

VEER NARMAD SOUTH GUJARAT UNIVERSITY

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

SEMESTER – I

Subjects:

- 101.Fundamentals of Psychology
- 102.Industrial Sociology
- 103.Applied Economics
- 104.Personnel Management
- 105.Principles of Administration
- 106.Applied Statistics
- Non Credit Course: Computer Training

SEMESTER – II

Subjects:

- 201.Industrial Psychology
- 202.Labour Legislation - I
- 203.Data Base Management System
- 204.Research Methodology
- 205.Human Resource Development - I
- 206.Labour Economics
- Non Credit Course: English

SEMESTER – III

Subjects:

- 301.Social Processes and Behavior Issues
- 302.Organisational Development
- 303.Economics of Human Resources
- 304.Industrial Relations
- 305.Labour Legislation - II
- 306.Human Resource Development - II
- Non Credit Course: Foreign Language (French / German)/Indian Economic Environment/General Awareness

SEMESTER – IV

Subjects:

- 401.Labour Movement, Labour Welfare & Labour Policy
- 402.Human Resource Development - III
- 403.Global Human Resource Management
- 404.Managing Knowledge Worker
- 405.Project Work
- 406.Dissertation Preparation



VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester – I

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 101 Fundamentals of Psychology

Course Objectives:

The course provides an outline on basic concepts of psychology. It is designed to help students to understand patterns of human behavior in various circumstances. It also provides the students with the inputs related to the topics like learning, motivation, intelligence, personalities etc.

Course Content:

1. **Psychology:** Introduction, Definition, Nature of Psychology, Psychology and other sciences, subfields of Psychology, Methods of Psychology.
2. **Learning:** Nature, Definition, Basic Factors in Learning, Learning theories, Reinforcement, Types of Reinforcement.
3. **Sensory Process:** Characteristics of senses, Receiving process
4. **Perception:** Definition, Perceptual process and perception selectivity.
5. **Thinking:** Meaning, Definition, Nature of Thinking, Thinking- problem solving and creative thinking, factors in problem solving.
6. **Personality:** Introduction, Meaning, Definition, Personality theories, Determinant of Personality.
7. **Social Influence on Human Behavior:** Socialization culture, social structure, Positions, Roles status, Social class system and social groups.

REFERNCES

1. Mahmud Jugar,2004 Introduction to Psychology- APH Publishing Corporation, New Delhi
2. Kalat James ,1990 W: Introduction to Psychology-Wads Worth Publishing Co., California
3. Robert Barren,2002 Psychology- Prentice Hall of India Pvt. Ltd., New Delhi
4. Jarnald John,1996 Work Psychology- McMillan India Ltd., New Delhi
5. Ghorpade M.B,1999 Essentials of Psychologies- Himalaya Publishing House, Mumbai

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester – I

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 102 Industrial Sociology

Course Objectives:

The course provides an opportunity to the student to understand the social dimension of the industry. This course is designed to make the students understand the process of group formation, human relations approach and the dynamics of Industrial Society.

Course Content:

1. **Industrial Sociology:** Definition, Nature and Scope of Industrial Sociology, Importance of Industrial sociology, Importance of Industrial Sociology in India, Current trends in Industrial Sociology.
2. **Social Survey:** Meaning, Aims of Social Survey, Stages of Social Survey, Types of Social Survey.
3. **Industrialization and Its impact:** (a) On the Caste system, (b) on the system of marriage and (c) on family system.
4. **Alienation and Anomie:** Meaning, Causes of alienation and Solutions to the problem, Marx's theory of Alienations, Anomie- Meaning, types of anomies.
5. **Employee Morale:** Meaning, Definition, Measurement of Morale, Factors affects morale, Attempts to improve morale.
6. **Survey Work:** Survey work is to be conducted on some specific selected topic of social relevance.

REFERENCES

1. Paul Hersey, Kenneth H Blanchard, Dewey E Johnson 2006 Management of organizational Behavior, 8th edition. Pearson Printice Hall New Delhi
2. Gisbert Pauscual 1972: Fundamentals of Industrial Sociology- Tata Mcgraw- Hill Publishing House, New Delhi.
3. Sharma, Pandey 2001: Industrial Sociology- Surjeet Publications, New Delhi.
4. Dayal Raghbir 1996: Industrial Sociology and Labour Welfare- Mittal Publications, New Delhi.

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M.H.R.D. Semester – I

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 103 Applied Economics

Course Objectives:

To provide students with a better understanding of microeconomics and how the parts of the economy function.

To learn about economic principles and the interaction of the individual units in our economy (individuals, households, businesses, and government).

To discuss and develop on awareness of current economic issues and problems.

Course Content:

Basic concepts and Mathematics

Introduction: Markets and Prices

The Basics of Demand and Supply

Choice Under Uncertainty

Production

Cost of Production

Analysis of Competitive Markets

Market Structure and Competitive Strategy

Game Theory and Competitive Strategy

Markets for Inputs

Information, Market Failure and the Role of Government

Markets with Asymmetric Information

REFERENCES

1. Pindyck R S and D L Rubinfeld (2001), Microeconomics, fifth Edition, Pearson.
2. Hirschey (2003), Managerial Economics, Thomson South Western.
3. Peterson, Lewis and Jain (2006), Managerial Economics, Pearson.
4. Mankiw G (2002), Principles of Economics, 3rd Edition, Thomson South Western.
5. Salvatore D (2003), Microeconomics, 4th Edition, Oxford University Press.
6. Salvatore D (2002), Managerial Economics, 4th Edition, Thomson South Western.

http://economics.about.com/od/microeconomics/a/micro_text.htm

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M.H.R.D. Semester – I

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 104 Personnel Management

Objectives: The subject will allow students with little or no prior knowledge of a working Personnel Management function to understand the methods and techniques of the discipline and to allow the students to move into a greater analysis of the specialize functions.

