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Course
On

Human Resource Development

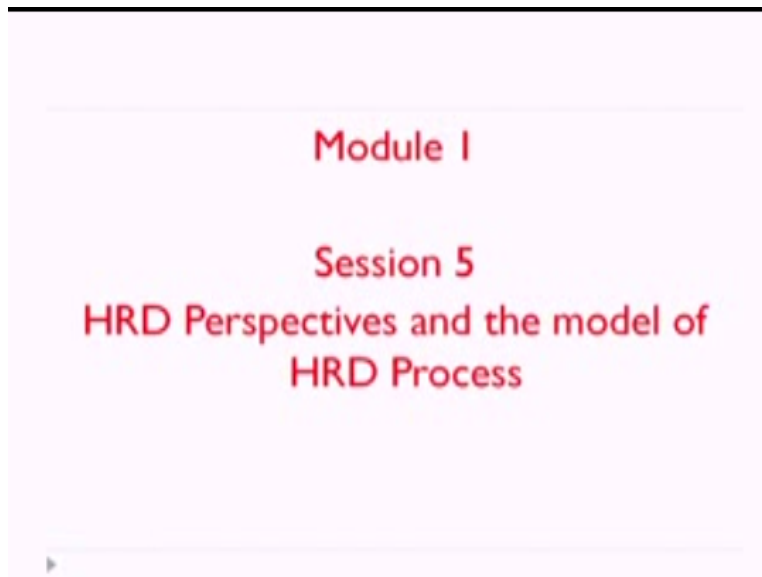
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Lecture 05: Introduction to HRD (Contd.)

Okay, so welcome to the next session, and in this session we are going to discuss about the various perspectives of human resource development, and the module we are going to use to design, develop, deliver and evaluate, program.

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Now in this module we will start with HRD perspectives in this we will talk about different kind of perspectives, which have given their input and try to explain HRD activities, and then we will move to next index is HRD models.

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Learner Perspective of HRD

- › Individuals as learners and contributors to a productive enterprise (Malcolm Knowles: The father of adult learning or *andragogy*)
- › Places adult learning principles into the context of adult life through the perspectives of
- › (1) individual–situation differences and (2) the goals–purposes for learning.
- › Adult learner is concerned with the learning process within the context of the learning purpose and situation



Now learners perspective. Learners perspective means the person who is going to learn, so we have to keep in mind that the context and the situation of the learners, is very very important for the learning process, in respect of the kind of the designing, program that you have if we have not consider or kept in mind, the learner about his attitude, his behavior, his belief, his motivation and the context in which is going to learn, a learning program may not be very very perspective.

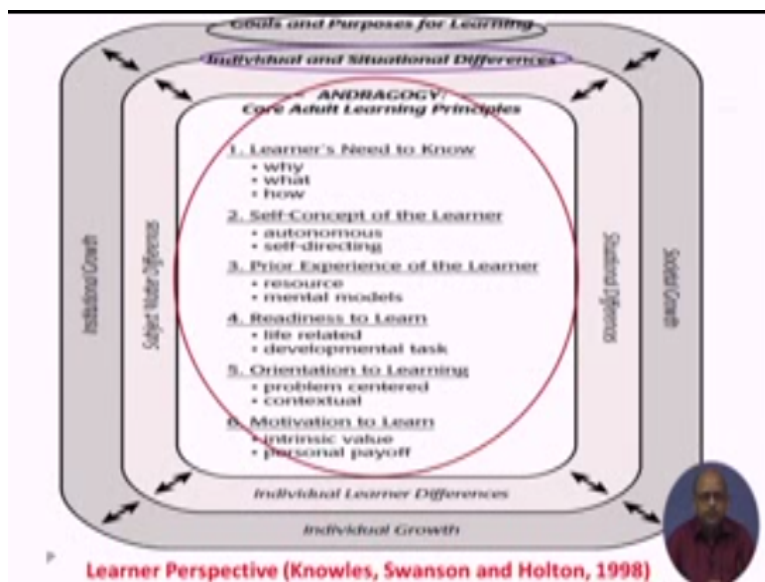
So it is very very important to understand the learners' perspective first so we are going to move learners' perspective. Two things are very very important here, because is going to participated in the learner, and was the learn certain things in a program then they are going to contribute to the towards its development, productivity and after it is. So here the learners are basically adults, there are not children's, so you cannot allow or use or apply the same principles which you use in learning in schools.

In case of adult learning you have to follow the adult learning principles, and they too important aspects of adult learning principle says behavior, and context, or the situation in which he is going to learn. Now if you look at Malcolm Knowles who basically taught about adult learning or andragogy any other identify certain things, certain principles in the context of adult learning okay , and this context the perspective here is individual, situation differences, and the goal of the purpose of the learning.

