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NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

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Lecture 06: The Context of HRD

Okay, so welcome to the second week second module of this HRD course you are remember in the first module we basically talked about why HRD is required? What are the various functions? How HRD buisness work? What kind of activities they do? Okay and then finally we discussed about the HRD module process which is to followed later on. Now in this module basically we are going to talked about how HRD has developed?

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Module 2
HRD in global perspective, HRD-
Performance link, Strategic
perspective of HRD

Session 1
Theoretical foundations of HRD

KBL Srivastava

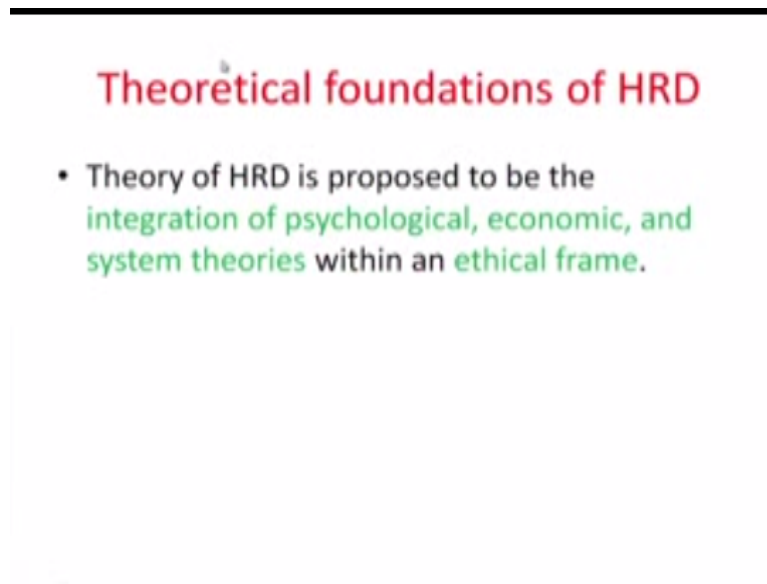
As a discipline within the context of human resource development. Not only in India, but elsewhere so we will look into the development of evaluation of human resource perspective

from the global perspective to start with then you will try to see that yes, since we have been advocating that is HR should be related to the formers.

So how we can link it and we will also talk about that how we can integrate HRD activity who is the business objectives or in the worlds of the objectives? So that HRD programs are going to be more and more successful. So to start with the first session basically we are going to some heretical foundations of human resource development.

When I am talking about heretical foundations here we have to see what kind of theories are used or would the kind of input that have come from the different kind of disciplines. So the major disciplines which have been used here is economics, psychology and systems theory. These are the three important fields of theories which have provided their input in the first session. That is theoretical foundations are human resource development.

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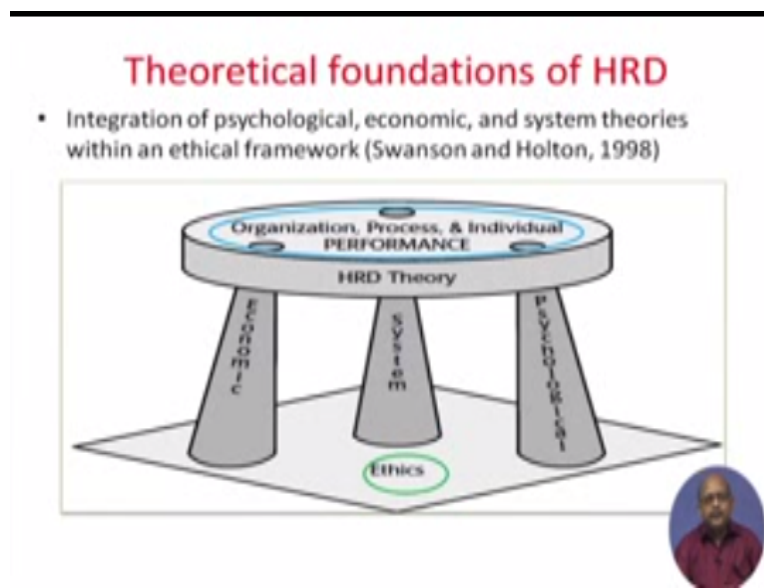


Now that is what were going to discuss in the tell the theoretical foundations here we have to see that what are the theories which have contributed to this development of the field of human resource development I this applied discipline. As I told you that three major important factors which have immersed here is include what you call psychological theories, economic theories and systems theories.

