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NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

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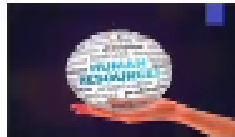
Lecture 01: Introduction to HRD

Hai everyone welcome to this course on human resource development. I hope that you will enjoy this course.

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Module 1

Introduction to Human Resource
Development: Emergence of HRD, Critical
HRD roles, challenges for HRD



**I. Introduction to the Concept of Human
Resource Development**

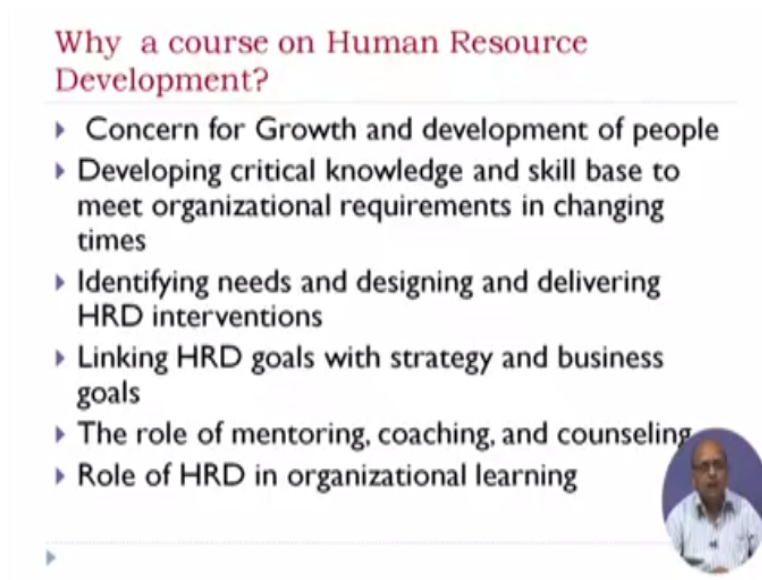
KBL Srivastava

If you look at this course on human resource development this is a twelve week course and we are going to take you through this course. And you must have seen the content of this course. So to start with in the first module what you are going to discuss is the concept of human resource development, what are critical issue, how the function it works, what are the different kind of activities, roles, and scope for the HRD profession, what are the different kind of activities which

are perform especially related to the development nor the management and, what kind of challenges are being faced by the HR managers so for the development of the people is concerned.

So in the first part what I am going to discuss is that why we are going to offer this course on HRD and what way it is going to be benefit. The major question arises is that why HRD? Why the course on resource development?

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Why a course on Human Resource Development?

- ▶ Concern for Growth and development of people
- ▶ Developing critical knowledge and skill base to meet organizational requirements in changing times
- ▶ Identifying needs and designing and delivering HRD interventions
- ▶ Linking HRD goals with strategy and business goals
- ▶ The role of mentoring, coaching, and counseling
- ▶ Role of HRD in organizational learning

Or why we are going to ask this question that is how it going to help if you are going to do this course. What is the concern for human resource development in the organization, otherwise also, see any activity in the name of human resource development is concerned with the development of the people that is to increase the capacity for the growth, for the personal profession development, and things like that.

So what I want to say is that when this course is being offered we have a very simple objective is that once you do this course you are going to develop yourself as an expert and you can take up human resource development profession or as a learning and development profession you will be in a position to design and develop a course for training or activities for the employ in the organization.

If you are a student and you want to take up this course take it as a challenge that how you can develop yourself by the HRD professional who would be engaged in learning and growth of the employees. Now if you look at the major concerned for the course is the growth and development of the people. That is what I have been talking about. What time in the growth and development of people, yes.

The idea is that how do we go about increasing the capacity in terms of the knowledge and skill base of the people, how do we go about looking at the growth of the people in terms of the personal growth, how do we will look at it the growth of the individual in his carrier in this profession, and how we will at the growth of the organize also.

So it is not only concerned with the growth and development of the people but once people had the competencies had the knowledge and skill base to do well probably that is going to help them in improving the organization performance also. So every organization is concerned with having people who are competent enough to perform the required job.

So if the skill mismatches there probably they will not able to perform well, that is why every organization is concerned to increase the learning capacity in order to ensure that they have the required skill and that is why human resource development is very, very important. And then you show the associated with growth and development is that once you go for a job you have certain skills requisite skills you can say which will help you to perform the job.