Individuals when we are talking about the individuals two individuals are not same, they are different, they have different mind, different kind of attitude, different kind of believes, different kind of, similarly if you look at the context, or the situation of the individuals are working at different. So we have to keep that in mind, and the second point is the goals or the objectives, what is the purpose of the learning, in what with they are going to make of learning, and in what with they are going to apply these learning.

So it is very very important that you keep individual in mind when it comes to design and development learner program, okay and learner since he is going to contribute it is very very important to see that the context of the situation in which he is working and how he is going to use that learning, so the context and the situation and goals or objectives is very, very important okay now if what are we going to discuss further is basically the adult learning principles that can be applied in the perspective of the human resource development.

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Now if you look at this at the first place you find the goals and purpose of learning now when we are talking about goals and purpose of learning, yes any HRD program must redefine or redesign its goals and objectives that what is the purpose of this learning program, what is the purpose of this HRD program, in what way it is going help its individuals, to learn certain specific skills and similarly in what way it is going to help to achieve the goals and objective of this organize.

Then that is the kind you also look at the individuals in term of history, it characteristic, and situation, in which he is going to work, was these two things are define we have talked about it, the next thing we are to discuss is the principles of adult learning, that is known as andragogy, and when are going to talk about andragogy, there are certain principles that is to be kept in the mind, and that's are actually differentiate one individuals from the other individuals.

So for the example if there are five to six students sitting the class, all of them are not going to be equal of of whatever it has been delivered in that class so that the same kind of principles are applied here also so you have to say that these differences come from certain factors, in could be because of his experience, because of his understanding, because of his orientation, because of his attitude.

So what we need to understand here is that why he wants to learn certain things what is he going to learn in particular program, and how so the objective goals and say goals and also process through which he is going to learn should be made clear to the learner, then the second point is his self concept and when you are going to talk about self concept we have to understand that any kind of the learning experience of the individual if it is not coming from within if it is not safe directed probably it is not going to help him.

If you force somebody to learn probably he would be not to the position, so you have to provide some kind of freedom autonomy to the individual so that he comes forward and he is ready or willing to learn, and he is motivated, and if he is not motivated probably it will not be possible, then you have to see that what kind of experience that learner has so if you are going to design a program and if he is not able to understand that then what will happen similarly you also need to look at what are resources that you are going to use.

So when you are going to use certain resources say for example when I am giving the lecture I might give certain examples, I might use certain audio visualizes, I might use certain animations,

so different kind of say resources are required to supplement the learning so that it is better for individuals for learn it, then when you talking about the previous experience and another important point is that what kind of mind set that individuals has, even that could be the individuals differences you are talking about mind sets.

Fr example, if you are going to design a program for senior people, then you have to design in a different way compare to a program that is to be designed to end people, for example the mind set of senior people will be different their attitudes towards learning will be different compare to the younger people, they may not willing to learn, if they giving them a lecture, they not be effective.

Similarly, you have to also keep in mind and the important thing is that whether learners are really interested to learn certain things are not so you cannot teach a person who is not willing to learn, in respect of fact that if you are forced him to go and attend certain classes mentally he will not be able to there, physically he may be there, so it is very very important to see their fact.

If he is unwilling then you should not offer any program for him, if he is willing to learn then definitely it is going to help him, then another important thing is that what is the orientation towards learning, when I am talking about orientation basically that this orientation is learn is related to heart whether it is going help him to solve certain problems, related to job his performance.

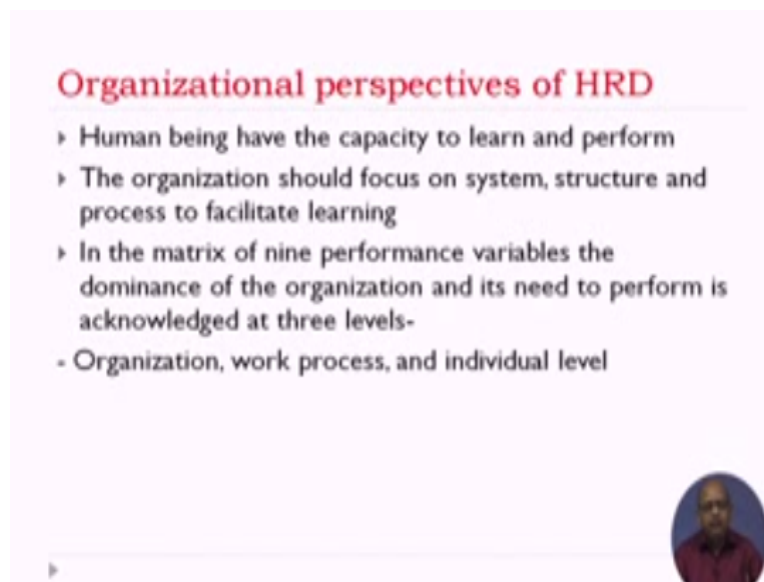
Okay, if this living orientation is not there means that learning has to be lend with his job, his performance, if this kind of orientation is missing, probably the person is not going to learn much, okay and finally the most important part is motivates, if you look at motivation part in the red circle you can see it talks about what the motivation, motivation to learn means whether person really directed himself to learn or he is driven to learn certain things.