Now these psychological theories, economic theories and systems theories have come from where? Say psychological theories have come from the perspective. Economic theories have come from the organizational prospectus, because they are going to invest money, so they want to see the return on the investment in HRD program and the systems theory has come from where?

The systems theory has come from again the kind of structural system in processes that organizing patch. So all these theories have come from these three different fields which we are going to discuss.

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Now if look at how these three theories are integrated to device and development model you can see here that yes. The development of HRD theories come from three different disciplines. That is economics, systems approach and what you call the psychological prospectus. So what we are going to discuss here in detail is that how these theories have contributed to the growth and development of human resource development as a discipline.

So that it could be related with the performance at different levels. If you remember you have been talking about performance at different levels we have concerned about the individual performance we also concerned about the organisal performance then similarly we were also concerned about the process improvement.

So the idea is that any HRD proof program must improve the of the individual must improve processes and must also improve the organisal intensive performance productive can this kind of now if you look at this theoretical model which suggests that discipline has immersed on three things that is economics, psychology and system.

So we need to see that how they are going to contribute two HRD theory right. So we will take up one by one and see that in what with they have been able to contribute with HRD theory. So that use these inputs to see that how were going to design in the program to ensure the growth and development of the people systems and processes. Right moving further and looking at each one of them separately.

So what when you to do is at the first you are not going to treat them in isolation. They need to be integrated the input from all these has to be integrated into one frame work and then important thing that you have to to look at that here is the ethics. What does it mean? It means that when you are going to develop design develop any kind of program using models of frame works you are going to see that modally and ethically it is correct.

In both in the case of organizing processes or individuals. Why this ethical may have you are have ethical approach is added to each one of them is to ensure that you are not going to violate certain norms, principles. So that when was from do it? It is always good in the since that you are always right. Because ethics talk about main things which is proper and right. So when we are going to use this kind of ethical perspective in organizational context and since we are concerned with the leveling of the individuals so you need to follow an ethical approach that is right.

These ethics have been added here. Now when were going to talk about these critical foundations and basically three different areas which have the areas of theories which contribute let us see one by one how they are going to contribute. So we start with one by one.

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Theoretical foundations of HRD

Psychological theory captures the core human aspects of developing human resources as well as the socio-technical interplay of humans and systems.

Economic theory captures the core issues of the efficient and effective utilization of resources to meet productive goals in a competitive environment.

Systems theory captures the complex and dynamic interactions of environments, organizations, work processes and group/individual variables operating at any point in time and over time.



So what these theories suggest basically. To look at them say psychological theories which is basically concerned with human so what it captures in the core human aspects of how people can be targeted. Okay and how people at the system or the human behavior and the technical system are going to interact and relate with each other. Right so if look at psychological theory it is basically dealing with people and their behavior.

Because psychology is basically concerned with people and with their behavior. So performance is the result of human behavior. Right and when we are talking about human behavior or performance as a result of fees, attitude, interest, motives, emotions which is a part of what you call the individual behavior. Okay you must look into these psychological aspects. That how this psychological aspects related to the individual in terms of their learning attitude, interests, personality, motivation.

These things are going to interact with the system that is an organisational system to produce an effective result. Moving to the next part that is the economic theory. What economic theory suggests are the core issues and effective utilize of resources. Because this is the organizational perspective and psychological theories basically the levels of perspective. So when we are going to talk about the economic theory is basically talks about return on investments.