But may be with the changes in the environment, changes in the technology, changes in the processes that you are going to perform you become obsolete and outdated in terms of a knowledge and skill base. So what needs to be done you need to development yourself in terms of updating your knowledge in a skill base, and that is where HRD comes into the picture. So that helps you to see that you develop yourself personally and professionally so that you are able to compete, you are able to perform your job very well.

Now so from this point if you look at the next point that is developing critical knowledge and skill base. So if had the requisite skills that is required by the organization you would be able to perform your job effectively. Otherwise, what will happen you will become obsolete, you will become outdated organization no longer require you and you may face all kind of activities.

Look at those people you might reading in the newspaper on the regular basis that this company is going to offer to these may people they have decided to reduce their workforce based on performance. So if you look at these news and it is coming regularly and most of the companies are trying to restructure their man power. One of the basis of reducing the man power is performance.

And when you are going to perform well used relevant to the organization if you are knowledge and skill based is not up to the mark, it does need to requirement of the organization, then your knowledge and the skill base is not matching the requirement of the organization and in that case what happens you may no longer still relevant for the organization. And then organization will ask you to go for retrenchment, they may lay you off and you may not be required with organization at all.

So it is very, very important to see that you develop yourself in terms of knowledge and skill, so that you become relevant. Another important issue is that you have to say that how you are going to see that what kind of activities in terms of learning and development activities is going to help you to sterile event. So, that is where the HRD professionals come into the picture or the HRD comes into the picture.

The role of HRD activities are what we call interventions whether it is training or whether it is or mentoring or any other intervention. The idea is that these HRD professionals who are concerned with the development had to identify the requirement of the people in terms of see that there is no performance gap, and if there is performance gap they would be able to identify your requirement in terms of knowledge and skill base that could be required by you.

And then they have to see that how they can design and deliver in HRD program in terms of training or anything else which is going to fulfill your requirement. So based on performance rap analysis or certain other activities the HRD professionals in organizations had to design and deliver programs to meet their requirements, so that you have those critical knowledge and skill base in the organization.

Another issue is that it is very, very important for the organizational perspective, because see why organization are going to spend money on you to train you to develop you to increase your learning capacity. So that your able to perform well, the idea is that for able to perform well then

organization is going to perform effectively there would increase in the profit, productivity, efficiency and all kind of things.

So the idea is that HRD professionals need to identify what are the development roles of the organization that is done through identifying the needs of the people in terms of what they require. So for the knowledge and the skills concerned, and they also need to see that how these goals related to the development of people is going to be aligned with the strategy of the organization and the business goals of organization.

Let me give an example, say for example, an organization who wants to diversify into a different area say ITC is into a business of cigarette manufacturing. Now they are moving to manufacturing or food processing or any other activities. Now they have two options either they train their people to see that these people are able to work in diversify or they have to recruited more people.

So if they are going to recruit with the requisite set of the skill, then it is not going to be cost effective. So what they are going to do, they need to intervene and see that how they can develop their own potential to have them in the board, so that they can work in the diversified field. So it is very, very important to identify what is your strategy first, your cooperative strategy, because cooperative strategy is actually going to help you to achieve business objectives okay.

Why you want to go for diversified port folio, so that you can make more profit, you can capture the market. So this strategy is basically linked with what you call the business objectives. Now once you have a strategy you have to see that how HRD professionals are going to help you to achieve these goals and strategies it is very important, and that is where the role of HRD professional is very, very important.

So with these points what I want to tell you that if you are going to this course probably you will be in the position to see that what you can do for increasing the learning capacity of the people, in what way you are going to be concerned with the development of that people in the organization, how you can design and develop an training program, or any other HRD intervention.

And at the same time you have the capacity to see that in what way you are going to contribute to the growth and development of the organize, and that is why this course is meant for you. Now


to perform this intervention there are certain other interventions that can be planned that is it is not only training that can be given, but also mentoring coaching and counseling about which I will be discussing at later stage.

And ultimately we will see that how HRD is going to help in the process of learning of the individuals, so that they are able to contribute to the growth and development of the organization.