➤ **Introduction:**

Definition, Objectives and Significance of Personnel management, Evolution of Personnel Management, Nature, Scope and Functions of Personnel management, Role of Personnel Management In Industry, Challenges of personnel management

➤ **Manpower Planning:**

Meaning and Definition of Manpower Planning, Objectives and Importance, Process of Manpower Planning

➤ **Recruitment and Selection:**

Concept of Recruitment, Sources of recruitment, Method or Technique of Recruitment, Recruitment Practices in India, Selection and Selection Procedure.

➤ **Training and Development:**

Concept of Training and Development, Objectives and Importance of Training, Identification of Training Needs, Designing and Conducting training, Types of Training Methods, Evaluation of Training.

➤ **Performance Appraisal:**

Concept of Performance appraisal, Importance of Performance appraisal, Process and methods of Performance appraisal, Limitations of performance appraisal.

➤ **Promotion, Transfer and Separation:**

Concept of promotion, Types of Promotion, Promotion Policy, Types of Transfer and Separation.

➤ **Grievance and grievance handling Procedure:**

What is Grievance? Causes of grievances, Grievance Redressal Machinery, grievance Procedure.

➤ **6Wage and Salary Administration:**

Factors affecting Wages, Wage Policies, Components of wages, fringe benefits, Retirement benefits, Wage fixing machinery.

➤ **Discipline:**

Meaning, Objectives, Significance, Types of Discipline, Code of Discipline, Disciplinary action.

REFERENCES:

- 1.Tripathi P.C; (1999)Personnel Management and Industrial Relations, Sultan Chand.
- 2.Kumar N; (2001) Personnel Management and Industrial Relations, Anmol.
- 3.Davar Rustom; (1996) Personnel management and Industrial relations, Vikas.
- 4.Monappa Arun; (1995) Personnel Management, TMH.
- 5.Dwivedi R.S; (1997), Managing Human Resources Personeel Management in Indian Enterprises Galgotia.
- 6.Mirza Saiyadin; (1994) Personnel Management, TMH.
- 7.Aggarwal L.N; (1998)Personnel management, Excel.
- 8.Memoria C.B; (2000) Personnel Management, Himalaya.
- 9.Rao V.S.P; (2002) Human Resource Management, Excel.
- 10 Aswathappa K. (2006) Human Resource Management, TMH.

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M.H.R.D. Semester – I

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 105 Principles of Administration

Objectives: The objectives are to acquaint the students with the theory of administration as far as it has been built up on body of knowledge and to develop in him an integrated approach to Administrative problems.

- **Nature and scope of Administration:** Definition and meaning of Administration and Management, Difference between Administration and management, Administration is an Art and Science or both.
- **Administrative Functions:** Planning, organizing, Directing, Controlling.
- **Significant Administrative Ideas** – Max Weber, Fredric Taylor, Henry Fayol, Elton Mayo, Douglas McGregor (Classical and Neo Classical Theories)
- **Role of Managers, His work, skills and effectiveness:** Top management, its structure, strategies, role in Administrations.

REFERENCES:

1. Prasad Ravindra; (1998) Administrative Thinkers, Sterling.
2. Prasad L.M; (2002) Principles of Management, Sultan Chand.
3. Sheralkar S.A; (1997) Management, Himalaya.
4. Rustomji M.K; Art of Management, McMillan India.
5. Tripathi P.C; (1998) Essential of Management, Himalaya.
6. Terry George; (1929) Principles of Management, Taraporwala.
7. Avasthi & Maheshwari; (1996) Public Administration in India, Himalaya.

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester – I

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 106 Applied Statistics

Module aims & objectives

Aims: to provide the basic statistical tools of management and business decisions, comprising: descriptive statistics; probability distributions; estimation; hypothesis testing; correlation and regression.

Objectives: On completion of this component of the module, you should be able to : a) Appreciate the value of a quantitative approach to solving a wide range of business problems; b) Recognise the limitations of quantitative approach; c) Understand and apply basic statistical concepts within business situations; d) Benefit from modules of your degree programme that require possession of quantitative skills and knowledge.

Use of statistics in Social Science Research

The nature of Social Science Research

The stages of Social Science Research

Using series of numbers to do research

The functions of Statistics

Limitations of Statistics

Organizing the Data

Frequency distribution of Nominal Data

Proportions and Percentages

Ratios and Rates

Simple Frequency Distribution of ordinal and interval data

Percentile Ranks

Cross Tabulations

Graphic Presentations

Measures of Central Tendency and dispersion

Obtaining the Mean, Mode, Median and its illustrations

Comparing the Mean, Mode, Median

Measures of variability

The Range, Mean Deviation, the variance and Standard Deviation

Comparing the Measures of Variability and their applications

Correlation and Regression

Correlation

Strength of Correlation

Direction of Correlation

Curvilinear Correlation

The Correlation coefficient

Pearson's Correlation Coefficient
The performance of Scatter plots
Partial Correlation
Regression
The Regression Model
Interpreting Regression Line
Regression and Pearson's Correlation
Multiple regression, R^2 , R bar square
Model specification, Dummy variable analysis

Time Series Analysis
Basic Concept and Components of Time Series Analysis
Analysis of Time Series Data

Index Numbers
Importance of Index numbers, Types of Indices
Simple Index
Laspeyres's and Pasche Index
Issues in construction of Index

Topics 2,3,4 and 5 are to be taught by using statistical packages like Minitab, SPSS & E-views.

REFERENCES:

- Aczel Amir D and Sounderpandian J (2006), Complete Business Statistics, 6th Edition, Tata MacGraw Hill.
Doane D P and Seward Lori E (2007), Applied Statistics in Business and Economics, Tata McGraw Hill.
Levin Jack and Fox (2006), Elementary Statistics in Social Research, 10th edition, Pearson,
Levine David M; Kehbiel, Timothy C and Berenson M L (2003), Business Statistics: A first Course, Third Edition, Pearson.

Lectures and Practical

Lectures – 3 Hours per Week

Practical in Computer Laboratory – 2 Hours per Week in 2 Batches (Each Batch consisting of 30 students)

Assessment

Total Assessment : 150 Marks

Internal Assessment: 50 Marks

On the basis of written assignments/ presentation and written test (Seen / Unseen).