That is the basic approach, so if they are going to invest on human resource development they want to see that there is an effective utilization of the people there going to more productive so they performed well. So that organizing these profit and remain competitive. Because organizer

is concerned with performance and productivity. So they want to develop people so that they could be effectively utilized for the development.


Okay so that is what we call the economic perspective. Moving to the third part that is systems perspective and here system perspective is basically is earlier to do the process is which is adapted by the it could be related then why means in which the people work the internal climate organizing the processes through which people work okay or the operating systems so a breathing related to the organization which is suppose to help and facilitate is called the system. So the kind of system that was going to use comes here.

So what were going to take up here is that in very brief not in a detail we are going to discuss about the various aspects related to psychological theory, economic theory and systems theory to ensure that how it contributes to see that HRD develop now we will take up one by one.

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The Economic theory propositions of HRD

- Scarce resource theory:* HRD must justify its own use of scarce resources.
- Sustainable resource theory:* HRD must add value to creating sustainable long-term economic performance.
- Human capital theory:* HRD must add short- and long-term value from investments in the development of knowledge and expertise in individuals and groups of individuals.



So we start with the economic theory propositions. What economic theory suggests? So that three important things that we have taken up here is scarce resource theory, sustainable resource at human capital. So start with the human capital. Okay human capital theory is means that any organization which should going to invest human resources to improve the knowledge and the skill base expects people to add to the organization.

Okay so the idea is here is that human resource development any activities that were going to design and prevent on the name of human resource development must add value to the organize. So for that they are going to invest in the prior development with knowledge or a skill or authorities and they want to ensure that this kind of investment brings good results. Not only in the short term, but also long term.

So if we look at human capital theory it so is that is HRD is a value addition process investment made by the organization on the knowledge and skill of the people must bring good results. In terms of more productivity, more profit. Now moving for that would in the next one that sustainable resource what do in the sustainable resource it means the at value to creating sustainable economic performance not just one time what I mean to say here is that is where going to organizes going to invest money on a regular basis to offer design and develop program then they have to see that is people are going to a form well on a regular bases.

Now since that resource that organization has limited and out of this resource certain resources are located to the HRD activities so whenever HRD is going to offer any kind of program for improving the knowledge and skill base it has to justify. They must convince the management that in what way it is going to add value to the system. Now I am coming from top to bottom again. First whenever going to design and develop a program in economic perspective you must assure that is it is convincing to go for this kind of program.

Because it is going to help the organization to bring good results, not only once, but it is going to at value on a continuous bases. Such is going to be sustainable. Okay and ultimately you should able to prove that is investment in human resource activities has brought good results for the individual in terms of their growth and also for the growth of the organize. So this is the economic perspective.

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The Psychological theory propositions of HRD

Gestalt psychology: HRD must clarify the goals of individual contributors, work process owners, and/or organization leaders.

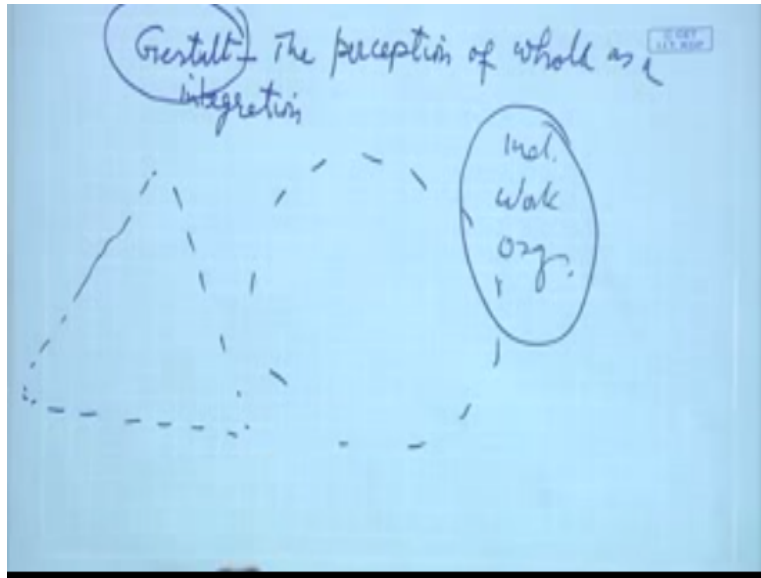
Behavioral psychology: HRD must develop the knowledge and expertise of individual contributors, work process owners, and organization leaders.

