Human Resource Development
Course Code MG/HR 670

Program | MBA
Semester | Fall 2014
Credit Hours | 03
Pre requisites | Management, Organization Behaviour, Human Resource Mgt
Resource Person | Mr. Sami Ullah Bajwa, Assistant Professor
Contact information | sami.bajwa@umont.edu.pk
Room No.5, N-3/8, Department of Business Administration

Course Description
Human Resources Development (HRD) is a framework for the expansion of human capital within an organization/society through the development of both the processes and the individual to achieve performance improvement. It emphasizes the integrated use of training, organization, and career development efforts to improve individual, group and organizational effectiveness. HRD develops the key competencies that enable individuals to perform current and future jobs through planned learning activities. Groups within organizations use HRD to initiate and manage change. Also, HRD ensures a match between individual and organizational needs.

Learning Objectives
On completion of this course, students will be able to understand:

- The concept of Human Resource Development in an organizational and societal context and its significance for survival in today's dynamic environment
- To comprehend the foundations and framework of Human Resource Development and understand how HRD and organizational learning can facilitate survival and effectiveness of organizations in turbulent business environments
- Key constituents of HRD framework, including individual development, team development and organizational development.
- Application of learned concepts and tools in Pakistan’s business environment
- To articulate student learning; and practice for devising implementation plans for HRD
### Sr. Course Learning Objectives

1. To learn the concept of Human Resource Development in an organizational and societal context and its significance for survival in today’s dynamic business environment

   **Link with Program Learning Objectives**

   To inculcate business knowledge and analytical skills in graduates to think decisively in order to develop innovative solutions to problems in a business environment

2. To comprehend the foundations and framework of HRD and understand how HRD and learning organizations can facilitate survival and effectiveness of organization in turbulent business environments

   **Link with Program Learning Objectives**

   To steer an organization through the difficult and turbulent global environment and enable the development of an implementable business plan

3. To learn key constituents of HRD framework; including individual development, team development and organizational development.

   **Link with Program Learning Objectives**

   To provide a progressive and structured framework to graduates that enables them in developing and applying knowledge set of critical, social responsibility and ethical evaluation

4. Application of learned concepts and tools in Pakistan’s business environment

   **Link with Program Learning Objectives**

   To craft graduates’ expertise in order to increase their resourcefulness

5. To facilitate students in articulating their learning; and practice for devising implementation plans for HRD

   **Link with Program Learning Objectives**

   To develop practical knowledge and contemporary professional capabilities

### Textbooks & Supplies

Jon M. Werner & Randy L. DeSimone

### Teaching & Learning Methodology

Teaching methodology for the course is designed to augment participants’ learning through (a) reading & discussion, (b) observation and (c) experimentation. Besides readings, lectures and discussions, in-class personal assessment exercises will be conducted.

1. Lectures and discussions
2. Written analysis of case
3. Case presentation
4. Presentations
5. Videos
6. Activities and Experiential exercises

### Counseling Time

<table>
<thead>
<tr>
<th>Monday</th>
<th>Thursday</th>
<th>Friday</th>
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<tr>
<td>2:00 PM to 4:00 PM</td>
<td>2:00 PM to 5:00 PM</td>
<td>2:00 PM to 5:00 PM</td>
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Tests and Grading

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>WEIGHT</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>Final Exam</td>
<td>25%</td>
<td>Constitutes topics covered throughout the course. The Exam will be subjective type.</td>
</tr>
<tr>
<td>Mid Term</td>
<td>10%</td>
<td>Constitutes topics covered till session No.7. The Exam will be solution based.</td>
</tr>
<tr>
<td>Class Participation</td>
<td>10%</td>
<td>Positive, healthy and constructive class participation will be monitored for each class. Quality class participation endures questioning and discussions which enhance learning opportunities. Maintaining positive behavior in class will also count towards participation.</td>
</tr>
<tr>
<td>Quiz (5x3; N-1)</td>
<td>15%</td>
<td>Four quizzes will be conducted. The quiz will be a combination of objective and subjective parts. Quiz will be conducted in Session No.4, 6, 11, and 13. Three best quizzes will be counted in evaluation.</td>
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<tr>
<td>Class Activity</td>
<td>10%</td>
<td>Four Group based Class Activities, followed by presentations, will be conducted. Each group is required to bring at least 1 laptop for these activities.</td>
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<tr>
<td>Case Studies</td>
<td>10%</td>
<td>2 Detailed case studies will be given (session No.7 and 14) for written analysis and class discussion. Short case studies will also be discussed throughout the sessions. Marks of short case studies, however, will count towards Class participation.</td>
</tr>
<tr>
<td>Project</td>
<td>10%</td>
<td>Will be submitted on group basis. Each group will undertake interviews (as per given guidelines at moodle) of 3 HRD experts’ and would present finding report in a synthesis tone. Each group would also submit and get approval on semi-structured interview questions in Session No. 12.</td>
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<tr>
<td>Assignments</td>
<td>10%</td>
<td>Two Assignments, of 5 marks each will be given on individual basis. Assignments will be due in Session No.5 and 10 respectively.</td>
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<td>Total</td>
<td>100%</td>
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*Note: All written work MUST be submitted through moodle.*

Participant Responsibilities

The course is envisaged to have a rather practical orientation. Instead of being passive listeners to the instructor, participants are expected to read relevant reference material and develop their own understanding before coming to the class.