External Examination: 100 Marks

Written project and Viva Voce examination, of which written project will be of 70 marks and viva voce examination of 30 marks.

MHRD

Semester - I

*** Non Credit Course: Computer Training**

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - II

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 201 Industrial Psychology

Course Objectives:

The course aims at providing the student an opportunity to understand the psychological dimensions of the industry. It covers the topics related to psychological testing measurement of intelligence which are of immense importance in the process of employee selection.

Course Content:

1. **Industrial Psychologies:** Definition, Nature, Scope of Industrial Psychology, Subfields of Industrial Psychology.
2. **Psychological Test:** Definition, Nature, Steps in test development, Classifications of psychological test, Advantages and disadvantages of testing.
3. **Intelligence:** Test of intelligence, the standford-Binet Test and the Wechsler scale, Otis test, Multifactor tests, Test of Mechanical ability, Test of Clerical ability, Personality tests.
4. **Evaluation of Employer Performance:** Judgmental methods of Employee performance, Errors in ratings.
5. **Engineering Psychology:** Motion and Time study, Principals of motion economy, Best method of work.
6. **Fatigue:** Definition, Its effect on human performance, techniques of lessening physical fatigue.
7. **Boredom:** Definition, Effect of Boredom, Countering effect of Boredom.
8. **Counseling:** Definition, Need for counseling, objective of counseling, Steps in counseling process.

REFERENCES

1. Blum W.L: Industrial Psychology- CBS Publisher and Distributors, New Delhi 1984
2. P.K. Gosh & M.B. Ghorpade: Industrial Psychology- Himalaya Publishing House, Mumbai 1998
3. Srivastave & S. Kumar: Industrial Psychology- Printwell Publishers, Jaipur 1990
4. Chaube SP: Industrial Psychology- Himalaya Publishing House, Mumbai 2000.

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - II

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 202 Labour Legislation – I

OBJECTIVES: The objective is to enable the participants to familiarize themselves with important provisions of Industrial and labour laws which have substantial bearing on business decisions. Attempts will be made a) to give broad conceptual ideas of the laws taken for discussion, and b) to develop an insight into legal implications of their more important provisions.

- Introduction to Labour Legislations
- Philosophy of Labour Laws
- Labour Laws, Industrial Relations and Human Resource Management
- Labour Laws: Origin Concept, Objectives and Classification
- International Labour Organisation and Indian Labour Laws
- Indian Constitution and Labour Laws
- The Factories Act, 1948
- Shop and Establishment
- Equal Remuneration Act
- Contract (Regulation and abolition Act, 1970)
- Child Labour (Regulation and abolition Act, 1986)
- Trade Union Act, 1926
- Industrial Disputes Act, 1947
- Employment Standing Orders Act, 1946

References:

1. Prasad H and Kharbanda V.K.(1987) Labour Laws Digest, Law Publication.
2. Misra Surya Nrayan, Misra Sudhir Kumar(2001) Labour and Industrial Laws, Cenral Law.
3. Garg Ajay (1989) Labour Laws one should know,Nabhi.
4. Bhatia S.K (2001) Labour and Industrial laws, Deep and Deep.
5. Malik P.L. (2004) labour Laws, ECB.
6. Misra S.N. (2006) labour Laws, Central lawhouse.

VEER NARMAD SOUTH GUJARAT UNIVERSITY

M.H.R.D. Semester - II

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 203 Data Based Management System

Objectives: In the Modern Age of Information Technology, the future HR Professionals should be well aware of the information flow system in the Corporate Sectors. This course provides basic understanding of the Information & Control System and its application in Human resource field.

- Introduction to DBMS
- Types of DBMS
- Architecture - Client-Server, 3-Layer, Parallel Systems
- Relational Model
- Database Design System- Keys, Relations, Attributes, Schema, Physical view, Logical View
- Normalization - 1st ,2nd ,3rd and BCNF
- E-R diagrams
- SQL
- Security – Integrity, Concurrency, Recovery , Transactions, File operations and Management
- Management Control Systems – Designing the Control Process, Key Variables, Control of Multinational Operations, Non-profit institutions, Service Organizations and projects.
- Budget & Variance Analysis – What is Budget, Budget Preparation Procedure, HRD Budget, T & D Budget, Welfare Budget, Types of Variance, Causes of Variance, How to reduce variance
- Project & Practical – Application of Information System in HR – Personnel Application, Salary Administration, time keeping Management. Skill Inventory, Medical History, Accident Monitoring, Performance Appraisal, Training & Development, Manpower Planning, Recruitment. Career Planning, collective Bargaining.

Lectures and Practical:

Lectures – 3 Hours per Week

Practical in computer Laboratory – 2 Hours per Week in 2Batches (Each Batch consisting of 30 students)

Assessment:

Total Assessment: 150 Marks

Internal Assessment: 50 Marks

On the basis of written assignments/presentation and External Examination : 100Marks

Written project and Viva Voce examination, of which written project will be of 70 marks and Viva Voce examination of 30 marks.