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Purpose of HRD

- ▶ Hamlin and Stewart (2011) identified four core purposes of HRD:
 - ▶ to improve individual and group effectiveness;
 - ▶ to improve organizational effectiveness and performance;
 - ▶ To develop knowledge, skills and competencies, and
 - ▶ To enhance human potential and personal growth
- ▶ Core guiding value of HRD is that of 'human flourishing' and this should be embedded as a professional responsibility for HRD professionals (Kuchinke (2010))



So with this we are going to the next slide, now you have got an idea that what is the purpose of human resource development. So HRD is basically concerned with the development and growth of employees, that is a personal professional development by increasing their capacity in terms of competences that is their knowledge and skill base. So that they still relevant for organization, now with this objective let us see what are the different kind of objectives that have been identified for the purpose of having the human resource development program in organization.

Now if you look at from the literature they suggest certain core purposes like Hamlin and Stewart define certain purposes of human resource development, and as I talk to you earlier the

idea is to improve individual and group effectiveness. So these interventions are not only meant to improve the individual growth and development, but also growth.

And at the same time this is also linked with organizational performance and effectiveness, because if individuals are having the requisite skill and knowledge space to perform well probably they would be contributing to the performance of the organization. Now if they are going to perform of the organization and that happens only when you have the requisite knowledge skill and competences.

So the idea is that you develop your knowledge skill and competences that is how you improve your performance and that performance actually leads to what you call organizational performance and finally that helps you to improve your potential and growth. So these are the four major objectives that have been identified by Hamlin and Stewart. And if you look at the previous slide probably you will able to see that how it is related to what we are talking about that why HRD is required.

So HRD helps you to improve effectiveness, your potential, your growth and development, the way you are contribute to the growth and development of the organization right. So what is the core guiding value of human resource, basically that is human flourishing and that should be the responsibility of HRD professional. So basically the idea is that any HRD professional is concerned with the growth and development of the people.

So that people flourish in terms of their knowledge, their skill, their competencies, and their potential.

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Understanding the Concept of HRD

- ▶ Leonard Nadler (1970) in his book "Developing Human Resources" coined the term 'human resource development' (HRD).
- ▶ **Human resource** talents and energies of people in an organization contributing to the realization of the organization's mission, vision, values, and goals.
- ▶ **Development** a process of active learning from experience-leading to systematic and purposeful development of the whole person, body, mind, and spirit.
- ▶ Thus, HRD is the integrated use of training, organizational and career development efforts to improve individual, group, and organizational effectiveness.



So with objective let us move further and see what is the concept of human resource development, how you are going to see that the way the concept is explained and defined by the different people. If you look at the literature, you know that this concept of human resource development was coined in 1970, so it is almost you can say 50 year old concept and the first book that was written by Leonard Nadler "Developing Human Resources", and that is where he coined this term human resource development.

So this came from the concept human resource development from that book, now what is human resources in order to find human resources he says that human resources are basically the talents and energy of the people in an any organization which is going to contribute to the performance of the organization in terms of meeting its objectives, goals, vision, and mission.

Now when you are talking about human resources it has to be differentiated from other resources in the organization, may be financial resources, material resources and other resources. Now there certain understandings that needs to be grouped into when we are calling people as resources. Why you are calling people as resources? The latest perspectives that instead of calling them human resources we are calling them as human capital or human asset.

The idea is that if you treat human as the resource the values of the resource they appreciated for a period of time, but when we are talking about people as a capital or people as an asset, the value was up. So here what I mean by human resources is basically the knowledge and skill base which is going to increase on the period of time with the help of these development

interventions, and with these talents and energies they are contribute much better to the growth and development of the organization.

Now if you look at human resource and the other concept is development. So what is development, because the human resource development concept come from two thing that is human resources and development that is the process of learning through experiences which is has to be systematic and with a purpose. The idea is that any development intervention should be systematically planned, it should have a structure.

So that it helps you to learn more effectively, and that is why we call it a development activity. Now when you are calling it a development the idea is that how you are going to take up this activity, it could be a classroom based teaching or it could experimental based or it could a be afield training or it could be a observation based whatever is the model that you are going to adopt the idea is to see that or to ensure the development of people in terms of the knowledge and the skill base.


So that the person develops himself as a complete entity not only as his knowledge and the skill base but also as a person he develops himself. So here we are going to include all kind of the skills not only the technical skills that is required to perform a job, but also the soft skills or the behavioral skills. So when you are talking about development it both the development of the person body, mind and spirit which include both the soft and behavioral skills and also the technical skills.

Because all the skills would be required by individual to perform their job effectively. So finally HRD is what? Basically we are going to integrate development of the individual, development of the organization to ensure that people groups and organization are going to be effective in the long term and are sustainable for that matter.

