

# FOUNDATIONS of HUMAN RESOURCE DEVELOPMENT

Second Edition

Richard A. Swanson Elwood F. Holton III



Berrett–Koehler Publishers, Inc. San Francisco a BK Business book

# **Brief Contents**

**Introduction to Human Resource Development** 1

3 History of Human Resource Development 31

PART ONE

PART TWO

Processes 15

Theor	y and Philosophy in Human Resource Development 69			
4	The Role of Theory and Philosophy in Human Resource Development 71			
5	Theory of Human Resource Development 93			
6	<b>Component Theories of Human Resource Development</b> 113			
	THREE ectives of Human Resource Development 137			
7 8 9	Paradigms of Human Resource Development 139 Perspectives on Performance in Human Resource Development 163 Perspectives on Learning in Human Resource Development 193			
	FOUR  oping Expertise through Training and Development 223			
10 11 12	Overview of Training and Development 225 The Nature of Expertise 251 Training and Development Practices 269			

Human Resource Development as a Professional Field of Practice 3

2 Introduction to Human Resource Development Models and

#### PART FIVE

#### **Unleashing Expertise through Organization Development** 285

- 13 Overview of Organization Development 287
- 14 The Nature of the Change Process 307
- 15 Organization Development Practices 337

#### PART SIX

#### **Advancing Human Resource Development 355**

- 16 Strategy and Human Resource Development 357
- 17 Accountability in Human Resource Development 381
- 18 Human Resource Development Policy and Planning 403

#### PART SEVEN

## **Human Resource Development into the Future 417**

- 19 Globalization and Human Resource Development 419
- 20 Technology and Human Resource Development 433
- 21 Challenges Facing Human Resource Development 449

References 461 Name Index 507 Subject Index 515 About the Authors 537

## **Contents**

List of Fi	gures	ΧV
Preface	yiy	

#### PART ONE

#### **Introduction to Human Resource Development**

#### 1 Human Resource Development as a Professional Field of Practice 3

Introduction 4

Purpose of HRD 4

Definition of HRD 4

Origins of HRD 9

HRD Context 9

HRD Core Beliefs 10

HRD as a Discipline and a Professional Field of Practice 12

Conclusion 13

Reflection Questions 13

# 2 Introduction to Human Resource Development Models and Processes 15

Introduction 16

Points of Agreement 16

HRD Worldviews 20

HRD Process 24

Threats to Excellent Practice 25

Ethics and Integrity Standards 26

Conclusion 28

Reflection Questions 29

## 3 History of Human Resource Development 31

Introduction 33

The Beginnings: Survival through Labor and Learning 33

100 B.C.-A.D. 300: The Influence of the Greeks and Romans

300–1300: The Middle Ages 36

	1400–1800: The Renaissance 39 Apprenticeship in Colonial America 42 Industrial Era in America 44 Twentieth-Century Influences in America 49 Evolution of the Organization Development Component of HRD Management and Leadership Development in the United States 56 Emergence of the HRD Research Community 62 HRD History Timeline 63 Reflection Questions 67	52
PART <b>Theor</b> y	TWO y and Philosophy in Human Resource Development 69	
4	The Role of Theory and Philosophy in Human Resource  Development 71  Introduction 72  Recognizing the Theory-Development as Research 73  Requirements of a Sound Theory 75  Philosophy and Theory Underlying HRD 75  Philosophical Metaphors for HRD Theory and Practice 77  Contributed by Karen E. Watkins  Conclusion 91  Reflection Questions 92	
5	Theory of Human Resource Development Introduction 94 Perspectives on Theory and Practice 94 Theory Framework for Applied Disciplines 95 Theory of Human Resource Development 97 Contributed by Richard A. Swanson Conclusion 110 Reflection Questions 110	
6	Component Theories of Human Resource Development 113 Introduction 114 Psychology and the Discipline of Human Resource Development 1 Contributed by Elwood F. Holton III Economics, Human Capital Theory, and Human Resource Development 120 Contributed by Richard J. Torraco Systems Theory as a Foundation for Human Resource Development Contributed by Wendy E. A. Ruona Conclusion 136	14 128
	Conclusion 136 Reflection Questions 136	

