2	Career Management and Development-Defining Career Concepts	Deliver Lecture/ Discussion	End Semester examination

35	4	3	Stages and Models of Career Development	Deliver Lecture/ Discussion	End Semester examination
36	4	3	Stages and Models of Career Development	Deliver Lecture/ Discussion	End Semester examination
37	4	3	The Process of Career Management	Deliver Lecture/ Discussion	End Semester examination
38	4	3	Roles in Career Management-Career Development practices and activities	Deliver Lecture/ Discussion	End Semester examination
39	4	3	Issues in Career Development-	Deliver Lecture/ Discussion	End Semester examination
40	4	3	Delivering Effective Career Development Systems	Deliver Lecture/ Discussion	End Semester examination
41	4	3	Active Learning component	Deliver Lecture/ Discussion	Formative assessment
42	4	3	Active Learning component	Deliver Lecture/ Discussion	Formative assessment
43	4	3	Active Learning component	Deliver Lecture/ Discussion	Formative assessment
44	4	3	Active Learning component	Deliver Lecture/ Discussion	Formative assessment
45	4	3	Active Learning component	Deliver Lecture/ Discussion	Formative assessment

Session wise Teaching – Learning Plan

Session Number: 1

Session Outcome: Able to define HRD in national and international context

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Concept of HRD- Meaning and Definitions	1	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 2

Session Outcome: Able to relate HRD with HRM

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Relationship between HRM and HRD	1	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 3

Session Outcome: Able to list out all HRD Functions

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	HRD Functions	1	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 4

Session Outcome: Able to outline Roles of HRD Professionals

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Roles of HRD Professionals	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 5

Session Outcome: Able to summarize competencies of HRD Professionals

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Competencies of HRD Professionals	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 6

Session Outcome: Able to identify Challenges to Organizations

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Challenges to Organizations	3	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Deliver Lecture/ Interaction

Session Number: 7

Session Outcome: apply the concepts to the given case

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Interaction
30	Case Study	3	Discussion
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 8

Session Outcome: Able to identify Challenges to HRD Professionals

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Challenges to HRD Professionals	3	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 9

Session Outcome: Able to model the role of HRD professional

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Interaction
30	Role play	3	participationj
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 10

Session Outcome: Recall the steps of Assessing HRD needs

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Assessing HRD needs	1	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 11

Session Outcome: Able to outline steps of Designing Effective HRD Programs

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Designing Effective HRD Programs	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 12

Session Outcome: Able to outline steps of for Designing Effective HRD Programs

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Designing Effective HRD Programs	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Deliver Lecture/ Interaction

Session Number: 13

Session Outcome: Able to outline steps of Implementing HRD programs

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Implementing HRD programs	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 14

Session Outcome: Able to outline steps of evaluation of HRD Programs

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Evaluating HRD programs	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 15

Session Outcome: Able to develop a HRD Program for the given organization and situation

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Interaction
30	Assignment	3	Discussion
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 16

Session Outcome: Able to define HRD climate

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	HRD climate – introduction, meaning and definitions	1	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 17

Session Outcome: Able to explain General Climate component

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	General Climate	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 18

Session Outcome: Able to explain HRD Mechanisms

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	HRD Mechanisms	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 19

Session Outcome: Able to explain OCTAPACE Culture

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture / Interaction
30	OCTAPACE Culture	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 20

Session Outcome: Able to explain OCTAPACE Culture

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	OCTAPACE Culture	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 21

Session Outcome: Able to relate Performance appraisal as a mechanism of HRD

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Performance appraisal	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 22

Session Outcome: Able to relate potential appraisal as a mechanism of HRD

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	potential appraisal	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 23

Session Outcome: Able to relate Career Planning and Development as a mechanism of HRD

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Career Planning and Development	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 24

Session Outcome: Able to relate Performance counseling as a mechanism of HRD

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Performance counseling	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 25

Session Outcome: Able to relate Job Enlargement as a mechanism of HRD

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Job Enlargement	2	Deliver Lecture/ Interaction
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 26

Session Outcome: Able to relate Job Enrichment as a mechanism of HRD

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Job Enrichment	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 27

Session Outcome: Able to relate Training and Development as a mechanism of HRD

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Training and Development	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 28

Session Outcome: Able to relate organizational Development as a mechanism of HRD

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	organizational Development	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 29

Session Outcome: Able to select appropriate mechanism for the given situation

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Interaction
30	Case study	3	Discussion
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 30