Because he does not have the knowledge in skill that is required by the aberration, or his performances not up to the mark so whatever is the reason you have to see the person is really interested to learn okay. And that comes from within okay is not the department is nominating you, that is one thing but if you really interested in learn something you can come forward okay if has to be something what to call a interracial motivation.

So the person is intrinsically motivated then it is always better so these high principles of andragogy are adult learning principles must be kept in mind when you are going to design any kind of program which is going to help the person to learn in the different way or a better way, then it could be related with his learning and his growth in the very factor you can find out certain things like it could be related to his growth, its community, and institution over kind of things but that is secondary.


These learning principles are having certain context which could be related to either situation, the society what you call, the institution these provides you a context and the difference in the ability to person to learn so under these context if you are going to design a training program or a learning program, and if you follow these principles of adult learning probably it is going to be more successful.

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Organizational perspectives of HRD

- › Human beings have the capacity to learn and perform
- › The organization should focus on system, structure and process to facilitate learning
- › In the matrix of nine performance variables the dominance of the organization and its need to perform is acknowledged at three levels-
 - Organization, work process, and individual level



Now from this principle of adult learning, we are moving another perspective that is organizational perspective, so there are two things one that is I am interested to learn, and my characteristic should be kept in mind another important thing is organizational perspective, and when I am going to talk about organizational perspective it seems that why organizational should design a training program, or learning program for you, what is in a state for an organization.

So organization is going to see that you should have those abilities and competencies which is required by them, not by you. So they want see that you had those critical competencies, which is required by the organization to perform the job. Now they have certain presumptions before they proceed these kind of things, they understand that yes, you are willing to learn you have the capacity to learn, and perform and you do not have these kind of things probably the organization may not benefit out of it, okay.

The most important thing is the assumptions that organization have about the people is that whether they have the capacity to learn and perform or not if they believe in the kind of philosophy then it is good because, in that case the individuals could be motivated and able to perform after the training program one thing that I want to say that is that it is the responsibility the organization to think about it seriously.

So for either philosophy about human behavior is concern because everybody has certain capacities, all individuals has some capacities, the idea here is to explore those capacity and make use of those capabilities or capacities, and also enhance and develop them to HRD interventions, to ensure that people are going to perform well, now second important thing is that, apart from being guided by the philosophy that yes everybody has the capacity.

And they learn and perform, the second thing that they are suppose to facilitate that the process of learning, so they should offer a program, okay apart from that they also should keep in certain factors that is related to organization, between the kind of HRD systems you have, what kind of structure you have, what kind of processes you follow to designed our training program, so that is basically related to what you call is HRD department.

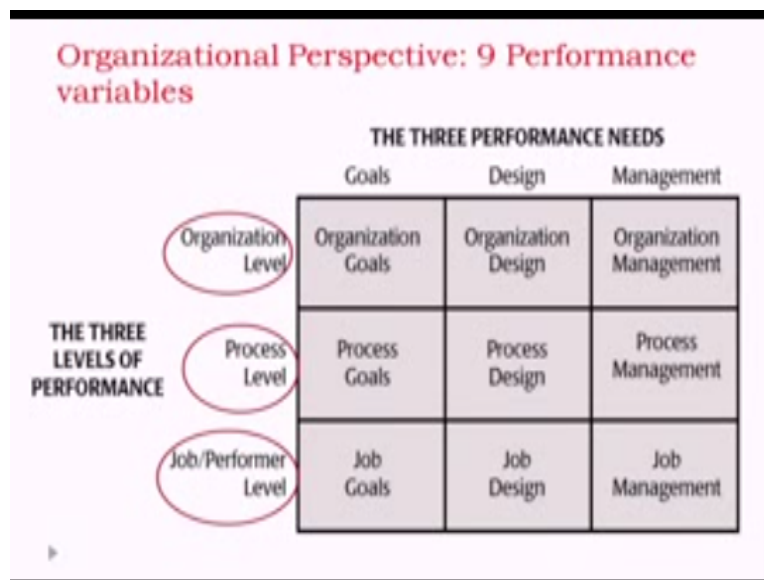
So HRD department is suppose to design and develop the training program to facilitate the learning, and they must get the support from the organization. Similarly, you should have a culture and climate in the organization, everybody talks about the creativity, innovation, so that people are willing and come forward to learn, now organization third point that is very very important because organization are not charities okay there are institution which is suppose to make profit, and deliver the result.

And so they are basically concern with the bottom line, that is performance okay, so the most important criteria for an organization to support a training program is that they want to see that

once you go through this training program and you come back you are able to perform well, okay at the individual level at the group or the process level or and also at the organization level, right if you are not able to perform well.