Cognitive psychology (purposive behaviorism): HRD must harmonize the goals and behaviors among individual contributors, work process owners, and organization leaders.

Moving from the economic perspective to psychological perspective or psychological theories. Here we are talking about different kind of psychological theories which have contributed to the development of human resource development. Now three major proponents here are approach, behavioral psychology and cognitive psychology. Full kind of approach, gestalt is a word which come from which is basically a German word.

Gestalt means that prescription of things in a whole. All has a right so when we are going to use the gestalt perspective the idea is that you should be visualize as a whole that how HRD is going to contribute to the individual performance with group of performance are the work process is at the organize. So it does not mean that okay HRD is going to contribute only to the individual and how the individual activities are linked with processes and organizing. So it is something like this.

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The Gestalt I am talking about the first point that is gestalt. Gestalt means the perception of whole at a integrated activity as integration. Let me give a small example to explain what gestalt means if I am going to draw a line like this. However going to pursue with a circle of suppose if I am going to draw a line like this. These are all dotted lines and you can precede them as a triangle.

What you do basically you try to integrate everything and then you are going to persue with as a whole. So when I am going to talking about the gestalt perspective we are not only concerned with individual only, but you all also concerned with work processes we also concerned with the organization and in its integration of the totality.

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The Psychological theory propositions of HRD

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So we were talking about the gestalt perspective is that if you are using gestalt perspective to explain HRD activities then you must take into account as a whole how HRD is going to contribute to everyone individual work processes and organizations. Right moving to the next part that is the behavioral psychology. Behavioural psychology basically talks about the behavior which is observable.

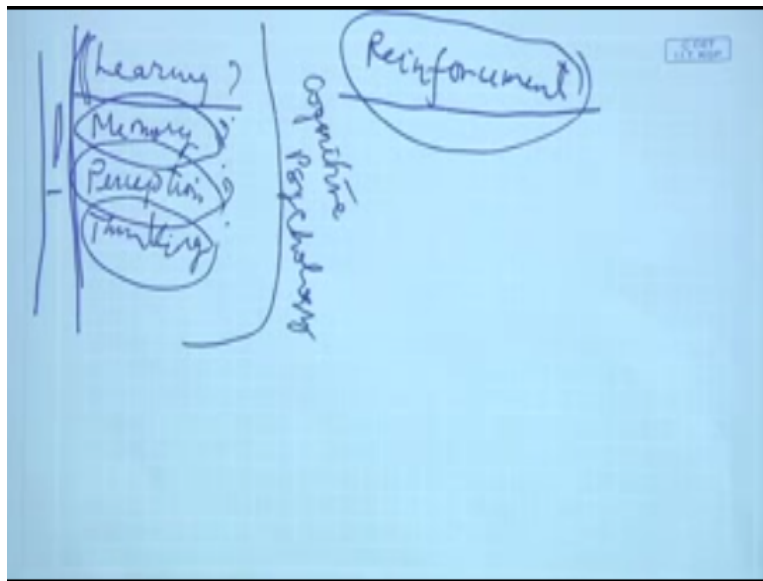
Now when we are talking about observable behavior you have to see that how HRD is going to develop the knowledge and skill base. Okay at different layers what I mean to say is there that you must have very critical explicit set of behaviors which you can say that okay this is related to the knowledge, skill at different play wells. Okay if we look at behavior, behavior is defined as something that a person does.

Now a person or an individual in an organization performed certain activities which you call the behavior now this behavior is going to be influenced by number of factors and you want to change this behavior and you want to improve this behavior so that he performed the same things in a different way in a better or more productive.

