

VEER NARMADSOUTH GUJARAT UNIVERSITY, SURAT
MHRD
PART – II

SYLLABUS FOR MHRD PART-II

(MHRD Programme)

PAPER – ORGANISATIONAL BEHAVIOUR

PAPER – ORGANISATIONAL DEVELOPMENT

PAPER – ECONOMICS OF HUMAN RESOURCES

PAPER – HUMAN RESOURCES DEVELOPMENT – I

PAPER – HUMAN RESOURCES DEVELOPMENT – II

PAPER – HUMAN RESOURCES DEVELOPEMNT – III

PAPER – SUBMISSION AND ASSESMENT OF REPORT BASED ON
INMMERTRAINING AND PROJECT REPORT.

VEER NARMADSOUTH GUJARAT UNIVERSITY, SURAT
MHRD
PART – II
ORGANISATIONAL BEHAVIOUR

OBJECTIVES:

- To introduce students the concepts pertinent to such central topics as organization processes, personality perception attitudes, group dynamics work motivation, leadership, planned change and organization structure, strategy and design.
- To familiarize students with some of the basic theories and relevant research in the field of management and organizational behaviour.

COURSE CONTENTS:

1. Organisation : Nature, structure and process, Historical nature of studies of organizations and O.B, Classical approach, Rise of human relation movement with special reference to Hawthorne and Michigan studies, Contemporary approaches.
2. Concept of Organisational Behaviour, Role of Behavioural factors in management, Foundation of Organisational Behaviour.
3. Human Behaviour: Human Psychological factors in human behaviour.
4. Perception : Perceptual selectivity managerial implications, theories of personality development, Personality and performances.
5. Attitude: Its formation and change, Stereo typed, Prejudices and ideologies, Customs, tradition, rituals, and laws, religion, publication opinion and propaganda measurement of attitudes.
6. Organizational Culture/ Climate, components, process and effects, Work culture as part behavioral foundation, Ethical issues in O.B. Institutionalization (Socialisation) How Work culture evolves, retains and also made task oriented.
7. Motivation: Motivation and Performance, Theories of motivation, Need Hierarchy, Two Factors theory, Theory X and Theory Y and Z, Expectancy models, Immaturity – Maturity.
8. Job Satisfaction and Morale: Concept of Satisfaction, Factors relating to job satisfaction, Determination of MORALE, Improving Morale.
9. Concept of Self: Interpersonal Behavior and Transactional Analysis, Conflict, Frustration and Stress management, Group dynamics, Type of Groups, Functions, Working and Influence of Informal Organization.
10. Leadership : Theories, styles of Leadership Effectiveness, Interaction of Individuals and organization, Organizational effectiveness, concept and Approaches.

REFERENCES:

1. Fred Luthans : Organisational Behaviour.
2. Keth davis : Human Behaviour at Work.
3. Hersy and Blanchard : Management of Organisational Behaviour.
4. Edgar H Schein : Organisational Psychology.
5. K Aswathappa : Organisational Behaviour.
6. Anselm M. : Organisational Behaviour.
7. Hugh Arnold : Organisational Behaviour.
8. Stephen Robbins : Organisational Behaviour.
9. Laurie Mullions : Management and Organisational Begaviour.
10. Udai Pareek : Organisational Behaviour Processes.
11. Moorhead : Organisational Behaviour.
12. Toisi Henry, Riggo Johr : Organisational Behaviour- A Conceptual Framework.

VEER NARMADSOUTH GUJARAT UNIVERSITY, SURAT
MHRD
PART – II
ORGANISTIONAL DEVELOPMENT

OBJECTIVES:

- To acquaint the student with theoretical aspects and to develop understanding of the subject.
- To development the skill of applying the knowledge intervention to the practical problems of organization.
- To enable them to understand and take up research in the subject it necessary.

