



HUMAN RESOURCE DEVELOPMENT:THE ROLE OF MANAGEMENT TECHNIQUES , TRAINING FOR ACHIEVING GOALS

Razia Nealopher

Student English Literature C.S.A GOVT P.G COLLEGE SEHORE

I INTRODUCTION

Increasing more important is being given to “People” in organisation are realizing that human assets are the most important of all assets resources. The development of human resource has become a pivotal strategy of Organisation to make their employees adaptive to a changing environment . Fast –paced changes in tasks, tools and technologies create a working world in which a basic education or one time training is replaced by a constant updating of skills . These circumstances urge employees to become life longlearners . Also higher education institutions undergo Fundamental changes due to globalisation ,growing competition for funding and staff as well as increasing institutional autonomy.

In this paper I would focuses on :-

- a) Human resource development (HRD) activities in higher education.
- b) The role of management techniques.
- c) Training for achieving quality goals in higher education.
- d) Challenges of establishing HRD strategies will be dicussed.

(a) HUMAN RESOURCE DEVELOPMENT (HRD) IN HIGHER EDUCATION

The concept of Human resource assumes that human beings are a great asset to an organisation. They are not merely necessary evils to be reckoned with in fact they can contribute a great deal to the achievement of organisation goals .this positive view of people working in the organizations as an asset with unlimited potential is the core of the concept of the human resource system.



The term HRM and HRD are often used interchangeably, both in theory and practice. (O'Donnell, McGuire & Cross 2006). Usually however, HRD is considered a subset of HRM. In order to make a clearer distinction between these two terms, MC Lagan (1989) has delineated the various dimensions and functions of both in the so-called "human resource wheel". The function of HRD depicted in the wheel can also be found in the most popular among the definitions of HRD, defining it as "the integrated use of training and development, organization development and career development to improve individual, group and organizational effectiveness" (MC Lagan 1989).

According to MC Lagan's human resource wheel, HRD comprises three distinct functions: training and development, organization development and career development.

(b) THE ROLE OF MANAGEMENT TECHNIQUES

One element that deserves specific attention for its key relevance in affecting higher education institutions' performance and efficiency is the quality of management. The literature on higher education points out that, when institutions behave strategically (i.e. defining their own priorities, within the set of rules and incentives defined by a national /regional /public authority), the role of management is pivotal in determining their performance (Shattock 2000). In the attempt to clarify which mechanisms are more conducive to (in) efficiency, it becomes crucial to explore the role of management and its specific characteristics for Ex. It would be important to understand if certain managerial practices and /or leadership styles are associated with differentials in measured performances, and/or whether different types of governance models and organizational structures lead to heterogeneity in institutions performance.

This special issue of Tertiary Education and management is an attempt to contribute towards the extension of the literature on higher education institutions efficiency in the directions just described.

(c) TRAINING FOR ACHIEVING QUALITY GOAL-

The nature, size and variety of the plans and programmes of social and economic advance that the country has undertaken determine the training of Government and public systems. Ten years ago, there were only central and state training institutions for imparting induction training to their Officers. In service training was not seen as important for the development of Officers. Today, most states have their own training institutions and if they do not have, they send them to other reputed institutions.

Most of the training in Government today is institution dependent. If training has to serve a useful purpose, the individual should feel a need for training, he or she should be sponsored for training at a suitable time, and he or she should be provided the opportunities or facilities to use his learnings department also to set apart an appropriate training budget. Training need not be viewed as classroom training alone. It is possible to have monthly of all staff



of the department in which information is shared by the department head ,or training inputs are imparted by an internal or expert . Training can also be imparted by sponsoring field visits to study the functioning of other effective departments or organizations.

(d) CHALLENGES OF ESTABLISHING HRD STRATEGIES IN HIGHER EDUCATION

Despite the high expenditures of HEIs on their staff a systematic application of strategic planning , managing and developing of human resources is only poorly established in the university context (pellert 2007). HRD is mainly practiced indirectly ,unintendently and intuitively . It is the university's idiosyncrasy that makes it especially difficult to implement strategic human resource development.

First of all , HEIs differ from other organisation universities are described as fragmented , loosely coupled organisation (Weick 1976) with a lack of shared institutional standards. The reason lies in the weak identification of academics with the university at which they are employed. Usually academics identify more with their department , faculty or universityfurther more most HRD activities such as induction , training and development are still performed informally and through socialization within the discipline (Pellert 2007) . These specific academic conditions contradict the concept of HRD that is strongly oriented towards the organisation . However , more and HELs are establishing their own HRD units to prepare their staff adequately for current or future position . But still HRD mostly affects only young university staff , as it is still rare that a professor takes advantages of training and development activities. Education institution efficiency in the directions just described.

On the other hand HEIs have the chance to develop their teaching area as the demand for vocational education and training (VET) is increasing , with the advent of the knowledge – based –economy , the VET system , which enhance knowledge and skill of workers became more important for high competitiveness and employment rates . Therefore HEIs are becoming more and more important in their function as VET providers. Also HEIs need a strategy to collaborate with industry more effectively in order to prepare well tempered VET curricula.

II CONCLUSION

The importance of human resource development strategies for employees has already been recognized in the university context an university and universities are already in progress of developing adequate measures. Many universities have been established special HRD departments and their activities range from mentoring new employees to developing leadership skills of managers . Despite the increasing efforts of university management to implement HRD strategies in their Institutions ,university staff does not willingly accept their intervention. The reason for this it is believed is the fact the HRD activities are closely linked to the organisation s own goals , where as academic staff is lacking a strong attachment to the organisation , respectively university they work for , but



Higher education institution could make a virtue out of necessity . Higher education institution need to prepare well designed HRD activities for their faculties and staff in order to cope with the challenging task of creating vocational education programmes with companies. Also they need to strengthen the role and ability of the department it would be a very promising to connect for higher education Institution to connect both sides of their human Capital –HRD for employees and HRD for students in their HRD strategies. By offering a specially designed VET program for both employees and students higher education Institution could **“Catch two Birds with a Stone”**.

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