COURSE HANDOUT

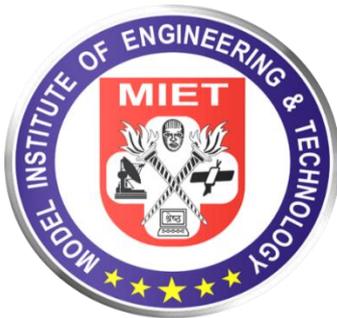HUMAN RESOURCE DEVELOPMENT : SYSTEM AND STRATEGIES
(MBA-431)

MBA-4th SEMESTER

ACADEMIC YEAR (2023-24)

Dr Deeksha Singh

Assistant Professor

School of Management

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Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
							Sessional	Final Exam	Total
MBA-431	Human Resource Development: System and Strategies	Elective	4	4	0	0	30	70	100

COURSE OUTCOMES

At the end of the course the student will be able to:	
CO1	Understand the concepts and approaches of human resource development.
CO2	Appreciate the need and strategies for human resource development.
CO3	Analyze the concepts, process and techniques of performance appraisal.
CO4	Evaluate the role of training in career planning and development.
CO5	Analyze the working of various HRIS tools and frameworks.

Unit-I
Human Resource Systems (HRS): The Concept; Development as the underlying concept of HRS; Development dimensions and linkages in HRS; Functions of HRS; Personnel function vs. HRS analysis; Designing Human Resource Systems: Contexts, Issues and Principles. (10 Hours)

Unit-II
Human Resource Development (HRD): Concepts, goals and challenges; Need for HRD; HRD sub-systems and interventions; HRD Culture; HRD strategies; HRD as a process, outcomes; Motivational aspects of HRD. (8 Hours)

Unit-III
Developing the person in the role: Performance appraisal techniques, assumptions underlying open appraisal systems, Performance appraisal components. Performance Review and Counselling: Objectives, sequential process. Potential appraisal; Steps and considerations while introducing potential appraisal system (8 Hours)

Unit- lV
Training as a tool of HRD: Aims and context; Transformative role of training; Training strategies; Training evaluation. Career planning and development; Benefits, elements of career planning programmes; Facilitating career planning and development. (8 Hours)

Unit-V
Human resource Information Systems (HRIS): Concepts, benefit and aims, HRIS Model, HRD for workers; HRD processes and the role of HRD manager; HRD and Line Managers expectations; HRD in Indian organizations -some case studies. (7 Hours)

Textbooks

S.No	Name of the Books	Name of the Author	Publisher Name	Edition (Pub.Yr.)
1.	Designing and Managing Human Resource Systems	Pareek, Udai and TV Rao	Oxford & IBH Publishing Co Pvt. Ltd	3rd (2015)
2.	Readings in Human Resource Development	T.V Rao	Oxford & IBH Publishing Co Pvt. Ltd	2nd (2009)

Reference Books

S.No	Name of the Books	Name of the Author	Publisher Name	Edition (Pub.Yr.)
1	Training for development	Lyton, Rolf p and Udai Pareek	Vistaar Publications.	2nd (1990)

COURSE PLAN

Unit-I Human Resource Systems (HRS)		
S.No	**Topics**	**Recommended Books**
1	The Concept; Development as the underlying concept of HRS	Book 1, Ch.1
2	Development dimensions in HRS	Book 1, Ch.1
3	Development and linkages in HRS	Book 1, Ch.1
4	Functions of HRS	Book 1, Ch.1
5	Personnel function vs. HRS analysis	Book 1, Ch.1
6	Designing Human Resource Systems: Contexts, Issues	Book 1, Ch.2
7	Designing Human Resource Systems: Principles	Book 1, Ch.3
Unit-II Human Resource Development (HRD)		
8	Concepts, goals and challenges	Book 2, Ch.1
9	Need for HRD;	Book 2, Ch.16
10	HRD sub-systems and interventions	Book 2, Ch.1
11	HRD Culture	Book 2, Ch.2
12	HRD strategies	Book 2, Ch.17
13	HRD as a process	Book 2, Ch.2
14	HRD as a outcomes	Book 2, Ch.22
15	Motivational aspects of HRD	Book 2, Ch.23
Unit-III Developing the person in the role		
16	Performance appraisal techniques	Book 1, Ch.6
17	Performance appraisal components. and Performance Review	Book 1, Ch.7
18	Counselling: Objectives	Book 2, Ch.13
19	Counselling: sequential process.	Book 2, Ch.13
20	Potential appraisal	Book 1, Ch.8
21	Steps and considerations while introducing potential appraisal system.	Book 1, Ch.8
Unit-IV Training as a tool of HRD		
22	Training: Aims and context	Book 2, Ch.10
23	Training strategies	Book 2, Ch.10
24	Transformative role of training	Book 2, Ch.11
25	Training evaluation	Book 2, Ch.11
26	Career planning and development	Book 1, Ch.11
27	Elements of career planning programmes	Book 1, Ch.11
28	Facilitate Career planning and development	Book 1, Ch.11
Unit-V Human resource Information Systems (HRIS)		
29	Concepts, benefit and aims	https://www.sap.com/products/

		hcm/employee-central-hris/what-is-hris.html
30	HRIS Model	https://www.spiceworks.com/hr/performance-management/articles/what-is-hris/
31	HRD for workers and HRD processes	https://egyankosh.ac.in/bitstream/123456789/6579/1/Unit-9.pdf
32	Role of HRD manager	Book 2, Ch.28
33	HRD and Line Managers expectations	Book 2, Ch.27
34	HRD in Indian organizations -some case studies	Book2, Ch. 21

ADDITIONAL WEB RESOURCES

1.	Course Pack on Human Resource Development created on Harvard BusinessPublishing https://hbsp.harvard.edu/coursepacks/1139680
2.	NPTEL: Video lectures on Human Resource Development Lecture series by Prof. KBL Srivastava, , IIT Kharagpur https://youtu.be/b2UZKco-drw?si=8WzABhsRCRPkbnuO

GRADING AND ASSESSMENT

- **Sessional Test**: 15 marks
- **Assignment**: 10 marks
- **Attendance**: 5 marks
- **Final Examination**: 70 marks

COURSE POLICIES

- **Attendance**: Minimum 75% attendance is mandatory to appear in the final examination of the course.
- **Academic Integrity**: MIET's academic integrity policies apply. Plagiarism will not be tolerated.
- **Late Submissions**: Assignments and projects must be submitted by the specified timelines.

FACULTY INFORMATION

- **Office Hours**
  Monday (12:05 PM - 12:55 PM)
  Friday (12:05 PM - 12:55 PM)

- **Contact Information**
  deeksha.mba@mietjammu.in