So the idea is that when it is going to develop the knowledge and expertise the people they should have significant change in the behavior must be observable. That okay. That this is kind of improvement that has been made at the individual level at the process level and the organization. Now movement to the next part that is the cognitive psychology part cognitive psychology is related to heart.

It is basically related to the mind of the people mindset of the people and when I am talking about cognizant it refers to heart. Cognizant means perception. Okay this basically comes under the cognitive psychology.

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And the four major areas which comes under cognitive psychology is related to these things that how you learn, how you remember, something how you proceed certain things, and how you think. Now these learning perception memory and thinking. These are the four important corner of what you call cognitive psychology.

So when we are talking about cognitive psychology you have proceeded that a individual in an organizational context and when we are talking about human resource development how he is going to learn. So what principles of learning are you is going to be applied. Thank you at the most often principle that is behaviorism or that what you call the principles of what you call reinforcement is applied.

If want a person to letter learn better to some kind of reinforcement. Reinforcement is also used to improve and modify your behavior. Okay reinforcement is used to ensure that you to make a desirable behavior which is required by the organization. So when were I am talking about these kind of psychological theory and especially cognitive part we have to see and ensure that when

able to design in develop a program what were the reinforcement that individual to the two individuals so that is motivated enough to perform well.

Okay why should he identify his behavior? So they miss some kind of reinforcement for behavior modified. Then and the ratio that is very very important learning. When we are going to deliver a program. Okay with their people are really able to retain the knowledge and the skill which is required or not.

Okay third part perception how they are going to per sue everything okay because any information that you are going to prevent them there are to look at it and they are going to see whether it is going to be useful or not with there should be they would should be able to you make use of it or not. So these principles of cognitive psychology are applied and finally you have thinking. When talking about thinking is what.

Thinking is that once you get the information we are going to process it. So this information processing approach of thinking basically allows you in respect and evaluate information that is to you. To ensure with there will be able to make use of it or not. So when you are going to design in develop a program these cognitive frame works must be kept in mind and that is you are discussing it here. Okay.

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Contribution of Psychological theory to HRD

<i>Foundation Theory</i>	<i>Representative Theorists</i>	<i>Contributions to HRD</i>
Gestalt	Wertheimer, Kofka, Kohler, Lewin	<ul style="list-style-type: none">• Focus on the whole person• Holistic view of organizations and individuals
Behaviorism	Watson, Pavlov, Thorndike	<ul style="list-style-type: none">• How external environments affect human behavior• Reward and motivation systems• Goal setting
Cognitive	Piaget, Bruner, Tolman	<ul style="list-style-type: none">• How humans process information• Foundation for instructional design• How humans make meaning of their experiences

So moving to the next part that and look at the how psychological theories are going to contribute. The gestalt so the focus is on the in so you are going to have a very formation send individuals. Now behavior is how in to environment is going to affect behavior that is what I have been talking about how reward and motivation systems are going to influence your behavior.

And how you are going to be motivated to a chief certain goes to an objectives provided you have the mechanism of reward and motivation and cognitive who is that how you are going to process certain information how you evaluate it. Because human processing of information is going to help you to design he instructions. So that people are able to comprehend and understand it. And there able to make use of their experiences on the job. So these three prospectus of psychology of very very important so when it comes to HRD.


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Systems theory propositions of HRD

General system theory: HRD must understand how it and other subsystems connect and disconnect from the host organization.

