


MANGALORE UNIVERSITY
Department of Commerce
M.Com.

Optional Stream – 2: Human Resource Development and Management(HRDAM) CMS507: Optional (HRDAM): Human Resource Development

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Learning Objectives:

- To familiarize the students with the conceptual, theoretical and practice-oriented perspectives in HRD along with ethics and national policy framework.

Course Outcomes:

1. It equips the students with the skill set required by today's HR professionals.

Unit-1: An overview of Human Resource Development: Concepts of education, training and development – Distinction between Human Resource Management and HRD, Strategic HRD- Theories of HRD: General systems theory, institutional theory, human capital theory, resource-based theory – characteristics, role and relevance, nature and scope of HRD.

Unit-2: The National Context: Nature and characteristics of labour markets – **Public policy and infrastructure – Ministry of HRD:** Structure, Role and Functions – Adult education – National education policy – Human Development and HRD – Recent Developments.

Unit-3: The organizational context: The external context – the internal context- components of HRD: **Employee Training, Management Development**, Career Development, and Organizational Development – Current trends.

Unit-4: The HRD process: Individual, team and organizational learning – Analysis of training needs – Designing and implementing HRD programmes – Andragogy – Experiential Learning Cycle- Evaluation of HRD contributions – purposes and processes of evaluation – Problems with evaluation. Facilitators and barriers to transfer of learning - Workplace Diversity and Cross-cultural training – open, distance and flexible learning – multimedia and e-learning.

Unit-5: Policy and Ethics in HRD: HRD policy – The ethics of HRD – Learning Organization, **lifelong learning and knowledge Management – Global HRD.**

References:

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Mabey C. and Salaman G.(1995), Strategic Human Resource Management, Oxford :Blackwell.
Noe R.A. ,, Employee Training and Development“,Mcgraw-Hill.
Rothwell W.J. and Kasanas H.C. (1989b), Human Resource Development: AStrategic Approach,
Amherst M.A: HRDPress.
Rothwell W.J. and Kasanas H.C. (1991) Strategic Human Resource Planning andManagement,
Englewood Cliffs NJ : Prentice Hall.
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J : PrenticeHall.
Stewart Jand Tansley C(2002), training in the knowledge based economy, London : Chartered
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Stewart J. and Mc Goldrick J (Editors) (1996), Human Resource Development :perspectives, Strategies
and practice, London : Financial Times /PitmanPublishing.
SwansonR.A.andHoltonIII,E.F.,,,FoundationsofHumanResourceDevelopment“Berrett–
KoechlerPublishers.
Thomson R. and Mabey C(1994), Developing Human Resources, London: Butterworth – Heinemann.
Walton J.(1999), Strategic Human Resource Development, Essex: FinancialTimes/Prentice Hall.
Wilson J(Editor) (1999)Human Resource Development, London : KoganPage.

