

VEER NARMAD SOUTH GUJARAT UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

(Full Time)

(With Effect From July 2002)

Semester – III

Optional Courses

8. Human Resource Management & Organizational Development Group

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| OHR 301 | Manpower Development & Technological Change |
| OHR 302 | Management Training & Development |
| OHR 303 | Managing Interpersonal & Group Process |
| OHR 304 | Organizational Change & Intervention Strategies |
| OHR 305 | Counseling Skills for Managers |

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MBA (Full Time)

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Human Resource Management & Organizational Development Group

OHR 301

Manpower Development & Technological Change

Objectives:

Recent years have witnessed rapid technological changes affecting industry and business in different ways. This course aims to discuss the major aspects of technological change and the kind of human resource management strategies and steps which may equip the organization and its human resources to adequately cope with such changes.

Course Contents:

Manpower Management in the 21st Century; Environmental Context of Human Resource Management; The Emerging Profile of Human Resources; Special Features of New Technology; Concept and Process of Technological Innovation; Organizational Implications of Technological Change; Human Resource Implications of Technological Change; Performance/Potential Evaluation in the Context of New Technology; Technology Transfer with Human Face; New issues in Manpower Training and Career Development.

Suggested Readings:

1. Clark, Jon. Managing Innovation and Change. University of Southampton, 1995.
2. Clark, Jon. Human Resource Management and Technolo
3. Compbell, A and Warmer, M. New Technology, Skills and Management. London, Routledge, 1992.
4. Rastogi, P N. Management of Technology and innovation. New Delhi, Sage, 1995.
5. Warmer, M. New Technology and Manufacturing Management. London, Wiley, 1990.
6. Womack, J P . etc. The Machine That Changed the World. New York, Maxwell Macmillan, 1990.
7. Whittaker, D H Managing Innovation. Cambridge, Cambridge University Press, 1990.

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OHR 302

Management Training & Development

Objectives:

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and process.

Course Contents:

Training Process - an Overview; Role, Responsibilities and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instructional Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques; Facilities Planning and Training Aids; Training Communication; Training Evaluation; Training and Development in India.

Suggested Readings:

1. Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1988.
2. Bucklely R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page, 1995.
3. Lynton, R Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar, 1990
4. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984.
5. Rae, L. How to Measure Training Effectiveness, Aldershot, Gower, 1986.
6. Reid, M A etc. Training Interventions: Managing Employee Development. 3rd ed. London. IPM, 1992.
7. Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organisation. London, Century, 1992

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OHR 303

Managing Interpersonal & Group Processes

Objectives:

The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Course Contents:

Group as a Medium of Learning; Developing and Change; Group Cohesiveness; Influence Processes; Interpersonal Communication; Interpersonal Awareness and Feedback Process; Interpersonal Trust; Group Decision Making; Group Synergy; Team Building.

Suggested Readings:

1. Bennis, W G. Essay in Interpersonal Dynamics. U.S.A. Dorsey Press, 1979
2. Kolb, D. etc. Organizational Behaviour: An Experiential Approach. 5th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Kolb, D. etc. Organizational Behaviour: Practical Readings for Management. 5th ed. Englewood Cliffs, New Jersey, Prentice Hall of India, 1991.
4. Mainiero, L A & Tromley C L. Developing Managerial Skills in OB, New Delhi, Prentice Hall of India, 1985.
5. Moore, M D etc. Inside Organisations: understanding the Human Dimensions. London, Sage, 1988.

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OHR 304

Organizational Change & Intervention Strategies

Objectives:

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioral science.

Course Contents:

Organization Change - an Overview; Approaches to Problem Diagnosis; Some Major Techniques of Planned Change; Steps in OD, General OD Competencies, OD Skills, Designing Interventions - Interpersonal, Team, Inter group and System; Evaluation of OD, Ethics of OD Professional, Future of OD.

Suggested Readings:

1. Abad, Ahmad, etc. Developing Effective Organisation, New Delhi, Sri Ram Centre for Industrial Relations 1980.
2. De Nitish. Alternative Designs of Human Organisation. London, Sage, 1988.
3. French, W H and Bell, CH. Organization Development. New Delhi, Prentice Hall of India, 1991.
4. French, W H , etc. Organization Development Theory, Practice and Research, 3rd ed. New Delhi, Universal Book Stall, 1990.
5. Harvey, D F. and Brown. D R. An Experiential Approach to Organisation Development, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
6. Huse, F E and Cummings, T G Organization, Development and Change, 3rd ed. New York, West, 1985.
7. Sinha Dharani, P. etc. Consulting Styles. New Delhi, Vision, 1982.

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OHR 305

Counseling Skills for Managers

Objectives:

To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Course Contents:

Emergence and Growth of Counseling Services; Approaches to Counseling; Counseling Process - Beginning, Developing and Terminating a Counseling Relationship and Follow up; Counselor's Attitude and Skills of Counseling; Assessing Client's Problems; Selecting Counseling Strategies and Interventions - Changing Behaviour through Counseling; Special Problems in Counseling; Application of Counseling to Organizational Situations with a Focus on Performance Counseling.

Suggested Readings:

1. Corner, L S. and Hackney, H. The Professional Counselor's Process Guide to Helping. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. MacLennan, Nigel, Counselling for Managers, Aldershot, Grover, 1996.
3. Moursund, J. The Process of Counselling and Therapy. 2nd ed. Englewood Cliffs. New Jersey, Prentice Hall Inc. 1990.
4. Munro, C A, etc. Counseling: A Skills Approach Methuen, 1980.
5. Reddy, Michael. Counseling at Work. British Psychological Society and Methuen, London
6. and New York, 1987.
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