

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

**Course: Human Resource Development (8518)**  
**Level: MBA (2½ / 3½ Years)**

**Semester: Spring, 2014**

**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**

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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 "AIOU PLAGIARISM POLICY".

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**Semester: Spring, 2014**  
**Total Marks: 100**  
**Pass Marks: 50**

**ASSIGNMENT No. 1**  
(Units: 1–5)

*Note: Attempt all questions.*

- Q. 1 Highlight the importance of human resource development in Pakistani industry with examples. (20)
- Q. 2 Effective leadership can motivate employees to perform better in organizations, support this statement with examples. (20)
- Q. 3 How can managers maximize learning for effective human resource development? Discuss with examples. (20)
- Q. 4 Discuss the process and different methods of self-development. (20)
- Q. 5 Discuss the factors to be kept in mind for establishing effective HRD programs. (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) Career Management and Development
- 1) Organization Development and Change
- 2) Learning Organizations
- 3) HRD Evaluation Models
- 4) HRD Program Designing
- 5) Issues in HRD Programs Implementation
- 6) HRD Intervention
- 7) Self-development Methods
- 8) Organization's Culture
- 9) Action 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

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