Text books :

1. G.C. Simsion, G.C.Witt (2006), Data Modelling Essentials, Elsevier, 3rd Edition

2. C.J. Date (2003), An Introduction to Database Systems, Addison Wesley, 8th edition.

REFERENCES:

- Brian Jepson (1996), World Wide Web Database Programming for Windows NT; John Wiley & Sons.
- C. J. Date (1994), An Introduction to Database Systems, Addison-Wesley Pub. Co.
- C.J. Date (2003), An Introduction to Database Systems, Addison Wesley, 8th edition.
- C.J.Date (2005), Database in Depth: Relational Theory for Practitioners, O' Reilly Media Publishers.
- E.F. Codd (1990), The Relational Model for Database Management: Version 2, Addison-Wesley Pub. Co.
- Graham Hamilton, R. G. G. Cattell, Maydene Fisher (1997), JDBC Database Access with Java: A Tutorial and Annotated Reference; Addison-Wesley Pub. Co.
- Joe Celko (1995), Instant SQL Programming; Wrox Press.
- Joe Celko (1997) Joe Celko's SQL Puzzles & Answers; Morgan Kaufman Publishers;
- Joe Celko 1995 Joe Celko's SQL for Smarties: Advanced SQL Programming; (The Morgan Kaufmann Series in Data Management Systems) Morgan Kaufman. Publishers.
- Michael J. Hernandez (1997), Database Design for Mere Mortals: A Hands-On Guide to Relational Database Design, Addison-Wesley Pub. Co.
- Ramez Elmasri, Shamkant B. Navathe (2006), Fundamentals of Database Systems, Addison Wesley, 5th edition
- Robert Orfali, Dan Harkey, Jeri Edwards (1996),The Essential Distributed Objects Survival Guide, John Wiley & Sons.
- Robert Orfali, Dan Harkey, Jeri Edwards (1996);The Essential Client/Server Survival Guide, John Wiley & Sons.
- Biswajeet Pattanayak, PHI New Delhi (2001), Human Resource Management.

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - II

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 204 Research Methodology

This is an introductory course in social science research methodology. It is designed to introduce the student to basic concepts and problems encountered in social scientific investigation, including types of data and measurement, sampling, and research design. This course will emphasize the importance and limitations of theory and methodology in social science research as well as the purpose of applied research, program evaluation, policy analysis, and research ethics.

Course Objectives:

1. Familiarity with various methods of conducting empirical research.
2. Familiarity with important research terms and concepts.
3. Ability to assess the benefits of research applied to social sciences.
4. Clarity of thinking in collection and interpretation of numerical data.

Course Contents:

The Role of Business Research

The Research Process

Ethical Issues in Business Research

Quantitative and Qualitative Research

Preparation of Research Proposal

Survey Research

Questionnaire Design

Measurement and Scaling Concepts

Sample Designs and Sampling Procedure

Univariate Statistics

Bivariate Analysis: Test of Differences and Measures of Association

Multivariate Analysis

Report Writing

Lectures and Practical:

Lectures – 3 Hours per Week

Practical in Computer Laboratory – 2 Hours per Week in 3 Batches (Each Batch consisting of 30 Students)

Assessment:

Total Assessment : 150 Marks

Internal Assessment:50 Marks

On the basis of written assignments/ presentation and written test (Seen/Unseen).

External Examination : 100Marks

Written project and Viva voce examination, of which written project will be of 70 marks and viva voce examination of 30 marks.

Basic Test Books:

1. Donald R Cooper, Pamela S Schindler (2006), Business Research Methods, 9th Edition, The McGraw-Hill Companies
2. William G Zikmund (2006), Business Research Methods, 7th Edition, Thomson South-Western.

References:

1. Online Statistics textbook by Statesoft.
2. Anderson, Theodore Wilbur. An Introduction to Multivariate Statistical Analysis. New York: Wiley, 1958
3. Andranovich G., Riposa G., 1993. Doing urban Forge Press.
4. Babbie, E & Halley, F.(1998). Adventures in Social Research: Data Analysis using SPSS for W95, Pine Forge Press.
5. Becker, Howard S. Writing for social Scientists: How to Start and Finish Your Thesis, Book or Article. Chicago: University of Chicago Press, 1986.
6. Berg, Bruce L., 1995. Qualitative Research Methods for the Social Sciences, Boston: Allyn and Bacon.
7. Bingham, Richard D. and Claire L. Felbinger, 1989. Evaluation in Practice: A Methodological Approach, New York: Longman
8. Bowen, Bruce and Herbert F. Weisberg, 1980. An Introduction to Data Analysis, San Francisco: W.H. Freeman and Company.
9. Edwards, Allen L. An Introduction to Linear Regression and Correlation., San Francisco: W.H. Freeman, 1976.
10. Ellis, Lee, 1994. Research Methods In Social Sciences, Wisconsin: Brown and Benchmark Publications.

11. Feyerabend, P.(1978), *Against Method*, London, U.K.: Verso.
12. Feyerabend, P. (1987), *Farewell to Reason*, London, UK: Verso.
13. Goldenberg S. (1992). *Thinking methodologically*. Harper Collins Publishers.
14. Gujarati, D.N. (1988). *Basic Econometrics*. New York: MacGraw-Hill.
15. Henerson, Marlene E., Lynn Lyons Morris and Carol Taylor Fitz-Gibbon, 1978. *How to Measure Attitudes*, Beverly Hills: Sage Publications.
16. Hoover K.R.(1992). *The Elements of Social Scientific Thinking*. NY:St.Martin.
17. Johnson J.B., Joslyn, R.(1994) *Political science Research Methods*. Washington D.C.: CQ Press.
18. Kuhn, T. (1962), *The Structure of Scientific Revolutions*, Chicago: University of Chicago Press.
19. Lakatos, I (1974), "Falsification and the Methodology of Scientific Research Programs," in *Criticism and the Growth of Knowledge*, Imre Lakatos and Alan Musgrave, eds., Cambridge, U.K.: Cambridge University Press, 91-195.
20. Lapin L.L.(1991). *Quantitative Methods for Business Decisions*. New York: Harcourt Brace Jovanovich Publishers.
21. Meier K. J., Brudney J.L. (1993). *Applied Statistics for Public Administration*, 3rd Edition. Belmont: Wadsworth Publishing Company.
22. Neuman, W.Lawrence, 1994. *Social Research Methods: Qualitative and Quantitative Approaches*, Boston: Allyn and Bacon.
23. Matlack W.F. (1994) *Statistics for Public Managers*. F.E. Peacock Publishers, Inc.
24. Popper, K.R. (1959), *The Logic of Scientific Discovery*, New York, NY: Basic Books.
25. Popper, K.R. (1972) *Objective Knowledge*, Oxford, U.K.: Clarendon.
26. Selltiz, Claire, Lawrence S. Wrightsman, and Stuart W Cook, 1976. *Research Methods In Social Relations*, New York: Holt, Rinehart and Winston.
27. Sirkin R.M. (1995). *Statistics for the Social Sciences*. Sage.
28. Tabachnick Barbara & Linda S. Fidell (1989). *Using Multivariate Statistics*. Cambridge: Harper & Row.
29. Traub R., 1994. *Reliability for the social sciences, Theory and applications*. Sage.
30. Triola, M (1997) *Elementary Statistics*. Addison Wesley.
31. Wonnacott, TH & Wonnacott, RJ (1990). *Introductory Statistics*, 5th Edition. Wiley.