COURSE CONTENTS:

1. Nature, definition and meaning of Organizational Development, Objectives, Assumptions, and Values of OD, Historical development of OD.
2. Theory and practices of OD, Overview of operational diagnostic and maintenance components, relation between components and process, Staff in OD.
3. approaches for organizational diagnosis: Laboratory training system, The survey research and feedback system, action research of OD.
4. OD Intervention: Definition and Nature : (a) Planned intervention- Conflict intervention, Laboratory method development, Inter- group building, Personal, Inter – Personal and group process interventions.
(b) Comprehensive Intervention – Conformation meetings, survey feedback, Likert’s system and Management Grid, OD contingency model.(c) Structural Interventios.
5. Building Organisational culture, Building organizational culture and health, Values and fostering values, Physical structures and symbols, Importance working people, Personal policies and motivation.
6. Strategy for success for OD, Conditions for OD, Success and Prospects, Reasons of failures, perception of key problems by people.
1. Evolution of pay – off in OD efforts, problems and limitations of OD, Future prospects of OD, Proficiencies in India.

REFERENCES :

1. Wendell L French : Organisational Development.
2. Warren C Bennis : Organisational Development: Its nature and prospects.
3. R. Beckhard : Reading in Organisational Development.
4. A. Ahmed : Management and Organisational development.
5. French and Bell : Organisational Development Theory and Practice.
6. J.L.Sehgal : Organisational Development.

VEER NARMADSOUTH GUJARAT UNIVERSITY, SURAT
MHRD
PART – II
ECONOMICS OF HUMAN RESOURCES.

OBJECTIVES:

- To introduce basic concepts of economics of human resources such as human resources, human capital, economics of health, economics of environment etc.
- To understand relationship between education and economic development and between health development and economic development.
- To work out educational planning and policy programme with the help of various economic theory.

Course contents:

1. Definition, managing and nature of human resources, Physical vs Human Resource, factors determining human resources in an economy.
2. Human capital: Human capital and Physical capital, Components of human capital, Formation of human capital and its contribution to economic growth.
3. Economics of Education; Consumption and Investment aspects of education, Problems in calculation of investment in education, Private cost, Social cost, and opportunity cost, Index of Human resource development.
4. Education and Economy : Education as an instrument of economic growth, Impact of education on agricultural productivity, Effects of education on income distribution, education and equity issues, screening models and radical theories, Educated unemployed ,market discrimination.
5. Approaches to educational planning :benefit, cost analysis , Direct, indirect, Private and social benefits of education and calculations of rates of return, External effects of education, Investment in On the Job training, Production function models, Growth accounting models of Schultz and Denison, Manpower requirements approach, Correlation analysis, Wastage and stagnation removal, Internal efficiency of Educational Institutions.
6. Economics of Health : Welfare economics of medical care< Health as an investment, Indicators of health, Similarities and differences between education and health as forms of human capital ,Measuring the effectiveness of Public health and human health and medical care systems.
7. Environment and health: Concept and types of environmental pollution, Air, Water, Land and noise pollution, Effects of pollution on human health, Measurements of costs.
8. Economics of brain drain- The nationalistic and individualistic approaches, Brain drain in the Indian context, Causes and remedies.

REFERENCES:

- (1) Dr.K.R. Shah : Essays on economics of Human resources.
- (2) Bach G.L. : Economics- An introduction to analysis and Policy.
- (3) Blaug Mark : The Causes of Graduate Unemployment in India.
- (4) Fearn Robert M. : Labor Economics- The emerging Synthesis.
- (5) Fleisher B.M. : Labor Economics- Theory evidence and Policy.
- (6) Harris : Economic Aspects of Education.
- (7) Majumdar : Instrument in Education and Social change.
- (8) Nalla Gounden A.M. : Labor Market discrimination in Issues in Human Capital Theory and Human Resource development Policy.
- (9) Pancholi P.R. : Growth and Distribution of Human Capital in India.

