

**ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Department of Business Administration)**

**Course: Human Resource Development (8518)
Level: MBA (3½ Years)**

Semester: Autumn, 2013

CHECKLIST

This packet comprises the following material:

- 1) Text book
- 2) Assignment no. 1 & 2
- 3) Course outlines
- 4) Assignment forms (2 sets)
- 5) Schedule for submitting the assignments

In this packet, if you find anything missing out of the above-mentioned material, please contact at the address given below: -

The Mailing Officer

Mailing Section, Block # 28
Allama Iqbal Open University,
Sector H/8, Islamabad.
Tel: (051) 9057611, 9057612

Course Coordinator

ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Department of Business Administration)

WARNING

- 1. PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT/S WILL DEBAR THE STUDENT FROM AWARD OF DEGREE/CERTIFICATE, IF FOUND AT ANY STAGE.**
- 2. SUBMITTING ASSIGNMENT/S BORROWED OR STOLEN FROM OTHER/S AS ONE'S OWN, WILL BE PENALIZED AS DEFINED IN "AIU PLAGIARISM POLICY".**

Course: Human Resource Development (8518)
Level: MBA (3½ Years)

Semester: Autumn, 2013
Total Marks: 100
Pass Marks: 50

ASSIGNMENT No. 1
(Units: 1–5)

Note: Attempt all questions.

- Q. 1 Briefly describe the basic functional elements of HRD. (20)
- Q. 2 Employees behavior is most important for organizational development. Employees devote their attention for organizational progress. Explain the significance of training and development for the employees at all the three levels of organizational pyramid. (20)
- Q. 3 Describe the employees career development process. (20)
- Q. 4 Human development is the responsibility of every employee to think for their interest and HR manager is equally responsible for development of employees working there. Discuss the role of HR manager as a mentor. (20)
- Q. 5 Write short notes on the following:
- (a) Simulation
 - (b) Human capital
 - (c) Factors of internal and external environment. (20)

GUIDELINES FOR ASSIGNMENT No. 1:

You should look upon the assignments as a test of knowledge, management skills, and communication skills. When you write an assignment answer, you are indicating your knowledge to the teacher:

- Your level of understanding of the subject;
- How clearly you think?
- How well you can reflect on your knowledge & experience?
- How well you can use your knowledge in solving problems, explaining situations,

- and describing organizations and management?
 - How professional you are, and how much care and attention you give to what you do?
- To answer a question effectively, address the question directly, bring important related issues into the discussion, refer to sources, and indicate how principles from the course materials apply. You must also be able to identify important problems and implications arising from the answer.

For citing references, writing bibliographies, and formatting the assignment, APA format should be followed.

ASSIGNMENT No. 2

Total Marks: 100

Pass Marks: 50

This assignment is a research-oriented activity. You are required to submit a term paper and present the same in the classroom prior to the final examination. Presentation component is compulsory for all students. You will have to participate in the activity fully and prepare a paper of about 15 to 20 pages on the topic allotted to you. You are required to prepare two copies of Assignment No. 2. Submit one copy to your teacher for evaluation and the second copy for presentation in the classrooms in the presence of your resource persons and classmates, which will be held at the end of the semester prior to final examination.

Include the following main headings in your report:-

- a) Introduction to the topic
- b) Important sub-topics
- c) Practical aspects with respect to the topic
- d) Review of theoretical and practical situations
- e) Merits, demerits, deficiencies or strengths of the organization with respect to your topic
- f) Conclusions and recommendations
- g) Annex, if any

You must use transparencies, charts or any other material for effective presentation. You are also required to select one of the following topics according to the last digit of your roll number. For example, if your roll number is D-3427185 then you will select topic No.5 (the last digit):-

List of Topics

- 0) Learning Organizations
- 1) Simulation
- 2) HRD Programs
- 3) HRD Process
- 4) Leadership and Human Resource Development
- 5) Issues in Career Management
- 6) HRD and Diversity
- 7) Human Resource Development Applications

- 8) HRD Evaluation
- 9) Experiential Learning

**HUMAN RESOURCE DEVELOPMENT
COURSE OUTLINE (MBA-8518)**

Unit 1 FOUNDATIONS OF HUMAN RESOURCE DEVELOPMENT

- 1.1 Introduction to Human Resource Development
- 1.2 Human capital
- 1.3 Significance of Human Resource Development
- 1.4 Process, practice and relation to other fields

**Unit 2 INFLUENCES OF HUMAN RESOURCE DEVELOPMENT ON
EMPLOYEE BEHAVIOR**

- 2.1 Model of employee behavior
- 2.2 Internal & external influences on employee behavior
- 2.3 Factors in the external environment
- 2.4 Factors in the internal environment
- 2.5 Supervision and leadership
- 2.6 Organization's culture
- 2.7 Coworkers and teams
- 2.8 Motivation: a fundamental internal influence on employee behavior

Unit 3 LEARNING AND HUMAN RESOURCE DEVELOPMENT

- 3.1 Basic learning principles
- 3.2 Improved training design
- 3.3 Task analysis
- 3.4 Maximizing learning
- 3.5 Trainee characteristics
- 3.6 Training design issues

**Unit 4 ROLE OF HUMAN RESOURCE DEVELOPMENT IN SELF
DEVELOPMENT & EXPERIENTIAL LEARNING**

- 4.1 Self-Development defined
- 4.2 Evolution of management self-development and issues for future
- 4.3 Development of self
- 4.4 Process of self-development
- 4.5 Self-Development methods
- 4.6 Defining process of experiential and action learning
- 4.7 Approaches to experiential learning
- 4.8 From approaches to methods
- 4.9 Programs for making most of experiential learning

Unit 5 DESIGNING EFFECTIVE HRD PROGRAMS

- 5.1 Assessing HRD needs
- 5.2 HRD intervention
- 5.3 Level of expertise available/required

- 5.4 Simulation: definition and features
- 5.5 Training competency
- 5.6 Training methods
- 5.7 HRD programs - issues

Unit 6 IMPLEMENTING HRD PROGRAMS

- 6.1 Coaching and mentoring
- 6.2 Issues and challenges of HRD programs implementation
- 6.3 Case method components and problem solving
- 6.4 Successful HRD programs implementation

Unit 7 Evaluating HRD Programs

- 7.1 HRD evaluation
- 7.2 Evaluation needs
- 7.3 Purposes of evaluation
- 7.4 Make or buy evaluation
- 7.5 Models and frameworks of evaluation
- 7.6 Ways to improve HRD evaluation

Unit 8 HUMAN RESOURCE DEVELOPMENT APPLICATIONS

- 8.1 Employee socialization and orientation
- 8.2 Learning organization
- 8.3 Characteristics of learning organizations
- 8.4 Skills and technical training
- 8.5 Coaching and performance management
- 8.6 Employee counseling and wellness services
- 8.7 Nature and characteristics of public services
- 8.8 HRD in public service organizations
- 8.9 Human Resource Development Applications – issues & challenges

Unit 9 CAREER MANAGEMENT AND DEVELOPMENT

- 9.1 Management Development
- 9.2 Organization Development and Change
- 9.3 HRD and diversity: diversity training and beyond
- 9.4 Issues and challenges of career management and development

RECOMMENDED BOOKS

- Jon M. Werner, (2011). *Human Resource Development*, ISBN: 9788131505342, publisher: Cengage Learning Pvt Ltd
- John P. Wilson, (2010), *Human Resource Development: Learning and Training for Individuals and Organizations*, Amazon.com
- Raymond A. Noe, (2010), *Employee Training & Development*, Amazon.com

