

VEER NARMAD SOUTH GUJARAT UNIVERSITY

EFFECTIVE FROM ACADAMIC YEAR -2007-2008

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

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

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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.
9. 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

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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

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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
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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
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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)