VEER NARMADSOUTH GUJARAT UNIVERSITY, SURAT

MHRD

PART – II

Paper -4 HRD-I

OBJECTIVES:

1. To introduce the students the basic concepts of HRD, Designing and planning of HRD activities such as manpower Planning, Performance appraisal.
2. To understand the role of Hrd Manager, Role of Line Manager ,and role of chief Executive in Hrd Activities.
3. To acquaint the students with the trends in HRD Practices in Indian Industries.
4. To introduce the Students with the concept of Performance appraisal, and its various methods.

COURSE CONTENTS:

1. Nature of HRD in Industry ,Planning for HRD ,Designing HRD systems, Integrating HRD with Corporate plans, HRD practices of organizations.
2. Strategies of Implementing HRD, Roles and Responsibilities of HRD managers, Role of line manager in HRD, Role of chief executive in HRD, Structuring the HRD functions, HRD and Personnel functions, Assessing HRD effectiveness, critical attributes of HRD staff, Developing HRD staff, Challenges for HRD professionals.
3. Man power planning and Fore casting, manpower supply inventory etc. manpower standard.
4. Performance Appraisal and HR: Performance planning through Key Performance areas(KPAs), Tasks and targets, Various methods of performance appraisal by supervisors.
5. Performance Analysis, Performance Rating, Performance counseling or coaching.
6. Using Appraisal for Development, Implementing performance appraisal systems, monitoring for development of organizational processes facilitation appraisals.
7. General idea about performance appraisal practices in India.

REFERENCES:

1. R.Jaygopal : Human Resource Development.
2. T.V.Rao. : HRD Missionary.
3. Udai Pareek & T.V.Rao : Designing and Managing HRD systems.
4. DM Silveria &TV Rao : HRD in the new economic Environment.
5. T.V. Rao : Human Resource Development
6. MP Srivastava : Human Resource Development
7. PC Tripathi : Human Resource Development
8. Laxmi Devi : Human Resource Development
9. Ishwar Dayal : Designing HRD systems.
10. BS Bhatia : HRD Policies: as simulation & Implications.
11. BS Bhatia : Understanding HRD.

VEER NARMADSOUTH GUJARAT UNIVERSITY, SURAT
MHRD
PART – II
Human resource Development- II.

OBJECTIVES:

1. To introduce the students the concept of organization as a learning system.
2. To introduce the students the nature of learning within an organization.
3. To introduce the students the role of line management in training and development.
4. To introduce the students the ways of identifying training and development needs at organizational , job & individual levels.
5. To Introduce the students a range of learning methods and techniques.
6. to Introduce the students the skill involved in instructing evaluating and apprising employ performance.
7. To acquaint the students with the concept of potential appraisal, career development & planning, and performance based rewards and recognition.

COURSE CONTENTS:

1. Developing human resource through training, Concepts of learning , Education , training and development, Importance of training and development activities in organization, transfer of learning, Efficiency and economy in training, Role of motivation in training Motivation for a trainers, Role and Responsibilities of HRD & training Specialist, Identification of training needs.
2. Training strategy, Systems process, Designing Training and Development activities, Designing and Conducting specific T&D programmes for managers, Supervisors & Workers Factors affecting in conducting training programmes.
3. training and development methods, Factors affecting choice of methods, On the job methods and Of the Job methods, Special training methods and techniques- Lecture ,Lecture cum Discussion , Syndicate Discussion, case study, role play, management games, sensitivity training, Transactional Analysis, managerial Grid, MBO, In Basket exercise, Recent trends in management development techniques.
4. Skills of an effective Trainer, Role of management trainer, trainer as a change agent.
5. Evaluation of training, What is Evaluation, Why Evaluation? When to Evaluate? Principles of evaluation ,Strategies of Evaluation.
6. Use of Audio-Visual aids in training.
7. CAREER DEVELOPMENT: Why is it important? Need for Career development, from individual/organizational point of view, Definitions of career, career path, career goals, Career planning, Career development, Individual/ Organizational strategies for Career Development.Organizational Career Planning its purpose <how is it carried out in organizations and help in Overall individual /organizational development,

Comparison of career stages of managers versus Life Stages and concerns for managers, Organising potential Appraisal , Its purpose, Steps to be followed for a good potential Appraisal system , Feed back on Potential Appraisal for Career development.