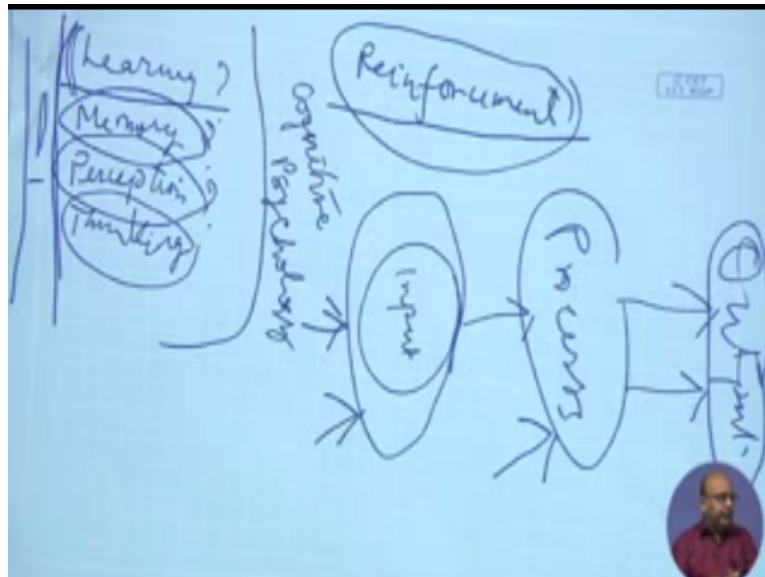
Chaos theory: HRD must help its host organization retain its purpose and effectiveness given the chaos it faces.

Futures theory: HRD must help its host organization shape alternative futures.



Now coming to the systems perspective, systems perspective is basically you know that organization is suppose to new call a system an organisal system okay and is called an open system.

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Open system is something where you have an input and then you go for processes of these input and then you have an output. This leads to output. This is an open system approach of the organizer. Now when we are going to track about this open system approach of the organization you have to see that this input is what is being fed to the people how they are going to process it and what they learn right in terms of HRD. Now these approaches of systems approach have been taken from the journal systems theory and that you can see.

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Systems theory propositions of HRD

General system theory: HRD must understand how it and other subsystems connect and disconnect from the host organization.

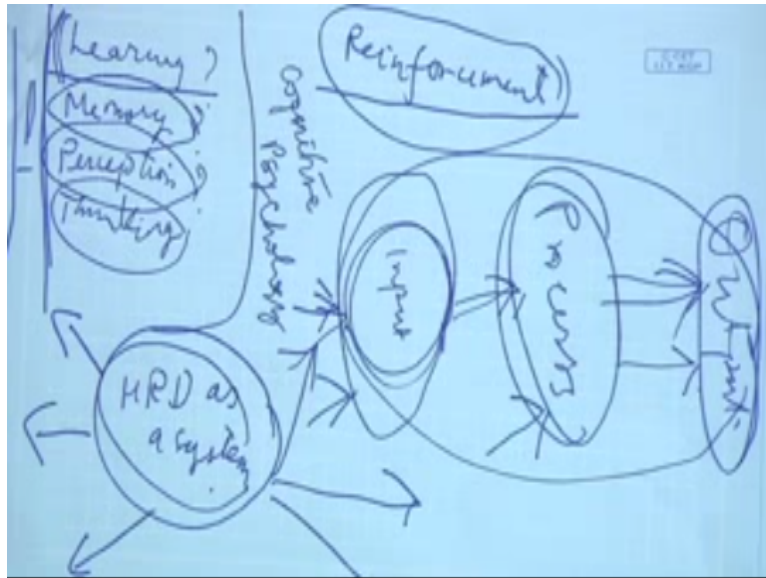
Chaos theory: HRD must help its host organization retain its purpose and effectiveness given the chaos it faces.

Futures theory: HRD must help its host organization shape alternative futu



That yes any HRD system must understand how that these sub systems are connected or disconnected with the entire organization.

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Now HRD is also a system and this HRD system is basically integrated with other systems in the organization they be marketing may be finals may be say RND and other systems are there. So you must see that this HRD system is integrated with other system because any systems cannot be acting in a isolation and the coordination integration among the various systems of they hope are and organize as such, okay so we for looking only at HRD system you have proceed that how it contributes what process are update and what is output. In that we can also located.