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - II

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 205 Human Resource Development – I

Objectives: To help students to develop HRD facilitator skills and develop understanding of various HRD systems and processes.

- Nature of HRD in Industry, Planning for HRD, Designing HRD systems, Integrating HRD with Corporate Plans, HRD Practices of Organisations.
- Strategies of implementing HRD, Role of Chief Executive in HRD, Structuring the HRD functions, HRD and personnel functions, Role and responsibilities of HRD staff, challenges for HRD professionals.
- Manpower Planning objectives and importance, Techniques of manpower Planning, Process of Manpower planning.
- Performance appraisal Objectives and importance, Methods of Performance appraisal, Limitations of Performance appraisal, Performance appraisal Process, Performance appraisal practices in India.

References:

1. Dayal Raghubir (1996) Dynamics of Human Resource Development, Mittal.
2. Bhatia B.S.(1996) Emerging Dimensions of HRD: Role and Orientation, Deep & Deep.
3. Rao T.V. (2003) Future of HRD, Mcmillan.
4. Rao T.V. (1996) Human Resource Development, Sage.
5. Rao T.V. (1991) Readings In Human Resource Development, Oxford and IBH.
6. Rao T.V. (1998) HRD Missionary, Oxford & IBH.
7. Rao T.V. (1994) HRD in New Economic Environment, Tata Mcgrawhill.
8. Jaygopal R. (1993) HRD conceptual analysis and Strategies, Edision.
9. Mathur B.C. (2000) Strategy for Human Resource Development,RBSA.
- 10 Tripathi P.C. (2002) Human Resource Developemnt, Sultan Chand.

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - II

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 206 Labour Economics

Aims

- To give an overview and understanding of the fundamental issues, insights, concepts and theories of labor economics.
- To learn the principles of wage determination and compensating wages.
- To understand the role of excess market power, employer and employee, on the labor market.
- To analyze the major policy issues in labor economics. Such as the minimum wage, wage discrimination, and international competitiveness.
- To provide the student with a better understanding of the interrelationships between economics and human resource management.

Course Contents

Demand and Unemployment
Capital shortage and Unemployment
Efficiency Wages
Immigration and Unemployment
The Wage Curve
Employment Effects of Minimum Wages
Loss of Human Capital and Long-Term Unemployment
The Labor Market Assimilation of Immigrants
Subsidizing Employment
Active Labor Market Policy

References:

1. Borjas, G. (1996): Labor Economics, New York: McGrawHill Companies.
2. Filter, R. K., D. S. Hamermesh and A.E. Rees (1996): The Economics of Work and Pay, 6th Edition, New York: HarperCollins College Publishers.
3. Snower, D. J. and D. de la Dehesa (1996) : Unemployment Policy: Government Options for the Labour Market, Cambridge: Cambridge Press.

MHRD

Semester - II

*** Non Credit Course: English**

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - III

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 301 SOCIAL PROCESSES AND BEHAVIOURAL ISSUES
OBJECTIVES:

The objective of this paper is to familiarize the students with basic behavioral process in the organization.

- **Introduction to Organisational Behaviour:**
Organisation as Social System, Definition and Scope of Organisational behaviour, Discipline contributing to Organisational Behaviour, Models of organizational behaviour and Challenges for Organisational Behaviour.
- **Historical perspective of Organisational Behaviour:**
Scientific management, Behavioural approach to management, Contingency approach.
- **Foundations of Individual Behaviour:**
Biological foundations of behaviour, Causes of human behaviour, Inherited characteristics of behaviour, Environmental effect on behaviour, Behaviour as an input-output system, Behaviour and performance.
- **Personality:**
Personality an Introduction, Type A and Type B personality, Personality dimensions, Introvert and Extrovert personalities, Personality Theories.
- **Perception:**
Definition of Perception, Major influences on the perception process, Perceptual selectivity, Factors affecting perception, Perception and attribution, organization implication with regard to perception.
- **Learning:**
Learning and behaviour reinforcement: An introduction, Theories of learning: Classical conditioning, Operant conditioning, cognitive learning and social learning.
- **Attitudes, Values and Job Satisfaction:**
Meaning, Importance and Relevance of values to organizational behaviour, Types of values, Types, components and functions of Attitudes, Link between Attitudes and Organisational behaviour, Overcoming barriers to change attitudes, Concept of Job satisfaction, factors affecting Job satisfaction, Ways of measuring Job satisfaction, Impact of job satisfaction on work performance.
- **Basic Motivational Concepts and Application:**
Definition and Characteristics of Motivation, Sources of Motivation, Theories of Motivation, Motivation and Performance.
- **Foundations of Group Behaviour:**

Basic attribution of groups, Reasons for group formation, Types of groups, group cohesiveness, Group norms.

➤ **Leadership:**

Concept of Leadership, Trait Theory, Behavioral Theory, Contingency theories, leadership styles.

➤ **Power and Politics:**

Power and politics An introduction, Sources of power in an organization, Acquiring power, Organisational politics, Techniques of political play, Political blunders, Meaning of political behaviour.

➤ **Conflict:**

Inter dependence of groups, Differentiation of groups, Nature of conflict in organizations, changing view of conflict, Types of conflict, Levels of conflict, causes of conflict, Conflict management.