So whatever the money that has been invested by organization for any kind of HRD activity is going to be waste. So these are the important organization perspective which basically is from the organizational side to ensure that they have the philosophy that yes, people have the capacity there are ready to learn we will provide them all kind of support system, structure, and facilitate the learning process, provide it they are able to perform, and contribute to the organize, at all level at the individual level, at the group level, at the work process level, and also at the organization level.

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Now if you look at this the performance level you can find it in the red circle, the organization level, process level and the individual level and the performance need it that you have to see that yes, at the individual you find the test their certain goals related to the job, okay which they are suppose to do so they should be able to perform.

Well because if there are not going to perform well what will happen the performance structure not going to met the individual okay training if you are not able to meet the performance rectitude means the training is effect a successful, right but this is going to be also impacted by certain other factors that is design how the job has been designed, now where we have to say

that, that is where the organization is another important role to play, so when you are going to design a job you keep, certain things in mind that while the individual is going to perform the job, the job should be designed in such a way.

So that people who are going to do it find it interesting meaning full challenging, they have freedom, okay they get feedback, okay if this is how the job is designed and these things are kept in mind probably it would be more motivated and interesting for the individuals to perform well and the last point is, so far the management is concern, they must provide all kind of support system, resources guidance to the individual to perform well.

Right moving to next level for the process level, the same thing is happen each process has the certain goal and objectives to achieve, right. For example, requirement process, so in the requirement process what happens you have a requirement system which is going to see that your requirement goals and objects are met, suppose you want say that this is the time line which you want to recruit certain people, okay.

So you have a recruit process starting from advertising to going through a selection process, conducting test, interviews, all kind of things so these are the different process in the recruitment, and each of this process of certain goals and objectives to be achieved and with their at the group level or the process level say, you are able to achieve the goal level within the given time line or not, now the thing is that is the process are designed properly and effectively probably you will able to do this things.

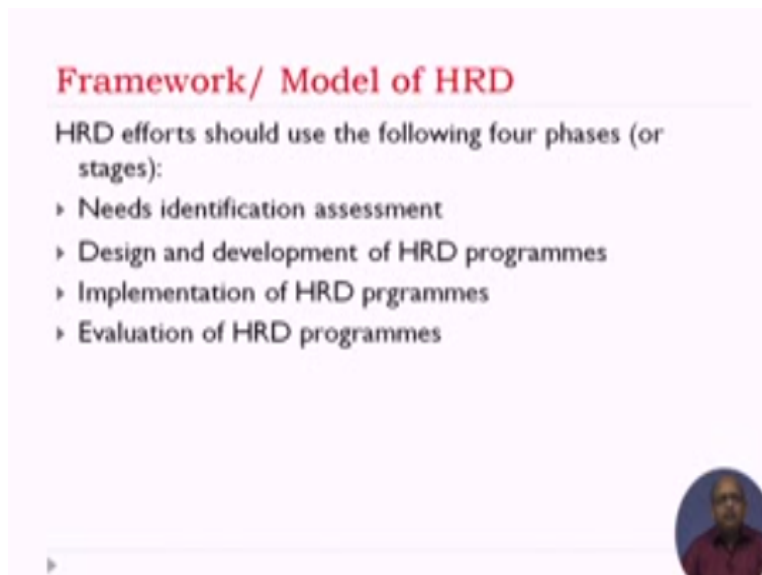
So you have see that how your recruitment process is designed, let me give example suppose you have a training program, so the entire process related to an HRD program, has to be design very clearly, okay how have you designed the training program in term of structure, support, who is the trainer how it will be evaluated, let see that the process that the design part which is to be kept in mind, and then commitment and support of the top management in terms of resources or other things are required.

Now moving to the high level that is the organizational level, that is you have to keep in mind that how you are going to achieve the goals and objectives of the organize, in terms of profit, productivity, brand name or reputation whatever it is, and then how the structure and culture of

the organizational is designed so that is going to facilitate this course, and then with that the management the top management is really interest to see is that see to it or not.

So if you look at the management design process and all of them are inter link with each other at different level, so that the individual level, group level, or process level, or even at the organization level. What I want to say here is that yes, if you look at the organization perspective they are definitely concern with the performance at different levels, at the same time it is the role of the management to support and in other learning so that they are able to perform the goals, similarly you have to structure system and processes so that the designed well to facilitate to process, and then only organize perceptives can be met.


