**GOVERNMENT P.G. COLLEGE, AMBALA CANTT**

**Course File: (Session 2023-24)**

**Class: M.Com. – II/3rd Semester**

**Subject Code and Name: MC – 316, Human Resource Development**

**SYLLABUS**

**External Marks: 80**

**Internal Marks: 20 Time : 3 Hours**

**Note:** There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Human Resource Development: Concept, goals, scope, principles and functions; approaches to Human Resource Development; Human Resource Management and Human Resource Development; Qualities, role and responsibilities of HRD manager; Designing HRD System, organizational effectiveness; HRD strategies; Emerging trends and challenges in HRD.

Knowledge Management: meaning and forms of knowledge, meaning, importance, process and tools of knowledge management, barriers to knowledge management; Learning and HRD: meaning, principles, process and theories of learning, learning styles and strategies; Role analysis for HRD: concept of role and role analysis, benefits and techniques of role analysis; Competency Mapping: meaning, need and methodology; development of competency set.

Employee Socialization and Orientation: concept, categories and content of learning in socialization, socialization approaches; Assessing HRD needs; Designing Training and Development programme; Implementation of training and development programmes; Evaluation of training and development programmes. Organisation health, Organisation climate.

**REFERENCES**

Deb, Tapomoy, Human Resource Development – Theory and Practice, Ane Books Pvt. Ltd., N. Delhi.

Haldar, U.K., Human Resource Development, Oxford University Press, N. Delhi.

Krishnaveni, R., Human Resource Development – A Researcher’s Perspective, Excel Books, N. Delhi.

Werner J.M. and Desimone R.L., Human Resource Development – Foundation, Framework and Application, Cengage Learning, N. Delhi.

Dayal, Ishwar, Successful Applications of HRD, New Concepts, N. Delhi.

Burke, W.W.; Organisational Development, Englewood Cliffs, Prentice Hall Inc.

Singh, A.K., Gupta, R.K.; and Ahmod, Abad, Designing and Developing Organisations for Tomorrow, New Delhi, Response Books.

Cummings, Organisational Development and Change, Thomson Learning, Bombay.

Greenberg, Behaviour in Organizations, Prentice Hall of India, New Delhi

**COURSE OBJECTIVES**

The course objectives outlined are as follows:

1. The course aims to equip students to develop themselves into a critically reflective and capable HRD practitioner, or a manager who can facilitate the learning of others.
2. The major objective of the course is to explain and demonstrate the contribution of HRD in an organization and enable student to develop an ability to decide learning and training needs; and have competence in the design and delivery of learning programmes.

**COURSE OUTCOMES**

After completion of the course students will be able to

1. Explain human resources development (HRD) and its theories, the difference between education, training, learning and the concept of the transfer of learning;
2. Critique the relationship between organisational development (OD) and HRD contribution to organisational effectiveness;
3. Apply and evaluate a learning process starting with training needs analysis to assessment and evaluation process;
4. Evaluate the HRD role dealing with contemporary challenges.

**Lesson Plan**

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| **Week No** | **Scheduled Dates** | **Topics to be Covered** |
| **1.** | **1-6 January** | HRD: An Introduction, |
| **2.** | **8-13 January** | HRD Mechanisms, Process and Outcomes |
| **3.** | **15-20 January** | Employee Training |
| **4.** | **22-27 January** | Employee Development |
| **5.** | **29-3 February** | Knowledge Management |
| **6.** | **5-10 February** | Learning |
| **7.** | **12-17 February** | Socialization |
| **8.** | **19-24 February** | Organizational Health |
| **9.** | **26-2 March** | Strategic HRD |
| **10.** | **4-9 March** | Emerging Issues and Challenges |
| **11.** | **11-16 March** | Organizational Effectiveness |
| **12.** | **18-23 March** | Role Analysis |
| **13.** | **1-6 April** | Human Resource Interventions |
| **14.** | **8-13 April** | Competency Mapping |
| **15.** | **15-20 April** | Organizational Climate |
| **16.** | **22-27 April** | Revision |