M.Com (HRD)
III Semester
PAPER CRH504: STRATEGIC HUMAN RESOURCE DEVELOPMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To familiarize the students about the concepts, practices and significance of Human Resource Development with a special focus on Training and Development and to explore the students to the ethical issues and dilemmas in HRD profession.

Unit -1: Strategic Human Resource Development: An overview – Objectives - HRM Vs. HRD — Precursors of HRD– Concepts of Education, training, development – HRD Vs. training and development – Theories of HRD – General Systems Theory, institutional theory, human capital theory, behavioural theory, resource-based theory- Multidisciplinary nature of HRD – Recent approaches to HRD.

Unit -2: National Context of HRD: National vocational education and training – Public policy and infrastructure – Ministry of HRD: structure, role and functions - Adult education – National education policy- Intended outcomes of HRD Philosophy, policies, processes, programmes and practices – Recent trends.

Unit -3: The HRD Process: Individual, Team and organizational Learning- Analysis and assessment of Training Needs- Methods used to conduct training needs analysis at the individual, operational and organisational levels – Training and development methods and instructional approaches - Designing and Implementing HRD programmees -Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate – Recent trends.

Unit -4: Employee Development Activities: approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD Applications and Trends: Coaching and mentoring; Career management and development; Employee counselling - HRD and Global Management – HRD and Knowledge Management- Employer branding and other emerging trends – Recent trends.

Unit -5: Ethical Issues and Dilemmas in HRD: Privacy in the workplace – electronic monitoring – employee drug use and testing – alcohol abuse at work – employee theft and honesty testing – whistle-blowing and free speech in the workplace – women and minorities at work – Comparable worth and the gender pay gap – breaking the glass ceiling – equal employment opportunity – sexual harassment – balancing work and life – ethics of downsizing – ethical issues in managing a diverse workplace Reputation Management. Future challenges of ethics in HRD – Recent trends.

References:

1. Haldar, U. K., Human Resource Development, Oxford University Press India.
2. Harrison, R., *Employee Development,* London: Institute of Personnel and Development.
3. Mabey, C and Salaman, G, *Strategic Human Resource Management*, Oxford: Blackwell.

4. Mankin, D., Human Resource Development, Oxford University Press India.
5. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
6. Rao, T.V., Future of HRD, Macmillan Publishers India.
7. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.
8. Rao, T.V., Hurconomics for Talent Management: Making the HRD Missionary Business-Driven, Pearson Education
9. Rothwell, W.J. and Kasanas, H.C., *Strategic Human Resource Development,* Englewood Cliffs, NJ: Prentice Hall.
10. Stewart, J and McGoldrick, J (Eds.), *Human Resource Development: Perspectives, Strategies, and Practice,* London: Financial Times/ Pitman Publishing.
11. Stewart, J and Tansley, C, *Training in the Knowledge based Economy*, London: Chartered Institute of Personnel and Development.
12. Thomson, R. and Mabey, C, *Developing Human Resources*, London: Butterworth-Heinemann
13. Werner J. M., DeSimone, R.L., Human Resource Development, South Western.