Session Outcome: Able to define Human Resource Systems

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Human Resource Systems	1	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 31

Session Outcome: Able to Construct HR systems for the Customer Contact Tier

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	HR Systems for the Customer Contact Tier	3	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 32

Session Outcome: Able to Construct HR Systems for TQM in Manufacturing Sector

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	HR Systems for TQM in Manufacturing Sector	3	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 33

Session Outcome: Able to Construct HR Systems for Project Development Teams

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture /Interaction
30	HR Systems for Project Development Teams	3	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 34

Session Outcome: Able to define Career Concepts

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Career Management and Development-Defining Career Concepts	1	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 35

Session Outcome: Able to Summarize Stages and Models of Career Development

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Stages and Models of Career Development	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 36

Session Outcome: Able to Summarize Stages and Models of Career Development

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Stages and Models of Career Development	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 37

Session Outcome: Able to outline the Process of Career Management

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	The Process of Career Management	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 38

Session Outcome: Able to illustrate Roles in Career Management-Career Development practices and activities

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Roles in Career Management-Career Development practices and activities	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 39

Session Outcome: Able to identify Issues in Career Development

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Issues in career development	3	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 40

Session Outcome: Able to examine the Effectiveness of Career Development Systems

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Deliver Lecture/ Interaction
30	Delivering Effective Career Development Systems	2	Deliver Lecture
5	Q & A		Interaction
5	Summary discussion		Interaction

Session Number: 41

Session Outcome: Able to compare theory with practical implementation at organizations

Time(min)	Topic	BTL	Teaching – Learning Method
50	Active Learning	4	Presentation

Session Number: 42

Session Outcome: Able to compare theory with practical implementation at organizations

Time(min)	Topic	BTL	Teaching – Learning Method
50	Active Learning	4	Presentation

Session Number: 43

Session Outcome: Able to compare theory with practical implementation at organizations

Time(min)	Topic	BTL	Teaching – Learning Method
50	Active Learning	4	Presentation

Session Number: 44

Session Outcome: Able to compare theory with practical implementation at organizations

Time(min)	Topic	BTL	Teaching – Learning Method
50	Active Learning	4	Presentation

Session Number: 45

Session Outcome: Able to compare theory with practical implementation at organizations

Time(min)	Topic	BTL	Teaching – Learning Method
50	Active Learning	4	Presentation

EVALUATION PLAN:

Evaluation Component	Weightage/ Marks	Duration (Hours)	date of exam	CO 1			CO 2			CO 3			CO 4																	
COI Number				1	2	3	1	2	3	1	2	3	1	2	3	4														
BTL				1	2	3	1	2	3	1	2	3	1	2	3	4														
Test 1	Weightage (10%)	90 mins	30 th jan to 2 nd feb 2018	1	3	6																								
	Max Marks (20)			2	6	12																								
Test 2	Weightage (10 %)	90 mins	5 th to 8 th March 2018				1	3	6																					
	Max Marks (20)						2	6	12																					
Test 3	Weightage (10 %)	90 mins	3 rd to 6 th April 2018							3	7																			
	Max Marks (20)									6	14																			
Active Learning	Weightage (15%)			Formative Assessment																										
	Max Marks (15)																													
Attendance	Weightage (5%)																													
Lab Continuous Evaluation	Weightage (0)																													
	Max Marks (0)																													
Lab Exam	Weightage (0)																													
	Max Marks (0)																													
SE Lab Exam	Weightage (%)																													
	Max Marks (0)																													
SE Project	Weightage (0)																													
	Max Marks (0)																													
Semester End Exam	Weightage (50%)																	1%	3%	6%	1%	3%	6%	2%	8%		2%	4%	6%	8%
	Max Marks (50)																	1	3	6	1	3	6	2	8		2	4	6	8
	Question Number	1	3 to 8	3 to 8	1	3 to 8	3 to 8	1	3 to 8		1	3 to 8	3 to 8	3 to 8																

Course Team members, Chamber Consultation Hours and Chamber Venue details:

S.No.	Name of Faculty	Chamber Consultation Day(s)	Chamber Consultation Timings for each day	Chamber Consultation Room No:	Signature of Course faculty
01	Dr. D. SUNDARI	Wednesday	4-5 pm	L 505 F	

Signature of COURSE COORDINATOR:

Signature of vetting team member

Principal – College of Management:

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Hari Kiran Vege,

Assoc. Dean-TLP

for Approved By: DEAN-ACADEMICS