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Defining HRD

- ▶ Human resource development is *fostering long-term work related learning capacity at individual, group and organizational level* (Watkin)
- ▶ Human resource development is the *process of increasing the capacity of the human resource* through development (ASTD)
- ▶ A *set of systematic and planned activities* designed by an organization to provide its members with the necessary skills to meet current and future job demands (Werner and DiSimone, 2007)



Now if you look at this concept of human resource development which is described by Nadler there are number of definition that you can find out the literature. First definition is given by Watkin, and he says that it is nothing else but when you go for increasing the learning capacity at different levels at the individual level, at the group level or at the organization level. So any activities or any intervention that you are going to take in the name of human resource development has to be on a long term basis.

The idea is to increase capacity of the individual, groups, and organize. Now let me explain this why we are calling at long term work related learning capacity, because you need to continuously upgrade your knowledge and the skill base in order to survive and grow in the market that is true about the organization, but that is equally true about the individualized groups because as the individual if I do not learn new things probably I am not going to be updated on myself, and then be what to call the term that is no has professional obsolesce, means that I will become outdated and obsolete in the long term.

So it is an continuous process were individuals groups and organizations have to learn, and increase the learning capacity on the regular basis to relevant, reliable, so that you are able to perform the organization requires you. Now this another definition that is given by another

person and he is also talking about more or less same thing this definition comes from a society which is known as American society for training and development and they said it the process of increasing the capacity of the people through development.

So if you look at the first definition and the second definition there is not much difference that the first definition will find that they are only basically talking about increasing the learning capacity, and the effort levels and here they are talking about increasing their learning capacity of the people, because people are the most important resource for any organization. So you need to increase the capacity.

And the people capacity increased probably you can move to the next level that is increasing the capacity at the group level that is where you can plan say for example team building interventions, so that the group level their going to be working as more effectively or you are going for an organizational level interventions also. But that comes at later stage, so in that way you can say that the definition that is given by American society for training and development take care of only one part and leaves out to the group and organizational level variables.

Now the latest definition that has come from Werner and DiSimone they says that it is a set of systematic and planned activities. Now when I am calling it as systematic and planned activities it means more structured systematic to provide its member with the necessary skills to meet current future job demands.

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Explaining the Concept of HRD

- ▶ Systematic and planned activities
 - ▶ Provide necessary skills to people
 - ▶ Meet the current and future job requirements of people
 - ▶ Increasing the capacity of people, groups and organization
-

Now I will further explain this definition because it is very, very important to understand this definition. Now if you look at this it says systematic and planned activities in the HRD intervention has to be very, very systematic and planned. What I mean by systematic and planned activities that if you take any HRD activity say for example you are going to organize an HRD intervention where you want to increase the knowledge skill base or behavioral skill base of people.

So let us take an example of leadership suppose you want to improve or increase the leadership capacity of the people, so that they become more effective. Now when you are going to offer a program on leadership development you have to show that this is not going to be ongoing continuous activity, it has to be structured, it has to be a duration what you are going to do during this leadership development program has to be defined, what are the things that you are going to carry out it has to be defined.

So that is why we call it a systematic and planned activity, why I have taken this example of leadership development to explain that it related to basically human resource development. So that you are able to increase your capacity to lead effectively, so if you are going to attain this kind of program on leadership development, so what kind of program it should be.

So it has to be very, very systematic and everything is to be well defined organized, what is covered, what would be the duration, what you are going to learn, how you are going to do it and that is why we call it systematic and planned activities. Now look at the other part, so if you are

conduct a program on leadership development it means that it should have those contents which will help you to improve your leadership skill so that will become effective.

And that is why it must provide necessary skills to people that is the second part, and if you look at the third part it means it is going to meet your current and future requirements of the people. Say for example, you are working as a leader and you find that you are no longer effective as a leader it means that the HRD professional had to designed and go for some kind of interventions say for example, a training program on leadership development as I told you earlier.

So if you are going to attend this program probably you will able to develop some of your skills as the leader where on the job are going to be more effective as the leader right. But suppose, if you are going to attend this kind of leadership development program for a future identified job so you are going to withstand, because you have been identified as a potential candidate to learn the skills related to the leadership.

So that when you take over these positions on future you will able to perform well right. And that is why you have to say that when you are going to design any kind of HRD intervention you make sure that it is going to help people to develop both the skills, so that they are able to perform the well. At the same time it must be structured and planned in a very effective way, so that it really helps people to do our work effectively.