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Framework/ Model of HRD

HRD efforts should use the following four phases (or stages):

- › Needs identification assessment
- › Design and development of HRD programmes
- › Implementation of HRD programmes
- › Evaluation of HRD programmes

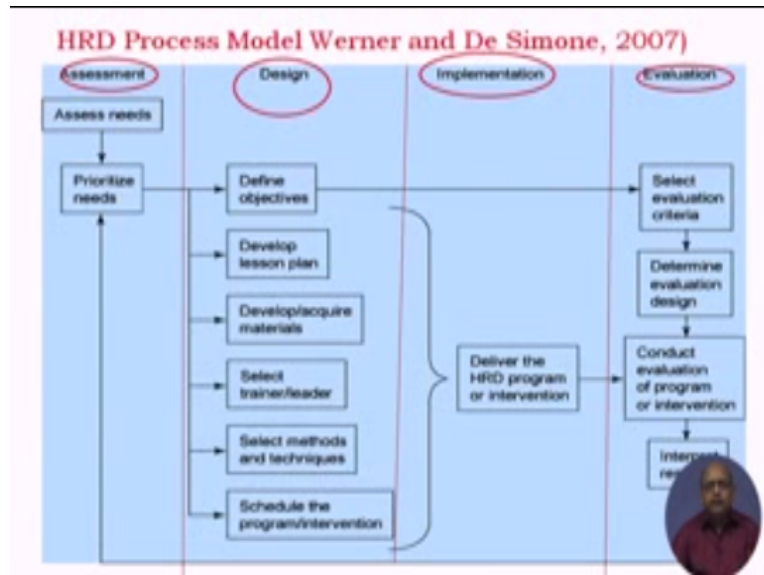


Moving to another important area, so since we have talked about both the perspectives so the learner perspective, and also the organization perspective, now we will look into the models of the human resource development, okay and the process that is adopted, in human resource development now if you look at different stages there are mainly four stages that could be find out in the HRD process, in this four stages include the first stage basically need identification assessment, it means that first of all you have to identify who are the people okay.

Who need training, so identifying the training and assessing what and in which area they require training, then moving to the next is the depending upon the requirement, you have to design and develop programs and third then you are going to deliver this programs using certain techniques,

and tools and finally you are going to evaluate training full. Okay, now these are the four different processes which are followed by stage one, two, three, four so these are the four important processes, which is very very important so for any HRD process is concerned.

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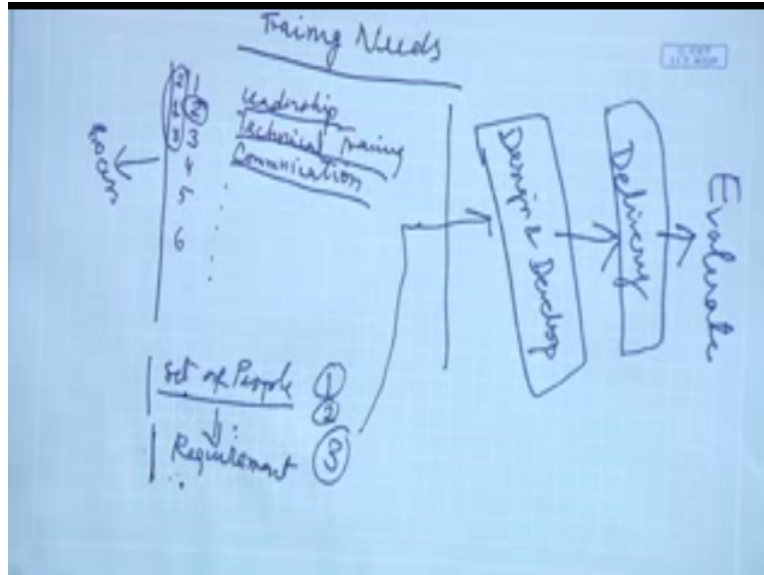


So in general we are going to use this process is further if you look at it you can see that these are four distinct processes but they are all linked with each other, each of them follow the other one, now if you look at the first process, that is the assessment process, we are going to assist the needs and then depending upon the resources and constraints you are going to validate it, right second is that you are going to design, in develop the programs accordingly then third we are going to implement and deliver the HRD program.

And finally you are to evaluate based on certain criteria. So these are the four processes which are very very important now me take an example suppose you are work in an organization and your job is to identify that training needs HRD needs of the people in different department so you can start with one department or you can take an exercise which could be for the entire department.

Now when you have taken this excise for assessment of that trainees and you have to identified, a set of people who need training in different areas, say for example when you are going to pick up this kind of thing.

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We have identified that training need or what you called the HRD needs of the people, now when you are going to talk about this kind of training need what we are to see here is that these are the different kind of training needs of the people say, could be related to be leadership, they could be related to technical training, in various departments, there could be related to communication, so in the list goes on.

Now what is this training needs identified, there is a process through which we are going to identified it we will discuss this process later on. But what this training needs identified the possessive then you are going to privatize them, which one is more important which one is less important, so you will know that technical training, is going to directly contribute to performance so this would be the first one then you the leadership is then third then there could be other program and so on.

Now what I want to say arrays these are the three training programs which are very very important in terms of priorities you are going to design and develop the training program for that, what I am to say that design and develop is that keeping in mind your target, at the ends and the requirement, so identify the set of people who needs training in these three area, now what you identify is these set of people.

