



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (International Business), 3<sup>rd</sup> Semester

Functional Area Specialization: Human Resource Management

Subject Name: Human Resource Planning & Development (HRPD)

Subject Code: 1539332

With effective  
from academic  
year 2018-19

## 1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>Ability to understand business environment and accordingly fulfilling Human Resource requirement/Competencies at different level to satisfy the business world's requirement in present as well as for future.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Understanding of HRP&amp;D will lead to identification of competency/ies and skill/s gap as well as key issues of designing and evaluating HRD program also it will add on ability to decide type of training/trainer/ training program and evaluation of training programme</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>In HRD process students needs to understand global events/ trends and it's effect on HR requirement and accordingly He has to plan, design, implement &amp; evaluate the HRD Program. Also it will improve cross cultural understanding of student as they need to design programs customised to different employees belong to different culture and thus can capitalised them for organization's Benefit</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Developed sensitivity to different cultures and sense of responsibility for employee's development.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>It will improvise communication skills of students as they are aware of different learning techniques as well as better understanding of Human psychology</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Understanding of subject will help to identify leadership style for better need assessment, design as well as to solve the issues arise during implementation of HRD program. It will also improvise the team skills.</li> </ul>

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

## 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<b>Introduction to HRD</b> <ul style="list-style-type: none"> <li>Definition</li> <li>Relationship between HRM &amp; HRD</li> <li>Functions of HRD</li> <li>HRD Climate</li> <li>Roles &amp; Competencies of HRD professional</li> <li>Aligning HRD with corporate strategy</li> <li>The evolution of the HRD theory</li> <li>Shift from training to Learning</li> <li>Interventions to informal workplace training</li> </ul>	10	17



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	<ul style="list-style-type: none"> <li>Psychology to sociological perspective of learning</li> <li>Model of Employee Behavior and Employee Influences</li> </ul> <b>Work System of HRD</b> <ul style="list-style-type: none"> <li>Human Resource Planning and procurement techniques</li> <li>Work planning and role analysis</li> <li>Work review and feedback</li> <li>Potential individual as well as team appraisal</li> <li>Trends in performance management and feedback</li> </ul> <b>The Role &amp; Theories of Learning and HRD</b> <ul style="list-style-type: none"> <li>Learning and Instruction</li> <li>Different theories of learning</li> <li>Maximizing Learning</li> <li>Potential barriers in learning</li> <li>Learning strategies and style</li> </ul>		
<b>II</b>	<b>HRD Needs</b> <ul style="list-style-type: none"> <li>Purpose of Assessment</li> <li>Different level of Need Assessment (i.e. --- Personal/task/Organizational/Strategic)</li> <li>Prioritizing HRD needs</li> <li>A systematic approach to Training need Assessment</li> <li>Training &amp; HRD process model</li> </ul> <b>Designing Effective HRD programs:</b> <ul style="list-style-type: none"> <li>Defining the objectives of the HRD interventions.</li> <li>Make –versus –buy decision</li> <li>Selecting the Trainer</li> <li>Preparing a lesson Plan</li> <li>Selecting training methods</li> <li>Preparing training materials</li> <li>Scheduling HRD Programs</li> </ul>	10	18
<b>III</b>	<b>Training Delivery methods:</b> <ul style="list-style-type: none"> <li>Various On-Job Training methods</li> <li>Different Off the Job/Classroom Training approaches</li> <li>Computer based training program and others</li> <li>Implementing the Training Programs</li> </ul> <b>HRD Program evaluation</b> <ul style="list-style-type: none"> <li>Purpose of HRD Evaluation</li> <li>Models and frameworks of evaluation</li> <li>Assessing impact of HRD Programs</li> <li>Different approaches for evaluation like Stakeholder/Business approaches like; ROI, HREI, Human Capital measurement and HR Profit Center, Utility analysis etc.</li> <li>The training Evaluation Process</li> <li>Data Collection for HRD evaluation</li> <li>Ethical issues concerning Evaluation</li> </ul>	10	18
<b>IV</b>	<b>Global Perspectives of HRD</b>	10	17



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	<ul style="list-style-type: none"> <li>• Implications of Globalization on HRD</li> <li>• Current and future International trends in HRD</li> <li>• Cultural Diversity Management</li> <li>• HRD and Knowledge Management</li> </ul> <p><b>HRD Applications:</b></p> <ul style="list-style-type: none"> <li>• Management Development and Management education/Training</li> <li>• Socialization &amp; orientation of Employees</li> <li>• Employee Counseling and wellness Services</li> <li>• Coaching and performance management- Competency Mapping</li> <li>• Assessment centers</li> <li>• Career planning and development</li> <li>• Succession Planning and Career Management</li> <li>• Employee skills and technical training ( Basic Workplace Competencies, Basic Skill /literacy program, Interpersonal Skill training, Professional developments and Education etc)</li> </ul>		
V	<p><b>Practical Module:</b> 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;</p> <ul style="list-style-type: none"> <li>• The technique of designing actual training programme for skill development</li> <li>• Undertake evaluation of existing training conducted by company for skill and competency level before and after training and development programme conducted</li> <li>• Undertake training impact analysis in any company</li> <li>• Cost benefits analysis of any training and Development programme</li> <li>• Assignment can be given in group to study HRD practices in SMEs /Large organizations, Comparison between them/ identifying common HRD practices among all level</li> <li>• Assignment can be given for preparing detailed training programme for the company in which students have taken SIP.</li> <li>• After preparing training schedule/program they may be asked to take company manager's feedback on the same for improvement.</li> </ul>	---	(30 marks CEC)



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## 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:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• 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)

## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Werner & Desimone	Human Resource Development	Cengage Learning	Latest Edition
2	Mankin	Human Resource Development	Oxford	Latest Edition
3	Pareekh Udai & TV Rao	Understanding HRD System	Tata McGraw-Hill	Latest Edition
4	P. L. Rao	Training and Development	Excel	Latest Edition
5	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition
6	Noe	Human Resources Development	Tata McGraw-Hill	Latest Edition
7	Udai Pareekh & T.V.Rao	Designing and Managing Human Resource Systems	Oxford University Press	Latest Edition
8	Uday Kumar Haldar	Human Resources Development	Oxford University Press	Latest Edition
9	V.D. Dudheja	Human Resource Management & Development in the new millennium	Commonwealth Publishers, New Delhi	Latest Edition

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.



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## **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