References:

1. Singh Nirmal(1983) Managing behaviour in Organisations, Deep & Deep.
2. Feldman Daniel C, Arnold Hugh J (1988) organizational Behaviour, McGrawhill.
3. Robins Stephen P. (1994) Essentials of Organisational Behaviour Prentice Hall.
4. Pareek Udai (1996) Organisational Behaviour Processes, Rawat.
5. Rao V S P (1991) Contemporary Studies in Organisational behaviour, Discovery.
6. Tyagi Aehna (1998) Organisational Behaviour, Excel.
7. Greenberg Jerald, Baron Robert A (2004) Behaviour in organizations, Pearson.
8. R.S.Dwivedi (2005) Human Relations and Organisational Behaviour, McMillan.
10. Newstrom John W, Davis Keith (1998) Organisational Behaviour: Human Behaviour at Work, TMH.

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - III

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper: 302 Organizational Development

Course Objectives:

The main objective is to acquaint the students with the theoretical aspects of organizational change and development and to develop the skill of applying the knowledge acquired to the practical problems of the change mechanism in an organization. It also aims at enabling them to take up research in the same field if necessary.

Course Content:

- 1) **Organizational Change:** Introduction, Nature, Definition, Meaning of organizational change, Forces to change-
- 2) **Models** Kurt Levin's three step model and Action Research Model,
- 3) **Reinforce to change:** resistance to change and forces for resistance to change, overcoming resistance to change.
- 4) **Organizational Development:** Introduction, Nature, Definition, Meaning of organizational development, characteristics of organizational development, objectives of OD, assumptions and values of OD
- 5) **OD process,** Diagnosis, Process of Diagnosis.
- 6) **OD interventions,** sensitivity training, grid organization development, survey feedback, Process consultation, Third party peacemaking, system 4 management, transactional analysis, success and future of OD. Strategies for success of OD program.
- 7) **OD in context of liberalization.**
- 8) **OD in Public Sector**

Cases:

- (1) OD activities at Maruti Udhyog Ltd.
- (2) OD activities at Brooke Bond India Ltd.
- (3) OD at HMT.

REFERENCES

- (1) French Wendell L, 1998: Organizational Development- Prentice Hall of India, New Delhi.
- (2) Ramnarayan S., Rao T.V. and Singh Kuldeep,1998: Organization Development Interventions and Strategies- Response Book, New Delhi
- (3) Laxmi Devi,1998: Organizational Development- Anmol Publications Pvt. Ltd. - New Delhi
- (4) French Wendell and Bell,2001: Organizational Development- Prentice Hall of India Ltd., New Delhi
- (5) Wendell L French, Cecil H Bell,jr.,Veena Vohra,2006 Organizational Development Behavioral Science Interventions for Organizational Improvement, Pearson Education Inc New Delhi.
- (6) Donald Brown and Don Harvey, 2006 An Experimental approach to organizational Development, Pearson Education Inc New Delhi.

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - III
EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 303 Economics of Human Resources

Objective

In the classes of economics of human resources students will learn to apply the economics tools to analyze various social sectors such as education, health, environment, which are key sectors for human development, and to the work place in areas of on-the-job training etc. this will help students in becoming effective HR personnel. Students will be prepared to work with the corporate world, NGOs, the public sector units etc.

Detailed course contents

Introduction to the subject matter i.e. what is the subject economics of human resources all about?

The concept of human capital:

Different aspects and components of human capital

The human capital theory

Activities that help accumulate human capital:

Economics of Education:

Microeconomics of education – The investment and consumption value of education,

Macroeconomics of education – Education and economics growth, Efficiency of education system.

Non-market benefits of education

Economics of On-the job Training

Economics of labour market discrimination

Health Economics-Economics of health care market, Efficiency of health system

Environmental Economics – Introduction of subject matter

(discussion about the global issues related with environment).

Economics of pollution control

The issue of human capital flight

REFERENCES

Pindyck, R.S., and D.L. Rubinfeld, microeconomics, fifth ed., Prentice Hall India, 2004

Mankiw, G.N., Macroeconomics, fifth ed. Worth Publishers, 2003

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - III

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 304 Industrial Relations

Course Objectives:

The main objective is to introduce concept, system, and practices of Industrial Relations in Indian context and to make students understand major industrial Relations functions at various levels of organization and to develop their skill to analyze present and future trends in Industrial Relations practices. It also focuses on providing knowledge and skills necessary for HR managers to work competently in changing organizational and social environment.

Course Content:

1. **Industrial Relations:** Definition, Importance, Scope and Components of Industrial Relations, Factors affecting Industrial Relations, Characteristics of Indian Industrial Relations System.
2. **Industrial Disputes:** Definition, Classification of Industrial Disputes, Causes of Industrial disputes, Impact of Industrial dispute.
3. **Industrial Unrest:** Strike, Lockouts, Topologies of Strikes, Illegal strikes, Prevention of strikes.
4. **Tripartite Bodies:** The Indian Labour conference, Its importance and role in maintaining industrial relations, code affecting industrial relations, Impact of International Labour Code in industrial relations.
5. **Bipartite Bodies:** Work committee and Joint, Management councils-its compositions and Functions.
6. **Standing Orders:** Meaning, Objectives and Evolution of Standing orders.
7. **Grievances:** Meaning, Definition, Causes of grievances, Procedure for Settlement and Model grievance procedure.
8. **Collective Bargaining:** Meaning, Main Features of Collective bargaining, Importance, Principles of Collective Bargaining, Collective Bargaining agreements at different levels.
9. **Settlement Machinery:** Conciliation, Arbitration and Adjudications.
10. **Labour Welfare:** Concept, Features and Need of Labour Welfare officers, His contribution in Industrial Relation maintenance.

REFERENCES

1. Mishra L.: Case laws on Industrial Relations issues and implications- Excel Books, New Delhi 2006
2. Bhalia S.K.: Constructive Industrial Relations and Labour Laws- Deep and Deep, New Delhi 2003
3. Mathur T.N: Industrial Relations in Public Sector- Arihent Publishers, Jaipur 1990.

