

Code: ECON-316

Title: Human Resource Development

Credit Hours: 03

Prerequisite: Intermediate Microeconomics & Intermediate Macroeconomics

Objectives:

This course will help the students understand meaning and need of human resource development. It will also make them familiar with various types of human resource activities. They will also learn organizational process of human resource development.

Course Contents

Meaning and Need of Human Resource Development

The progression towards a field of Human Resources Development. The early training programs for semiskilled and unskilled workers. The human relations movement. The establishment of training profession. Emergence of human resources development. The relationship between human resources management and HRD training. Secondary HRM functions. Human resource development functions. Training and development, organizational development and career development. Roles and competence of an HRD professional. The HRD executive/ manager. Other HRD roles and outputs for HRD professionals. Challenges to organizations and to HRD professionals.

Formal and informal organizations involved in human resource development

Definition and purpose of needs assessment. Components of person analysis. Performance appraisal in the person analysis process. Recruitment, and selection and performance management. Management promotion and performance criteria. Rewards and compensations. Training, development and employee wellbeing. Work design basing upon employee involvement. Organization development theory and concepts. Model of planned change. The role of labor unions. Types of intervention (techno structural, sociotechnical systems and organizational change). Educational, training and social institutions.

Meaning and inter-relationship of organization structure and human resource development

Introduction to organizational culture. Labor market changes and discrimination. Impact of recent immigration patterns. Adapting to demographic changes. Affirmative action programs. Cross-cultural education and training programs. Human resources development programs for culturally diverse employees. Socialization and orientation. Career development.

Meaning and Types of Human Resource Development Activities

Defining of HRD activities. Designing HRD programs. Defining objectives of HRD intervention. Scheduling and HRD programs. Training delivery methods. On the job training (OJT) methods. Job instruction training and job rotation. Class room training approach. Discussing methods and methods of Audio/Visual media. Experiential methods. Computer based training. Arranging the physical environment. Designing E-Learning material.

Organizational Processes involved in human resource development

Extent of management development activities. Approach to understand the job of managing authority. Importance of needs assessment in determining managerial competence. Executive education programs. Company designed courses. Corporate universities. On job experiences and designing effective management for development programs. Up gradation of educational technical and socio-political atmosphere.

Motivation

Multiple Intelligence Model. Two factor model of intelligence. Primary Mental abilities. Nature and Nurture Controversy. Emotional Intelligence Framework. Hygiene. Motivator factors and achievement need.

Power and Authority

Ten Myths and truths of corporate creativity. Development needs associated with the power and authority. Use of power and authority for all. The HRD executive manager and other HRD roles and outputs for HRD professionals.

Leadership

Qualities of leadership. Extent of management development activities. Describing the manager's job. Command over the hearts of all the stake holders. Management training and experiences. Company designed courses, corporate universities and on the job experiences.

Communication

Communications for the purpose of involvement and participation concept of "soft" HRM model. Communication with renewed interests and policy initiatives supported by the government. The central concept of HRD, the individual employee. Oriented approach. Difference between the employ participation and employed involvement.

Conflict

The concept of going on strike and lock ups. Utilization of employ participation and involvement. Damages of conflicts. Important role of the management and government.

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Decision Making

Investment criterion and concept of cost drivers. Consideration of operating cost curves and planning cost curves. Consideration of internal and external market conditions. Availability of the resources and the profit margin.

Recommended Books:

- Reynolds, L. G. (1974). Labor Economics and labor relations (6th ed.). New Jersey: Prentice Hall.
- Ehrenber, R. G., & Smith, R. S. (1997). Modern labor economics: theory and public policy (6th ed.). New York: Addison Wesley.
- Marshall, F. R., King, A. G., & Briggs, V. M. (1980). Labor economics: wages employment and trade unionism. USA: Richard D. Irwin.
- Peter M. Blau and W. Richard Scott. (1962). Formal Organizations: A Comparative Approach, Stanford University Press.
- Charles Perrow. (1971). Organizational Analysis: A Sociological View, Tavistock Publications Ltd.
- John W. Newstrom and Keith Davis. (2002). Organizational Behaviour: Human Behavior at Work, 11th edition, New York: McGraw-Hill-Irwin.
- Randy Hodson and Teresa A. Sullivan. (2012). The Social Organization of Work, 5th edition, Cengage Learning.
- Rolf P. Lynton and Udai Pareek, (2011). Training for Development, 3rd edition, New Delhi: Kumaria Press.
- Heinz Wehrich and Harold Koontz. (2004). Management: A Global Perspective, 11th edition New York: McGraw-Hill, Inc.