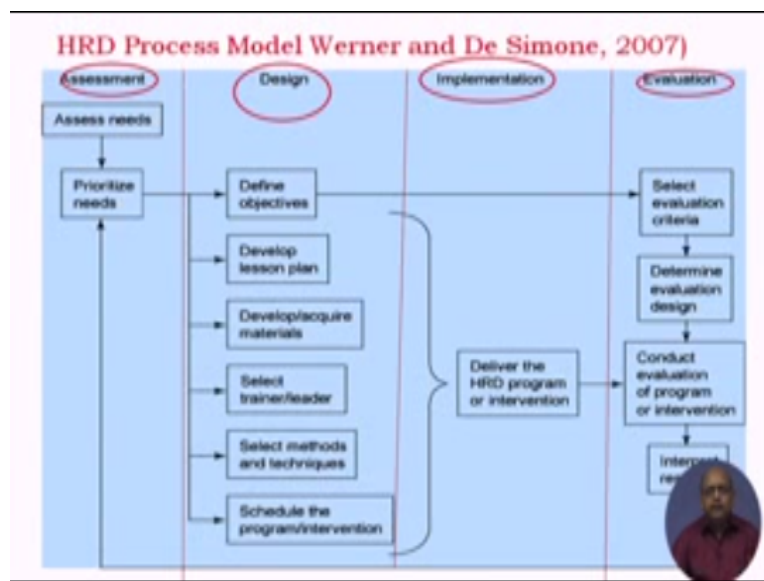
And you going to move ahead that okay depending upon the requirement, and you also identified, there requirement in terms of what kind of training there going to be provide, once

requirement you are going to say that once the requirement has been identified. Then you are moving to next stage what you called, design and development training program, so this design and training of this development program must be kept in mind the target ideas the set of the people.

And but is the requirement, so it should match, we will discuss it in detail, now once program is designed then you are going for delivery of the training program it means identify people, may be from within or outside, okay then have to create a support system, to deliver the program and once the program is delivered, to target audience depending upon their requirement, then you are moving upon them, and then you are going to evaluate.

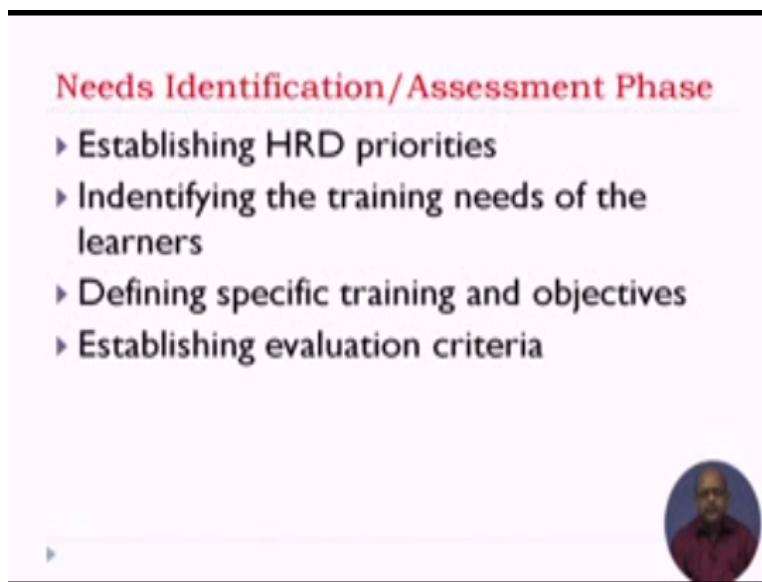
Evaluate in terms of whether the programs has able to meet its objective, or not so once this evaluation is done, then you are see with that it is going to be successful or not and based on the feedback of the evaluation, you can make certain changes, and identify whether it could be good or not.

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So this is the basic model which will take a further, and discuss later on in detail however the assessment design implementation and evaluation, okay.

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Needs Identification/Assessment Phase

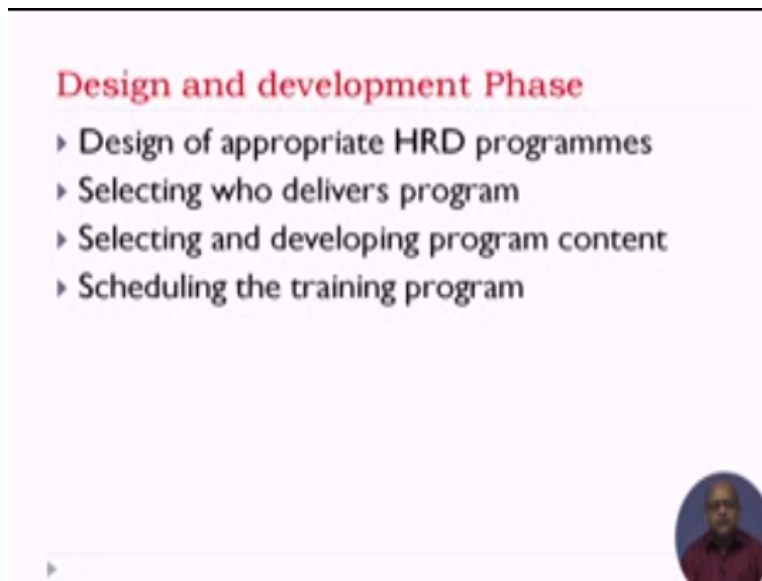
- ▶ Establishing HRD priorities
- ▶ Identifying the training needs of the learners
- ▶ Defining specific training and objectives
- ▶ Establishing evaluation criteria