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - III

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 305 Labour Legislation – II

OBJECTIVES: The objective is to enable the participants to familiarize themselves with important provisions of Industrial and labour laws which have substantial bearing on business decisions. Attempts will be made a) to give broad conceptual ideas of the laws taken for discussion, and b) to develop an insight into legal implications of their more important provisions.

- Disciplinary Actions and Domestic Inquiry
- Natural Justice
- Minimum Wages Act, 1948
- Payment of Wages Act, 1936
- Payment of Bonus Act, 1965
- Workmen's Compensation Act, 1923
- Payment of Gratuity Act, 1972
- ESI Act, 1948 and Maternity Benefit Act, 1961
- EPF and miscellaneous provision Act, 1952

References:

1. Prasad H and Kharbanda V.K.(1987) Labour Laws Digest, Law Publication.
2. Misra Surya Nrayan, Misra Sudhir Kumar(2001) Labour and Industrial Laws, Cenral Law.
3. Garg Ajay (1989) Labour Laws one should know,Nabhi.
4. Bhatia S.K (2001) Labour and Industrial laws, Deep and Deep.
5. Malik P.L. (2004) labour Laws, ECB.
6. Misra S.N. (2006) labour Laws, Central lawhouse.

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - III
EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 306 Human Resource Development – II

Objectives: To introduce the students the concept of organizing as a learning systems and acquaint the students with concept of Potential appraisal, Career Planning, Career Development and Performance base rewards.

- **Training and Development:**
Managing Training Function, Training Need Identification, and Aligning Training with Organizational goals, Designing Training programme, Training methodologies, Delivery of Training, Measuring of Impact of Training.
- **Career Planning and Career Development**
The Concept of Career, Career Stages, How do People choose Careers, Career Anchors, Process of Career Planning, career development, Career Management, Effective Career Planning.
- **Potential Appraisal:**
Concept of Potential Appraisal, Objectives of Potential Appraisal, factors affecting Potential Appraisal, Step to develop Potential Appraisal, Potential Appraisal in Indian Organization.
- **Performance Based Rewards:**
Philosophy behind Performance rewarding, Reward mechanism, Guidelines for reward system.

References:

1. Rao.T.V.(1991) Readings in Human Resource Development, Oxford & IBH.
2. Rao.V.S.P. (2002) Human Resouce Management, Excel.
3. Aggarwal Dharma Vira (1999) Manpower Planning, Training and Development, Deep & Deep.
4. Singh P.N. (1998) Training for Management Development, Suchandra.
5. Lynton & Pareek Udai (1999) Training for Development, Vistaar.
6. Parthsarathi S (2002) Planning, Auditing and Developing Human Resources, Manak.
7. Sahu R.K (2005) Training for Development, Excel.
8. Indian Journal for Training and Development, ISTD.

MHRD

Semester - III

*** Non Credit Course: Foreign Language**
(French / German)

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - IV
EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 401 Labour Movement, Labour Welfare & Labour Policy

Course Objectives:

This course is devised to provide students with the knowledge regarding Labour Movement and Trade Union movement in India and abroad especially in the countries like UK and USA. It also focuses on administration of welfare amenities. This course also focuses on Labour Policy implications and Social Security Policies in India.

Course Content:

1. **ILO:** Introduction, Objectives, Functions, ILO Core Conventions Status of India as a member country.
2. **Labour Movement and Trade Indian Movement:** Pre Independence and Post Independence.
3. **Trade Union Movement Abroad:** UK and USA.
4. **Trade Union:** Its development in India, UK and USA, Characteristics Features of Indian trade unions, Problems of Indian trade union, National Federations of Indian Trade unions.
5. **Labour Welfare and Social Security:** Introduction of Labour welfare and social security practices in India. Need and scope of Labour Welfare and Social Security Agencies of Labour Welfare.
6. **Labour Policy:** Introduction objectives, sources and Evolution of Labour Policy in India.

REFERENCES

1. Punekar, Deodhar and Sankaran: Labour Welfare, Trade Unionism and Industrial Relations- Himalaya Publishing House, Mumbai 1996
2. Sharma A.M.: Aspects of Labour Welfare and Social Securities- Himalaya Publishing House, Mumbai 1999.
3. Bhagaliwal T.N.: Economies of Labour and Industrial Relations- Sahitya Bhavan Agra, 1995.
4. Memoria C.B., Memoria Satish, Gankar S.V.: Dynamics of Industrial Relations- Himalaya Publishing House, Mumbai 1998.
5. I.L.O.: Welfare facilities for workers in India and Asia.
6. Bhatnagar D.: Labour Welfare and Social Security Legislation in India.
7. Johri C.K.: Issues in Indian Labour Policy.
8. Mathur A.S.: Labour Policy and Industrial Relations in India.

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - IV
EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 402 HUMAN RESOURCE DEVELOPMENT – III

OBJECTIVES:

The main objective of this paper is to acquaint the students with specific areas of HRD activities such as HRD in banking, NGO's, Co-operatives, Workers, Hotel and Tourism Industry, Moreover new areas exploded as a result of the outcome of HRD practice in Indian industries, such as HRA with a view to keep the students with current HRD trends.

- HRD for Workers
Profile of Indian workers and needs, Current status of HRD, Meaning and methods of Blue collar workers, Role of Unions in HRD for workers, Indian experiences in HRD for workman, gap and issues.
- HRD in Banking Sector
Culture and HRD in Banking Industry: HRD climate in banks, Role of Top Management, Training and Performance appraisal in Banks Problems and Issues in implementing HRD in Banks
- HRD in NGO's
NGO's and their nature, mission and goals, HRD needs of Volunteers/professionals, Development strategies for NGO's, HRD interventions for NGO'S.
- HRD in Co-operative Sector
Concept of HRD in Co-operative sector, Objectives and importance of HRD in Co-operatives, Challenges for Co-operatives, Measures to remedy.
- Human Resource Accounting
Concept of HRA, Costing and Valuing human resources in organization, problems in adopting HRA system in India Indian Industries.
- HRD in Tourism and Hospitality Industry, Current practices and emerging Issues.

