CHAPTER 5

Theory of Human Resource Development
Chapter 5 – Theory of Human Resource Development

Chapter Outline

Introduction
Perspectives on Theory and Practice
Theory Framework for Applied Disciplines
Theory of Human Resource Development
Reflection Questions
Introduction

Perspectives on Theory and Practice
Theory Framework for Applied Disciplines

- **Boundary of the Theory**
- **Contributing Theories**
- **Core Theory**
- **Useful Theories**
- **Novel Theory**
- **Irrelevant Theory**
Figure 5.1 Theory Framework for Applied Disciplines: Boundaries, Contributing, Core, Useful, Novel, and Irrelevant Components
Source: Swanson, 2007, p. 328.
Theory of Human Resource Development

• Assumptions, Context, Definition, and Model of HRD
• Theoretical and Disciplinary Foundations of HRD
• Economic Theory Component of HRD
• Psychological Theory Component of HRD
• Systems Theory Foundation
• Ethics in HRD
• Summary
**Figure 5.2** Human Resource Development: Definitions, Components, Applications, and Contexts (Swanson, 2008)
Figure 5.3 Model of Human Resource Development within the Organization and Environment

Source: Swanson, 2001, p. 305.
Figure 5.4  The Theoretical Foundations of Human Resource Development

Source: Swanson, 2001, p. 306.
Chapter 5 - Reflection Questions

1. Explain how models and theories differ and discuss if it is possible to have one without the other?
2. What general idea about theory from this chapter did you find to be interesting and why?
3. What is the argument for multiple contributing theories being used and fused for creating a unique theory of HRD?
4. From the section on *The Discipline of HRD*, what do you see as the connection between the definition of HRD (Figure 5.1) and the model of HRD (Figure 5.2)?
5. What do you think the main contribution of psychological theory is to HRD? Why?
6. What do you think the main contribution of economic theory is to HRD? Why?
7. What do you think the main contribution of systems theory is to HRD? Why?