So HRD input is what the program that have how it is and it is output that is when were to look at it. Now in organizational perspective have to say that HRD is a system is a part of the input like any other input. Right how people work to improve the performance and there to look at it. Okay any program that is to be designed as and in the name of HRD must look into the systems perspective that is the very very important.

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Systems theory propositions of HRD

General system theory: HRD must understand how it and other subsystems connect and disconnect from the host organization.

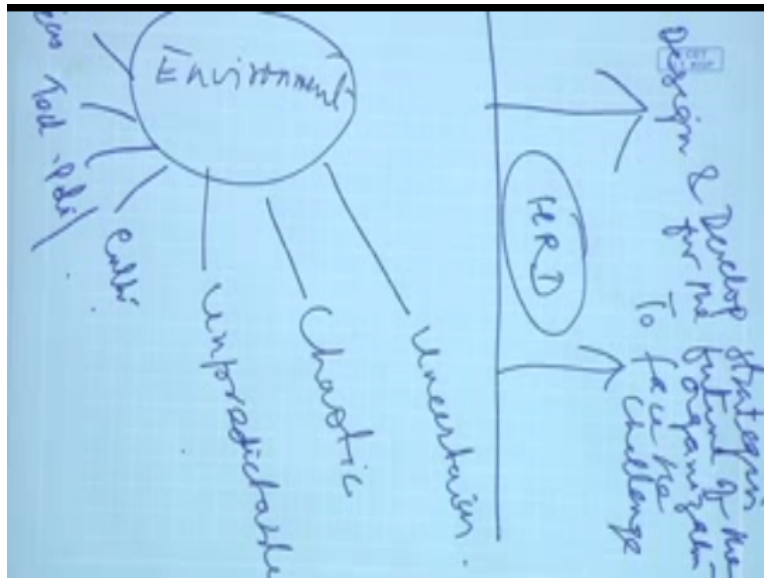
Chaos theory: HRD must help its host organization retain its purpose and effectiveness given the chaos it faces.

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Now chaos theory, what is chaos theory? Chaos theory says that people are going to work in an environment which is going to be very, very uncertain. Which is chaotic which is unpredictable?

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Right, so basically it talks about what you call an environment which is unpredictable, which is chaotic, which is uncertain. Right and there could be a number of factors which are going to make this environment either chaotic, uncertain, and predictable and these could be economic factors which could be technical factors which could be political, social factors, cultural factors.

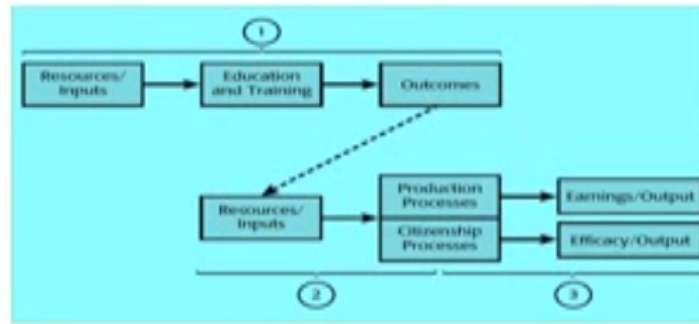
So there could be a number of factors which are going to contribute to the environment to make it uncertain, chaotic, and unpredictable. Right, so this context for an HRD program. So that you are going to prepare people to face the challenges. So the HRD here is to develop the competencies so that they are able to understand the environment in a better way and cope up with the challenge of the organization, right.

So and the organization becomes—and that is what is okay and then at the same time the future theory is that it must help the organization to decide its future. So depending upon the kind of environment in which you are going to operate you are going to do what you are going to do. So based on that analysis if people are trending well and have the competencies they will be able to design and develop the strategies for the future of the organization.

Okay, so this is what we have discussed so far is three major theories and in what way they have contributed to the growth and development of the HRD as a field.