References:

1. Rao T.V; Kuldip Singh (1997) Selected Redings In HRD, Tata Mcgraw Hill.
2. Rao T.V (1994) HRD in new Economic Environment, Tata McGraw Hill.
3. B.Singh and Prem Kumar (1995) Current Trends in HRD Challenges Scenario, Deep & Deep.
4. Kapoor A.A; (1997) Rural Development through NGO, Rawat.
5. Khandelwal Anil (1988) HRD in Banking Sector, Oxford & IBH.
6. Malaendu (1997) Human Resource Accounting, Discovery.
7. Thomas Liza (2002) HRD in NGO, Academy of HRD.
8. Gupta R.P and Arya P.P HRM & Accounting, Deep and Deep.

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - IV
EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper -403 Global Human Resource Management

Course objectives:

International Human Resource Management has acquired a unique status and reputation in global economy. This course is designed to provide an understanding of the theoretical foundation and the practical implication of international approaches to human resource management.

Course Content:

- 1) **International HRM:** Definitions, Models of International HRM, difference between domestic and international HRM.
- 2) **Expatriate:** Meaning, Different Rolls of Expatriate, Reasons for Expatriates failure.
- 3) **Organizational Structure:** Expatriate, Sales subsidiary, International Division, Global product/Area Divisions, Matrix Structure, Mixed Structure.
- 4) **International staffing :** Approaches to International Staffing, Ethnocentric approach, Polycentric approach, Geocentric approach , Regiocentric approach
- 5) **Training and development of International Staff:** The deployment cycle for international assign assignments, Design of training for overseas assignment.
- 6) **Performance appraisal for Expatriates:** Factors influencing Expatriates performance, criteria to be used for appraisal of Expatriates Staff performance review practices of America, Russia, Japan.
- 7) **Global compensation system:** The existing compensation system, The changing environmental pressures.
- 8) **Social Security Schemes in different countries:** Statuary social security scheme, Federal republic of Germany, U.K., U.S.A. and Russia.

REFERENCES:

- 1) Bhatia S.K., 2005International Human Resource Management. A Global perspective. Deep and Deep publication. New Delhi.
- 2) Dowling Peter J and Weltch E Denice 2004, Internationasl Human Resource Management. Thomson Learning.

VEER NARMAD SOUTH GUJARAT UNIVERSITY
M.H.R.D. Semester - IV
EFFECTIVE FROM ACADAMIC YEAR -2007-2008

Paper – 404 Managing Knowledge Worker

Objectives: This paper explores the issues essential to managing knowledge as a resource in the organizations. The issues of knowledge management and learning organizations are covered so that you can use these techniques to build more effective organizations.

- Knowledge economy,
- Knowledge Management Concepts and Applications
- Characteristics of Professionals and Knowledge workers
- Performance management of Knowledge workers Motivating Knowledge Workers
Compensation
- Building Knowledge Organization.

References:

1. Amar D Amar (2001)Managing Knowledge Workers, Greenwo.
2. Ganesh Natrajan & Sandhya Shekhar Knowledge Management – Enabling Business growth, TMH.

MHRD

Semester – IV

Paper – 405 Project Work

Paper – 406 Dissertation Preparation



Eligibility Criteria for Admission to MHRD Programme Semester base.

Duration of The programme:

The MHRD course is two years Full time Post Graduate Degree course leading to Masters Degree in Human Resource Development.

Medium of Instruction English

Admission Criteria:

1. Total Seats 60.
2. All the candidates who have served 50% marks in aggregate in all the subjects at any bachelor's Degree of a recognized University are eligible to apply for the admission to the course. Relaxation to reserved category candidates is applicable as per existing rules and regulations of the University.
3. Candidates appearing at the final year Bachelor's Degree examination can apply, but they must pass the examination securing not less than 50% marks.
4. Admission to MHRD course will be based on the candidate's performance in the written test and personal interview comprising of 150 marks. Written test consist of 100 marks and Personal Interview 50 marks.
5. Reservation in Seats as per University and Government rules.

Assessment:

The Degree will be awarded on the basis of Performance of students in Internal and external Examination. Students are required to write test/semester examination/assignment only in English.

1. Internal Assessment for MHRD Programme:

- a. Internal Assessment in each paper will be out of Fifty(50) marks.

Following three heads will be considered:

Internal Class Tests – 30 marks
Assignments/Class presentation – 10 marks
Class Participation – 10 marks

- b. There will be at least one written test (seen/unseen) for each paper in every semester.
- c. There shall be Assignment in each paper.
- d. The Department will decide

2. In External Examination each paper will be of 100 Marks.

3. Passing Standard and Award of Class:

Minimum passing marks 40% marks in aggregate (Internal and External together) in semester examination.

Pass class – Less than 50% marks in aggregate.

Second Class – 50% to 59% marks in aggregate.

First Class – 60% to 69% marks in aggregate.

Distinction – 70% and above marks in aggregate.

4. Students failing in any semester will be admitted to next semester. The result of Fourth semester will not be declared till students clear all semester examination.

3. Project and dissertation Work:

- a. Total marks: 150 (100 marks for preparation of project report and 50 marks for Viva voce)
- b. Students undertake the study of a real-life problem in an organization with the objective of applying the principles and procedures they have studied during the course. Based on the study, they are required to submit a report and defend it in the viva voce.
The area to be selected for study should ideally be close to the student's own job or interest. They are expected to collect information, understand the situation and the context, analyze the problem and suggest directions for bringing about effective outcomes.
The project report should not contain mere theoretical discussion of general issues. It is essential to base the project on systematic collection, analysis and interpretation of data leading to conclusions, which should be defended.
Plagiarism will adversely affect the scoring of the student.

4 Development Activities in the Department:

In order to enhance professional competence of the studies and Faculty, Seminar, Workshop, Training Programme and special Lectures will be organized.