

### **DSE III: MDH 505: HRD: SYSTEMS AND STRATEGIES**

#### **Course Objective:**

The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an effective HRD climate.

#### **Learning Outcomes:**

The course will equip the students with:

1. The integration of HRD with other areas of HRM and overall business strategy.
2. The identification and uses of competencies in the process of determining development and potential.
3. The main components and variations in management development systems within organisations.

#### **Course Contents:**

##### **Unit I**

**(3 Weeks)**

Human Resource Development (HRD): Concept; Relationship between human resource management and human resource development; Roles and competencies of HRD professionals; HRD Matrix; HRD as a Total System; HRD areas of Training, Education and Development.

#### **References:**

Pareek Udai,Rao T.V-Designing and Managing Human Resource System,Oxford IBH, Chapter 1,12

Rao T.V & Nair M.R.R-Excellence through Human Resource Management,Tata Mcgraw,Chapter 6,7,8

Nadler Leonard-Corporate Human Resource Development, Van Nostrand Reinhold/ASTD New York,Chapter 2

Werner J.M,Desimone-Human Resource Development,Oxford IBH Pub,Chapter 1

##### **Unit II**

**(3 Weeks)**

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs; HRD interventions: Integrated Human Resource Development Systems, Staffing for HRD; HRD Audit; HRD and diversity management; HRD Climate.

## **SYSTEMS AND STRATEGIES**

### **References:**

Pareek Udai,Rao T.V-Designing and Managing Human Resource System,Oxford IBH,Chapter 1,22

Rao T.V & Nair M.R.R-Excellence through Human Resource Management,Tata Mcgraw, Chapter 11

Swanson Richard,Holton-Human Resource Development,Berett Koehers Pub,Chapter 2

Werner J.M,Desimone-Human Resource Development,Oxford IBH Pub,Chapter 16

### **Unit III**

**(3 Weeks)**

Approaches to HRD: Leadership development; Action learning; Assessment Centers; Motivation approaches for HRD; Industrial relations and HRD: role of Trade unions.

### **References:**

Pareek Udai,Rao T.V-Designing and Managing Human Resource System,Oxford IBH, Chapter 9

Graven Thomas,Gaire,Dooley-Fundamentals of Human Resource Development,Sage Pub, Chapter 9

### **Unit IV**

**(3 Weeks)**

Career management and development: Coaching and mentoring; Employee coaching, mentoring and counselling; Competency mapping; High Performance Work Systems; Balanced Score Card; Integrating HRD with technology.

### **References:**

Graven Thomas,Gaire,Dooley-Fundamentals of Human Resource Development,Sage Pub, Chapter 9

Werner J.M,Desimone-Human Resource Development,Oxford IBH Pub,Chapter 10,11,12,15

### **Text Books:**

1. Pareek Udai,Rao T.V-Designing and Managing Human Resource System,Oxford IBH.
2. Rao T.V & Nair M.R.R-Excellence through Human Resource Management,Tata Mcgraw.
3. Nadler Leonard-Corporate Human Resource Development, Van Nostrand Reinhold/ASTD New York.
4. Werner J.M,Desimone-Human Resource Development,Oxford IBH Pub.

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5. Swanson Richard, Holton-Human Resource Development, Berett Koehers Pub.
6. Graven Thomas, Gaire, Dooley-Fundamentals of Human Resource Development, Sage Pub.

### **Additional Readings:**

1. Mankin, D., Human resource development, Oxford University Press India.
2. Halder, U. K., Human resource development, Oxford University Press India.

Note: Latest edition of the readings may be used.

### **Teaching Learning Process:**

Lectures, presentations, Case studies, Term paper on a given topic

### **Assessment Methods:**

Internal assessment                      25 marks

Written exam                                75 marks

### **Keywords:**

Human resource development systems, Diversity management, Leadership development, Competency mapping, Balanced score card