The idea is that you are going to spend lot of recourses to organize a training program or any kind of the HRD intervention. And if these HRD intervention does not help you to double those requisite skills probably it is not very effective and the entire money that you are going to spend on this kind of program is going to be a waste. So the idea is if it does not help you to increase the capacity of the people goes in the organizations probably it is not good.

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Growth and development of HRD as a function

- ▶ Apprenticeship programmes by the industry/organization
- ▶ Imparting vocational education to improve knowledge and skill
- ▶ Factory run training schools for its employees
- ▶ Training of skilled/ Unskilled people
- ▶ Evolution of Human Relations movement
- ▶ Training as a function and profession
- ▶ Development of the concept of HRD



Now moving to the next part how it has developed? Now if you look at these two pictures what do you see here, if you look at the first picture is trying to do something and in the second picture also there is a group of people who are trying to learn certain things. Now if you look at the development of the human resource development as a function it is started basically as a apprentice program in the beginning by the industry and the organization where people go to the industry so that they become job ready.

What I am going to discuss here is not the development or evolution of HRD functions in the beginning, but after the industrial revolution what you call the second world war, when there were lot of industries coming up say up to 1970 so, and there were lot of factory schools or the evocation vocational training programs or industries say apprentices were people go and learn certain skills to perform their job effectively.

So the idea of human resource development as a function started from the apprentices program that was run by the industries in the organization yes, it is still relevant today that will find lot of engineers or managers when they go to the job they need to learn certain things while working on the job. So that they know how they are going to perform their job effectively.

Apart from the apprentice programs you also had vocational education, these vocational education helps you to learn certain knowledge and skill base to perform our work effectively. So the best example can be given is industrial training institutes it is, these ITIs basically helps you

to develop certain skills to perform certain roles effectively as a electrician, as a plumber, or whatever it is okay.

So the idea is to develop those skills so that you can perform your work effectively. Then you are going to have factory run skills, you know that in the beginning when the factory is came up and the people those who are had did not have requisite skills to perform their job effectively. So if you look at ford RGM or big companies which came up in the beginning what they did they had their own schools training the schools were people who had be trained to perform their job effectively.

And that is how the HRD came into the existence, and then there lot of activities have been taken up for training up their skill un skilled people. And then finally you had a human relations movement, and these human relations movement basically put lot of emphasis on people aspects that how we get developed not only the technical skills, but also the soft skills of the people which are equally important for the development of the people. And that is how the concept of the HRD came into the picture.

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Emergence of HRD

- ▶ Employee needs moving beyond the classroom
- ▶ Matching the EMPLOYEE knowledge and skill base as required by the organization
- ▶ Career development and organization Development




Now related to this one, let me show you another thing see this how it had developed, how HRD has come into this existence today. See what we are learned in the class room may not be effective at the job, so needs have moved beyond the class room and that is why you know that any engineer or manger that is being had by the industry has to go through certain training programs to make the job running.

So the idea is to ensure that if you do not a certain knowledge and skill base they are going to train you to have those knowledge and skill base that is required by the organization. So your knowledge and skill base has to be matched with the requirement of the organization and at the same time the idea is to see that you develop the carrier in terms of profession and also that helps the organization to grow and develop.

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Human Resource Development: Core Beliefs

1. Organizations rely on human expertise to establish and achieve their goals.
1. Human expertise is developed and maximized through HRD processes and applied benefits of the organization and the individuals involved.
1. HRD professionals are advocates of individual/group, work process, and organizational integrity.



Now if you look at the core belief of the basic philosophy is basically of human resource development is that the human resources are most important as it for the organization. And the people are not competent enough in terms of knowledge and skill base organizations may not be able to achieve their goals and objectives, because any organization is not made up of what you

call other infrastructure, but it is made up of people you must have heard this statements that you take away everything all my recourses and give back my people when I can stand again.

What does it mean? It means that any organization has to lie on human existence, human expertise sorry, if people with requisite knowledge and skill base are available in organization, then the organization will be known, and it is going to be effective compared to any other which are going to important. So it is very, very important to develop these skills, so it has to be developed and you have to maximize their potential through certain process or interventions.

So that organizations are going to be benefit it and individuals also. And basically HRD professional is responsible to ensure that individual groups and organizations work together in such a way and that is how you are going to relate individuals groups and organization to be done with one thing.

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Thank you very much.