DΛ	рΤ	TH	DE	г

#### **Perspectives of Human Resource Development** 137

#### 7 Paradigms of Human Resource Development 139

Introduction 140

Overview of the HRD Paradigms 140

Debates about Learning and Performance 142

Philosophical Views of Learning and Performance 143

Learning Paradigm of HRD 146

Performance Paradigm of HRD 149

Fusing the Two Paradigms 158

Conclusion 161

Reflection Questions 161

## 8 Perspectives on Performance in Human Resource Development 163

Introduction 164

Organizational Effectiveness as a Precursor to Performance 164

Disciplinary Perspectives on Performance 166

Financial Performance 170

Multilevel Performance Models 173

Process and Team-Level Performance Models 185

Individual-Level Performance Models 186

The Spoils of Performance 189

Conclusion 190

Reflection Questions 191

#### 9 Perspectives on Learning in Human Resource Development 193

Introduction 194

Basic Theories of Learning 19

Learning Models at the Individual Level 204

Learning Models at the Organizational Level 216

Conclusion 221

Reflection Questions 221

#### PART FOUR

## **Developing Expertise through Training and Development** 2

## 10 Overview of Training and Development 225

Introduction 226

Views of Training and Development 226

Key Training and Development Terms and Strategies 231

The General Training and Development Process 233

Instructional Systems Development (ISD) 234

Training for Performance System (TPS) 236

Individual-Focused Training and Development				
Team/Group-Focused T&D 247				
Training Roles and Responsibilities 249				
Conclusion 250				
Reflection Questions 250				

#### 11 The Nature of Expertise 251

Introduction 252
Knowledge versus Expertise 252
Operational Definitions of Expertise and Competence 257
Contributed by Richard W. Herling
Conclusion 268
Reflection Questions 268

## 12 Training and Development Practices 269

Introduction 270
Variations in T&D Practices 270
Core T&D Practices 271
Individual-Focused T&D Practices 274
Group-Focused T&D Practices 276
Work Process—Focused T&D Practices 278
Organization-Focused T&D Practices 280
Conclusion 282
Reflection Questions 283

#### PART FIVE

## **Unleashing Expertise through Organization Development** 2

#### 13 Overview of Organization Development 287

Introduction 288
Views of Organization Development 289
Key Organization Development Terms 294
The General Organization Development Process 296
Action Research: Problem-Solving Method 297
Organization Development Process Model 300
Organization Development for Performance System 302
Conclusion 306
Reflection Questions 306

## 14 The Nature of the Change Process 307

Introduction 308 Core Dimensions of Change 310 Change Outcomes 313 General Theories of Change 314 Resistance to Change 318
Focused Perspectives on Change 322
Leading and Managing Organization Change 333
Conclusion 333
Reflection Questions 334

#### 15 Organization Development Practices 337

Introduction 338
Variations in OD Practices 338
Core OD Practices 340
Organization-Focused OD Practices 341
Work Process-Focused OD Practices 344
Group-Focused OD Practices 348
Individual-Focused OD Practices 349
Conclusion 353
Reflection Questions 354

#### PART SIX

#### **Advancing Human Resource Development** 3:

#### 16 Strategy and Human Resource Development 357

Introduction 358
Schools of Strategic Thinking 358
The Strategic Roles of Human Resource Development 358
Contributed by Richard J. Torraco and Richard A. Swanson
Scenario Planning 371
Contributed by Thomas J. Chermack
Conclusion 379
Reflection Questions 380

## 17 Accountability in Human Resource Development 381

Introduction 382
Program Evaluation Approach to Accountability 382
Summary 389
Metrics Approach to Accountability 391
Contributed by Elwood F. Holton III and Sharon S. Naquin

Contributed by Elwood F. Holton III and Sharon S. Naquin Conclusion 400

Reflection Operations 401

Reflection Questions 401

#### 18 Human Resource Development Policy and Planning 403

Introduction 404
Policy Analysis and Planning for HRD 405
Contributed by Greg G. Wang

Conclusion 415 Reflection Questions 415

#### PART SEVEN

#### **Human Resource Development into the Future** 417

#### 19 Globalization and Human Resource Development 419

Introduction 420

International and Cross-cultural Perspectives on HRD 420 Contributed by Alexandre Ardichvili and K. Peter Kuchinke Conclusion 432

Reflection Questions 432

## 20 Technology and Human Resource Development 433

Introduction 434

Information and Communication Technology in HRD 435 Contributed by Theo J. Bastiaens

Conclusion 447

Reflection Questions 448

#### 21 Challenges Facing Human Resource Development 449

Introduction 450

The Economic Globalization Challenge Facing HRD 450
The Faster and Better Challenge Facing HRD 454
The Certification and Accreditation Challenge Facing HRD 457
Conclusion 459
Reflection Questions 460

References 461 Name Index 507 Subject Index 515 About the Authors 537