



(Shri Ramkrishna Seva Mandal's)
ANAND COMMERCE COLLEGE

An Autonomous College (2025-26 to 2034-35)

(Affiliated to Sardar Patel University)

NAAC ACCREDITED 'A' GRADE (3.04 CGPA)

ISO 9001:2015

Syllabus with effect from the Academic Year 2025-26



Master of Commerce
M.Com Semester – II

Course Code	PC02ECOM03	Title of the Course	Human Resource Development
Total Credits of the Course	4	Hours per Week	4

Course Objectives:	<ul style="list-style-type: none">• To define the key tenets of Human Resource Development (HRD) philosophy and explain the HRD matrix, policies, and strategies used in organizations.• To evaluate the strengths and limitations of career planning and analyze the respective roles of individuals and organizations in career development.• To identify various types of mentoring and design effective mentoring programs by considering key implementation factors.• To understand the objectives and elements of the HRD process and develop insight into how HRD is practically implemented within organizations.• To differentiate between performance management and performance appraisal, and assess the role of HRD in improving organizational effectiveness across sectors such as health, tourism, education, and banking.
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Course Content		
Unit	Description	Weightage* (%)
1.	HRD Philosophy and Strategies <ul style="list-style-type: none">• HRD Philosophy• HRD Matrix• HRD Policies and strategy• HRD organization• Barriers of HRD programmes• Suggestions to make HRD effective in Indian Organization• Attributes of HRD manager• HRD in Indian Industry	20%

2.	<p>Career Planning and Development</p> <ul style="list-style-type: none"> • Concept of career planning • Objectives and Process of Career planning • Advantages and limitations of Career planning <p>Career Development</p> <ul style="list-style-type: none"> • Concept of Career development • Individual career development • Organizational career development • Steps involved in establishing career development system 	20%
3.	<p>Mentoring</p> <ul style="list-style-type: none"> • Concept of Mentoring • Objectives of Mentoring • Importance of Mentoring • Types of Mentoring • Formal V/s Informal mentoring • Considerations in developing mentoring programme • Implementing mentoring programme • Role and responsibilities of mentor and mentee 	20%
4.	<p>HRD Audit and Performance Management</p> <p>HRD Audit</p> <ul style="list-style-type: none"> • Introduction to HRD Audit. • Objectives of HRD Audit • Elements of HRD Audit • HRD Audit process <p>Performance Management</p> <ul style="list-style-type: none"> • Meaning and definition of performance management • Objectives of performance management • Performance management process • Difference between performance appraisal system and performance management system 	20%
5.	<p>HRD in various Sectors</p> <ul style="list-style-type: none"> • Introduction. • Importance of HRD in the service sector • Role of HRD in service sector • HRD in Banks, HRD in Education, HRD in Health and HRD in Tourism 	20%

Teaching-Learning Methodology	DirectLecture, PowerPointPresentations,Seminars,StudentsPresentation and Questions-Answers during lectures.
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Evaluation Pattern		
Sr.No	Details of the Evaluation	Weightage
1.	Internal Written / Practical Examination.	20%
2.	Internal Continuous Assessment in the form of Practical , Viva-Voce, Quizzes, Seminars, Assignments, Attendance.	10%
3.	End semester examination	70%

Course Outcomes: Having completed this course, the learner will be able to

1.	Define and describe the fundamental concepts and philosophy of HRD.
2.	Understand the process of career planning and their relevance to individuals and organizations career development.
3.	Define the concepts, types, and objectives of mentoring in organizational context and to evaluate the effectiveness of mentoring programs in organizations.
4.	Describe the process involved in HRD audit and key stages in performance management cycle in organization.
5.	Understand the importance and role of HRD in banks, education, tourism and health sector.

Suggested References:

Sr.No.	References
1.	Gupta, S., & Gupta, S. (2008). <i>HRD: Concepts and practice</i> (2nd ed.). Deep and Deep Publications Pvt. Ltd.
2.	Rao, T. V. (2014). <i>HRD audit: Evaluating the human resource function for business improvement</i> (2nd ed.). Sage Publications.
3.	Dayal, R. (1996). <i>Dynamics of human resource development</i> . Mittal Publications.
4.	Athreya, M. B. (1985). HRD in service sector. <i>Indian Journal of Training and Development</i> , 15(1), page range 46-48.
5	Rao, T. V. (1994). <i>HRD in the economic environment</i> . Tata McGraw-Hill.

Digital Resources

<https://www.togetherplatform.com/blog/what-is-mentoring-meaning-benefits-and-types>

<https://www.keka.com/glossary/human-resource-audit>

<https://www.hrlineup.com/hr-audit-meaning-importance-types-process-benefits/>

<https://egyankosh.ac.in/bitstream/123456789/11210/1/Unit-14.pdf>



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Academic Coordinator
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Principal
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