So basically if you look at the first stage what we do, we establish at the priorities, okay in which area we are going to offer a program by identifying the training needs of the learners, okay once that is done then we specify training objectives, okay that okay each program will have its objectives for example if we are going to a leadership program so what is objective of leadership program, who will be the target ideas, the participant from the going to attend, what object you want to meet through this training program, that is to be identified.

And finally you are going to establishing evaluation criteria, now the thing is that most cases we do not talk about evaluation in the beginning. It is very very important that we talk about the evaluation criteria, in the beginning because if we have identified the criteria against which you are going to evaluate it would help your problem, if it will solve the problem later on, because

you don't need worry about it okay, how you are going to evaluate because you have already prefix, all the criteria against to which the performance is going to be evaluate.

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Okay these are the four major things that is to be done the first phase and second phase I told that you are going to design and develop appropriate training program, and you appropriate in this sense that it must meet the requirement of the participants or the trainees, who are going to learn certain things out of this training program, if it is a technical program suppose you want to offer on machine learning.

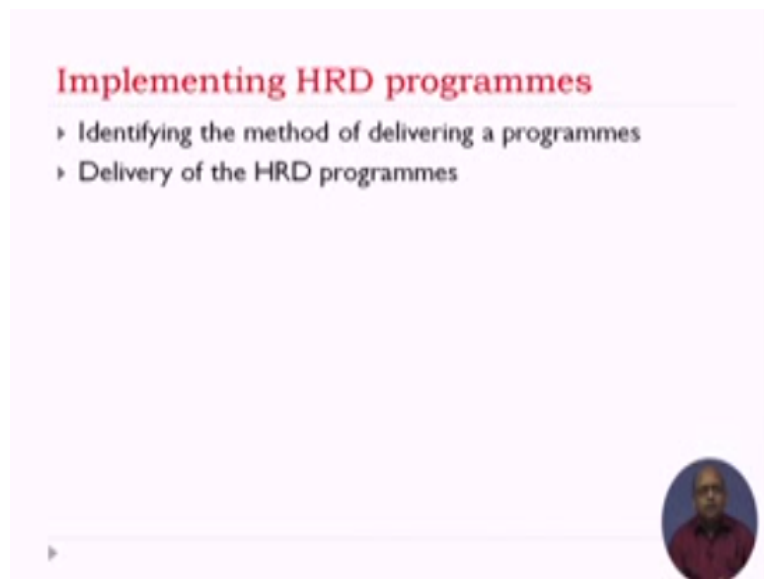
So if you are going to offer program on machine learning, it is a technical program so you will need to identify those who need learning, right this kind of learning because those who are going to work say in the area of artificial intelligence, or if in air India organization, you must identify the people a set of people who are willing to learn looking at the learner perspective.

So you look at the attitude, interest, motivation and the requirement, whether there is performance or new area where they want to learn was so identify the target ideas and identify the needs, so you are going to design the program on say machine learning, which is a technical learning. Now this machine learning program must meets the goals and objectives of the learners. In terms of the knowledge and the skills, and behavior.

So they should be able to understand what is machine learning, where it is going to be applied, and all kind of things related to the program, then you also decide of the who is going to deliver the programs the answer is to identify, the experts in the area then you are going to design and develop the content what is going to be included in the machine learning, okay what could be in different modules of the machine program right.

Then once the content is decided you are going to reschedule. Since any program cannot go on indefinitely so you have to go for a structured program, okay as I told you beginning that any HRD program is very systematic and structured in nature, so suppose you are going to offer a slight program, 20 hours or 25 hours program, so you have to make sure the content is to be covered, and once the content is decided only you go for scheduling the program, so that you are in position to understand okay.

