



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Human Resource Management
Subject Name: Human Resource Planning & Development (HRPD)
Subject Code: 4549232

With effective
 from academic
 year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Student will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Critically evaluate integration of</i> Human Resource Planning and Development with strategic organizational planning
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • Analyze and comment on Estimate of current competencies and skills and existing gaps in human resources and for future forecast of human requirements of typical case study. • <i>Critically evaluate processes</i> and policies to source and develop human resources.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Compare and contrast human</i> resource planning techniques and models being developed and adapted globally.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • Deliberate on sensitivity to different cultures and sense of responsibility for employee's development
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Design</i> research, produce reports, and recommend changes in human resources practices for typical business situation/case
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Critically analyze</i> leadership initiatives, communication styles and team building activities for effective human resource development

LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code: 4549232	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Critically evaluate</i> integration of Human Resource Planning and Development with strategic organizational planning	3	3	1	3	1	-	-	2	3
LO2: <i>Analyze</i> and comment on Estimate of current competencies and skills and existing gaps in human resources and for future forecast of human requirements of typical case study.	2	2	3	-	3	-	-	2	2
LO3: <i>Critically evaluate</i> processes and policies to source and develop human resources.	3	2	-	2	3	-	-	2	2
LO4: <i>Compare and contrast</i> human resource planning techniques and models being developed and adapted globally.	1	1	1	1	3	1	-	1	1



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LO5: <i>Deliberate</i> on sensitivity to different cultures and sense of responsibility for employee's development	-	-	1	1	1	-	3	-	-
LO6: <i>Design</i> research, <i>produce</i> reports, and <i>recommend</i> changes in human resources practices for typical business situation/case	2	2	2	3	1	1	-	1	1
LO7: <i>Critically analyze</i> leadership initiatives, communication styles and team building activities for effective human resource development	2	2	2	3	1	-	-	2	1

2. Course Duration: The course duration is of **40 sessions of 60 minutes each.**

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to HRD:</p> <ul style="list-style-type: none"> • Definition • Relationship between HRM & HRD • Functions of HRD • HRD Climate • Roles & Competencies of HRD professional • Aligning HRD with corporate strategy • The evolution of the HRD theory • Shift from training to Learning • Interventions to informal workplace training • Psychology to sociological perspective of learning • Model of Employee Behavior and Employee Influences <p>Work System of Human Resource Planning & Development:</p> <ul style="list-style-type: none"> • Human Resource Planning and procurement techniques <ul style="list-style-type: none"> ◦ Overview of global sourcing • Work planning and role analysis • Work review and feedback • Potential individual as well as team appraisal • Trends in performance management and feedback <p>The Role & Theories of Learning and HRD</p> <ul style="list-style-type: none"> • Learning and Instruction • Different theories of learning 	10	17



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	<ul style="list-style-type: none"> Maximizing Learning Potential barriers in learning Learning strategies and style 		
II	<p>HRD Needs</p> <ul style="list-style-type: none"> Purpose of Assessment Different level of Need Assessment (i.e. --- Personal/task/Organizational/Strategic) Prioritizing HRD needs A systematic approach to Training need Assessment Training & HRD process model <p>Designing Effective HRD programs:</p> <ul style="list-style-type: none"> Defining the objectives of the HRD interventions. Make –versus –buy decision Selecting the Trainer Preparing a lesson Plan Selecting training methods Preparing training materials Scheduling HRD Programs 	10	18
III	<p>Training Delivery methods:</p> <ul style="list-style-type: none"> Various On-Job Training methods Different Off the Job/Classroom Training approaches Computer based training program and others Implementing the Training Programs <p>HRD Program evaluation</p> <ul style="list-style-type: none"> Purpose of HRD Evaluation Models and frameworks of evaluation Assessing impact of HRD Programs Different approaches for evaluation like Stakeholder/Business approaches like; ROI, HREI, Human Capital measurement and HR Profit Center, Utility analysis etc. The training Evaluation Process Data Collection for HRD evaluation Ethical issues concerning Evaluation 	10	18
IV	<p>Global Perspectives of HRD</p> <ul style="list-style-type: none"> Implications of Globalization on HRD Current and future International trends in HRD Cultural Diversity Management HRD and Knowledge Management <p>HRD Applications:</p> <ul style="list-style-type: none"> Management Development and Management education/Training Socialization & orientation of Employees Employee Counseling and wellness Services Coaching and performance management- Competency 	10	17



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	Mapping <ul style="list-style-type: none"> • Assessment centers • Career planning and development • Succession Planning and Career Management • Employee skills and technical training (Basic Workplace Competencies, Basic Skill /literacy program, Interpersonal Skill training, Professional developments and Education etc) 		
V	Practical Module: Faculty can specifically focus, where student can undertake practical projects/assignments as a part of CEC. Thus they will learn through practical exercise on different topics/issues like; <ul style="list-style-type: none"> • The technique of designing actual training programme for skill development • Undertake evaluation of existing training conducted by company for skill and competency level before and after training and development programme conducted • Undertake training impact analysis in any company • Cost benefits analysis of any training and Development programme • Assignment can be given in group to study HRD practices in SMEs /Large organizations, Comparison between them/ identifying common HRD practices among all level • Assignment can be given for preparing detailed training programme for the company in which students have taken SIP. • After preparing training schedule/program they may be asked to take company manager's feedback on the same for improvement. 	---	(30 marks CEC)

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

5. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)



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6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Jon M. Werner, Randy L. DeSimone	Human Resource Development	Cengage Learning	2016 / 6 th
2	David Mankin	Human Resource Development	Oxford	2019
3	Ekta Sharma	Strategic Human Resource Management and Development	Pearson	2019 / 1 st
4	Udai Pareek	Designing and Managing Human Resource Systems	Oxford & IBH	2017 / 3 rd
5	Anindya Basu Roy, Sumati Ray	Competency Based Human Resource Management	Sage	2019 / 1 st
6	P. L. Rao	Enriching Human Capital Through Training and Development	Excel	Latest Edition
7	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition
8	Raymond Noe	Employee Training & Development	McGraw Hill	2019 / 8 th
9	Uday Kumar Haldar	Human Resource Development	Oxford	2009
10	V.D. Dudheja	Human Resource Management & Development in the new millennium	Neha	2000

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Vikalpa – A Journal for Decision Makers
2. Management Review
3. Human Capital
4. Harvard Business Review
5. Journal of Applied Behavioral Science
6. Human Resource Development Review
7. Journal of Human Resource Development
8. Human Resource Development Quarterly
9. International Journal of Human Resource Development and Management
10. European Journal of Training and Development information
11. Human Resource Management Review
12. Human Resource Management Journal