The participant should get registered and regularly visit the online Moodle subject forum and prepare/review/analyze the uploaded files, articles, cases on weekly basis. No relaxation/substitution will be given for quiz, assignments, presentations and case studies. Participants are required to adhere to the punctuality policy and come in the lecture room before the start of the designated time. **Students are encouraged to visit the office of resource person during counseling hours for clarifying any confusions or resolving any problems pertaining to the subject matter.** They are also strongly encouraged to contact the resource person via email for any confusions or ambiguities.
## Calendar of Activities

<table>
<thead>
<tr>
<th>Sr.</th>
<th>Topics</th>
<th>Learning objective of this topic</th>
<th>Readings</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Introduction</td>
<td>Ice breaking; knowing more about each other Course introduction 1. Human – as resource and as being; Significance of Human Resource Development 2. Approaches for Human Resource Development</td>
<td>Course outline</td>
<td>Discussion</td>
</tr>
<tr>
<td>2</td>
<td>Foundations of Human Resource Development</td>
<td>1. Relate the major historical events leading up to the establishment of HRD as a profession 2. Distinguish between HRD and human resource management 3. Describe how HRD can be linked to the goals and strategies of an organization 4. Contemporary challenges facing HRD professionals</td>
<td>Chapter 1</td>
<td>Lecture &amp; Discussion</td>
</tr>
<tr>
<td>3</td>
<td>Introduction to Human Resource Development</td>
<td>1. Identify and describe each of the major HRD functions 2. Recognize the various roles and competencies of an HRD professional</td>
<td>Chapter 1</td>
<td>Activity 1 (Bring laptops)</td>
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<td></td>
<td><strong>Class Activity:</strong> Browsing 25 HRD definitions and making our own definition and operational framework</td>
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<tr>
<td>4</td>
<td>Learning and HRD</td>
<td>1. Identify the major external and internal factors that influence employee behavior 2. Describe two primary types of outcomes that may result from behavior and tell how they may influence future behavior 3. Discuss how knowledge, skill, ability, and attitude influences employee behavior</td>
<td>Chapter 2</td>
<td>Quiz 1</td>
</tr>
<tr>
<td>5</td>
<td>Assessing HRD Needs</td>
<td>1. Discuss the purpose and advantages of conducting a needs assessment 2. Discuss the five steps that can be used to conduct a task analysis 3. Explain the importance of identifying individual performance deficiencies and developmental needs in planning and developing training and HRD programs</td>
<td>Chapter 4</td>
<td>Assignment 1 Due</td>
</tr>
<tr>
<td>6</td>
<td>Designing effective HRD programs</td>
<td>1. Write training objectives for a specific program or HRD intervention that contain all three qualities for useful objectives 2. Identify several sources outside one’s own organization where HRD programs could be obtained 3. Compare various types of training materials and describe how they are prepared</td>
<td>Chapter 5</td>
<td>Quiz 2</td>
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<tr>
<td>7</td>
<td>Evaluating HRD process</td>
<td>1. Define evaluation and explain its role in HRD 2. Compare different frameworks for HRD evaluation 3. Discuss the various types of evaluation information available and compare the methods of data collection and role of research design</td>
<td>Chapter 7</td>
<td>Case 1</td>
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**Midterm in 8th class**
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<th>Topics</th>
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<th>Readings</th>
<th>Activity</th>
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<tbody>
<tr>
<td>9</td>
<td>Implementing HRD Interventions</td>
<td>HRD Interventions Intervention Execution by Groups in Class</td>
<td>Chapter 6</td>
<td>Presentations</td>
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| 10  | Understanding Organization Development        | 1. Define organization development (OD)  
2. Understand the basic theories and concepts of OD  
3. Describe the planned-change model  
4. Explain the roles of a change agent, manager, and people within a system in developing an intervention strategy  
**Class Activity** – Group discussion on theories of OD | Chapter 14      | Activity 2       |
| 11  | Understanding the dynamics of Learning Organization | 1. Understanding learning organization  
2. Explaining learning disabilities  
3. Strategies for learning organization  
**Class Activity** – Group activity on learning disabilities | Handout  
(Extracts From 5th Discipline) | Activity 3       |
|     |                                               |                                                                                                  |                | Assignment 2 Due |
| 12  | HRD – a societal Context                      | 1. Role and Purpose of HRD for a country  
2. Institutional Framework for HRD in Pakistan  
3. Role and Scope of formal global institutions for Human Development | Web Portal –  
Ministry of HRD Pakistan | Quiz 3           |
| 13  | Career Development                            | 1. Need and approaches of Career development  
2. Skill inventory, Succession Planning  
**Class Activity** – Building Skill inventory | Chapter 12      | FP – Qs Activity 4 |
| 14  | HRD and contemporary issues of Diversity      | 1. Understand how the changing demographics of the labor market are changing the cultural fabric of organizations  
2. Describe how organizational culture is being affected by having a greater percentage of women and minorities in the workforce  
3. Describe how diversity issues (beyond race and gender) are impacting organizations, as well as HRD  
4. Become familiar with different forms of discrimination and how HRD programs and processes can help to reduce these effects | Chapter 15      | Quiz 4           |
| 15  | Final Project Presentations                   |                                                                                                  |                |                  |