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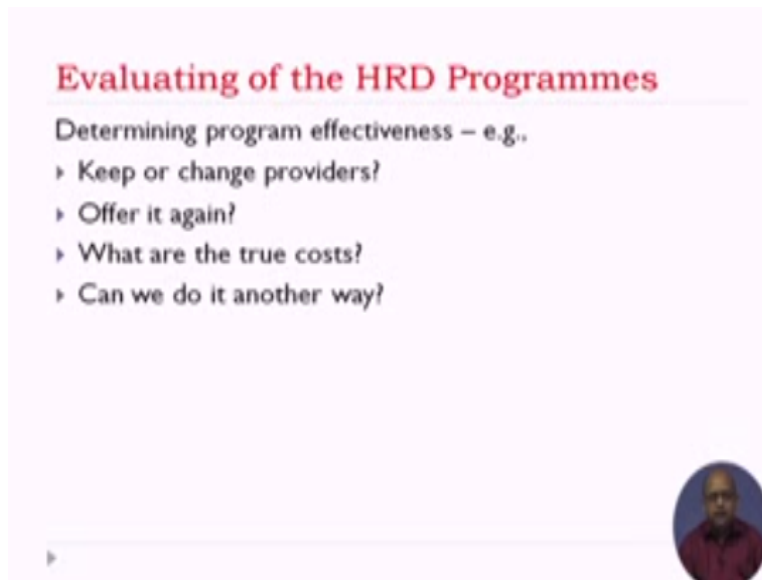
This content can be covered in this many hours and accordingly you identify the experts, you have the content you have the schedule now then, the next is that organizational is going to provide the resources to implement the training programs or HRD program. And implementation means that you are going to see that how you are going to deliver the program there could be different kind of methodology could be there, whether going for lecture, whether going for some

kind of experimentation, observations, or field work, I mean there could be number of methods, okay.

Whether it going to be a virtual learning or it is you have decide about similar kind of methods, you will take it later stage, going to discuss about the delivery propend, in detail and here what I am going to say is that you need to identify the appropriate learning methodology for delivering a program so that it is going to successful.

Then once that method is decided, you have the experts the next is that you are going to deliver the program within the given time frame, keeping in mind of objectives of the program how it's going to help the learner to learn certain things, and in what they are going to use, or applied both. So you are going to deliver the learning program.


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Evaluating of the HRD Programmes

Determining program effectiveness – e.g.,

- › Keep or change providers?
- › Offer it again?
- › What are the true costs?
- › Can we do it another way?



And finally what happens you are going to see whether the program is effective or not, okay you can get the feedback , you can see whether they are able to apply the knowledge and skill base or not, these are the basic criteria against you can see, and then you can also see whether when they go back on the job, whether the performance is improved or not, if the performance is not improved that means, it means the program is not effective, okay that could be number of criteria against which it could be done or evaluated.

And based on that you also takes certain decisions, whether you are going to follow this kind of program again the next set of participant, or you are going to make certain changes, and that is based upon the feedback, then whether you should offer it a again or depending upon, the response from the learners, or also the requirement of the organize okay then based on the feedback, you also see what actually in terms of cost benefit in always, that how much you spent on it program.

And how much benefit you are going to derive, both financially and non financially, not necessarily that all programs will have financial impacts, there could be non financial impacts also you have see that in terms of cost benefits analysis you are going to collect or estimate, the cost that you are going to training program also the benefit that has been derived, from this training program.

And then you think that whether you need to make some certain changes or not changes in sense that, whether you would like to offer as it is, or based upon the feedback on the participate and experts you would like to make certain changes in the way the program is going to be offered, okay that is how the HRD process model is complete.

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Conclusion

- › HRD is too important to be left to amateurs
- › HRD should be a revenue producer, not a revenue user
- › HRD should be a central part of company
- › You need to be able to talk MONEY



So conclude this part I have certain statement to make that HRD is too important to be left to amateurs. It means that HRD program should always be offered by professional who are trained in the field, who know about the things who can design and deliver the develop the training program, so that in ultimate run you can say that okay these are the benefits that have been derived, out of this program.

And if it is left to those, who are professional who are amateurs probably will not be able to drive that benefit, second is it should be revenue producer, not a revenue user, see most of the organizer have this kind of implicit assumption that is this need to be given training, so they are going to be concern certain cost but not necessary that training is going to help, them to improve the performance, at the bottom line.

Now the mindset of the organize has changed since the you remember about the organize perspective so when there were to provide you training the basic objective is that you improve a performance if you are not able to improve your performance there is no point in any kind of training, okay if your performance improves, the organize will make more profit, it is going to more productive and effective.

So idea is that you become a revenue producers not a revenue user, and finally you should able to interrelation your activities with the organize, ensure that any kind of HRD intimations is planned keep in mind, the goals and objectives of the organize, okay and the last point I like to

say is that yes, it should be able to talk money, in terms of money basically, it means any HRD interrelation that is going to design okay must keep this in mind both the perspective.

And the learner perspective, the organizational perspective, to ensure that the people are able to improve the knowledge and skill base and it is going to help the organize to improve their performance okay, because human resource are actually the central of any organization, take care of them, you are not going to invest on them probably you cannot survive and sustain longer, thank you.