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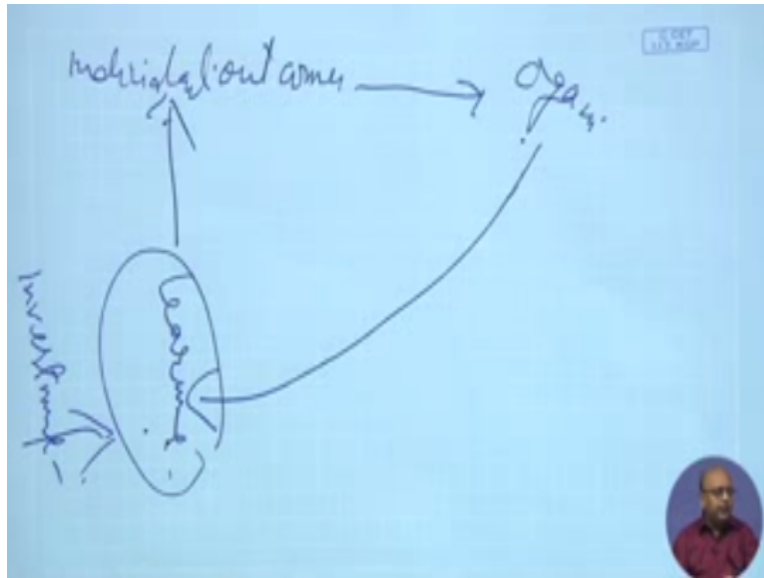
Human Capital Theory and HRD (Torraco)



Okay and then we coming to the final is this human capital theory which basically again takes a human resource approach it is already explained here so you had resources okay inputs that is used for and then you have certain out comes. Right outcomes in terms of learning. Then this learning is used again as a input because whatever you have learn you are going to make you as the use of it to improve your behavior and performance.

Okay whatever you have learn you are going to use it in certain processes to again certain inputs in terms effectiveness, quality, improvement or either that goes on. Okay so this is a cycle basically which goes on to again you learn certain things again you apply that so in the process you learn more on the regular basis and you perform better organize and also improves it to perform well. Okay and organization what happens in the process regularly keep on in visiting on education training to get better outcomes.

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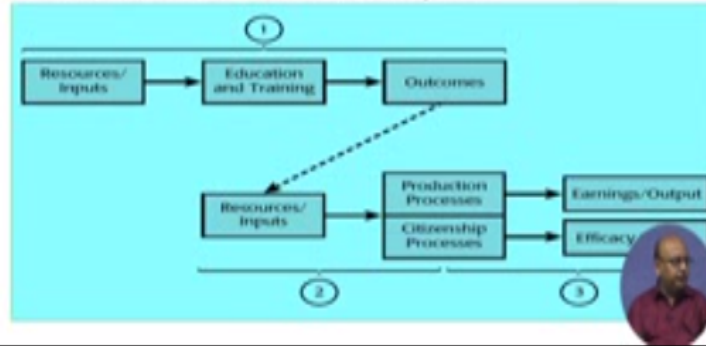


So the one hand says you have individual outcomes leading to organizational outcomes. Okay this is a result of learning. Okay so it is something like this. So it is a circle that goes on a regular basis. Okay and what is the role of the organization is here investment. Right to if you are going to make investment in learning individual outcomes full elevated organisal outcomes. Then people will again use this to improve their outcomes.

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Human Capital Theory and HRD (Torraco)

- *Human capital refers to the knowledge, expertise, and skill accumulated through education and training*
- Return-on-investment in human capital -



So it is a continuous cycle that goes on and that is what one capital theory suggest that yes investment in people is on a continuous basis should be productive and of support the individual and the organization. Okay so basically they adapted return on investment in human capital approach. Okay so moving from this I think that is all. Thank you very much that is what I wanted to explain when it comes to identifying various theories.

And how they have contributed to the growth and development of human resource development as a discipline and here we have discuss three major perspective that is the organizational perspectives and as soon as the learners perspective and accordingly you have identify two major theories related to economics and psychology that they have contributed and finally we have talked about this systems and human capital approach, thank you very much.