8. PERFORMANCE BASED REWARDS AND RECOGNITION: Different types of rewards , Desirable Characteristics, General Guide lines for Establishing and Maintaining effective Reward System, why Rewards fail?

REFERENCES:

1. Aggarwala Dharma Vira : Management Principles, Practices, and techniques.
2. Aggarwala Dharma Vira : Manpower Planning , Training and Development.
3. PN Singh. : Training for management and development.
4. Lynton & Udai Pareek : Training for Development.
5. Mumford Alan. : The Manager and training.
6. Torrington david F. : Handbook of Management Development.
7. Tracey William R. : managing and Development Systems.

VEER NARMADSOUTH GUJARAT UNIVERSITY, SURAT
MHRD
PART – II
HUMAN RESOURCE DEVELOPMENT-III

OBJECTIVE:

The main objective of this paper is to acquaint the students with specific areas of HRD activities such as HRD banking, NGOs, Cooperatives, HRD for workers, HRD in LIC, HRD in Hotel and Tourism industry, Moreover, new areas exploded as a result of the outcome of the HRD practice in Indian industries, such Human Resource Accounting and Indian Ethos are discussed with a view to keep the students with current HRD trends.

Course contents:

1. Profile of Indian workers and His needs, Current status of Hrd, Meaning and Methods of Blue collar workers, Performance development for workers, Behavior training as a tool for developing non-supervisory employees, Indian experience < Role of Unions in HRD for workers , Gapsand Issues.
2. HRD IN SERVICE SECTOR;
 - a) culture and HRD in Banking Industry: HRD climate in Banks, HRD for Rural Banking, Worker participation , Involvement in HRD, Employees development for HRD service, introducing HRD in Banks, Role of top management, Branch Managers, associations and Unions and HRD experiments, HRD case Studies for selected banks and financial institutions, Problems and Issues and implementing HRD for Banks.
 - b) HRD in NGOs: NGOs and their nature, mission and goals, unique characteristics Role analysis of various roles, HRD needs of volunteers/professionals, Development strategies for NGOs elf- renewal mechanisms, Role training, HRD interventions at field level and strategies used by NGOs.
 - c) HRD IN COOPERATIVE SECTOR: Importance of HRD in COOPERative Sector , Objectives of HRD in COPERATIVES , HRD major Components in Cooperatives, Challenges before Cooperatie institutions , Why Cooperative are not suit to challenges, Measures to remedy.
 - d) HRD in Life Insurance Corporation – Current Practices and Emerging Issues.
 - e) HRD in Hotel and Tourism Industry- Current Practices and Emerging Issues.
3. Human Resources Accounting: Increasing needs and relation with Management, Costing and vouinghuman resources in organization, Adoption and problems in Adopting HRA system in Indian industries.

4. Indian Ethos in Management: Impact of Socio – Cultural value on Management, Ideologies (Models), Brief review of some important management models – Japan, USA etc. Limitations of Foreign management models in India Context, Relevance of Indian Mode.

REFERENCES:

1. T.V.Rao and Kuldeep Singh : Selected Reading in HRD.
2. T.V.Rao : HRDxperiences, Interventions, Strategies.
3. B. Singh and Prem Kumar : Current Trends in HRD Challenges Scenario.
4. A.K.Kapoor : Rural Development through NGO.
5. Anil Khandelwal : HRD in Banking Sector.
6. T.V.Rao : HRD In New economic Environment.
7. Malayendu : Human Resource Accounting.
8. M.K. Gandhi : The Essence of Hinduism.
9. M.K. Gandhi : Discourses on Gita.
10. S.A.Sheralkar : Management (Value – Oriented Hoslistic Approach).