Syllabi of MHRD  
(Master of Human Resources Development)  
2009-2010

The syllabus of MHRD (Master of Human Resource Development) shall consist of 12 courses (theoretical) and 03 Behavioural Labs, spread over three semesters. Each course will carry 100 marks to be divided into two types of evaluation, (external exam of 80 marks and Internal exam of 20 marks), 20 internal marks will be divided in two categories, 1. term paper of 10 marks and 2. written examination of 10 marks. In the fourth semester, there shall be (A) Summer Field Training report of 200 marks and (B) dissertation of 300 marks. The internal assessment of 20 marks will be assessed by course instructors. The coordinator will consolidate the assessment made by all the course instructors. All the students shall go for Field Training for one month in any organization after second semester in summer vacations and the report of the training will be submitted in the department. The dissertation will be submitted in the department under the joint supervision of course instructor and coordinator.

The distribution of marks, course wise and semester wise is as follows:

### Semester : 1st

<table>
<thead>
<tr>
<th>Course</th>
<th>Internal Marks</th>
<th>External Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Foundation of Human Behaviour</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>(2) Behavioural Research Methods</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>(3) Organizational Behaviour</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>(4) Business Communication</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>(5) Lab in HRM (Human Resources Management)</td>
<td>20</td>
<td>80</td>
</tr>
</tbody>
</table>

Total : 500

### Semester : IInd

<table>
<thead>
<tr>
<th>Course</th>
<th>Internal Marks</th>
<th>External Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Business Environment and Managerial Economics</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>(2) Labor Law and Industrial Relations</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>(3) Human Resource Development</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>(4) Organizational Development and Change</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>(5) Lab in HRD IInd (Human Resources Development)</td>
<td>20</td>
<td>80</td>
</tr>
</tbody>
</table>

Total : 500

### Summer training for one month

### Semester IIIrd

<table>
<thead>
<tr>
<th>Course</th>
<th>Internal Marks</th>
<th>External Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Performance appraisal and Counseling</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>(2) Computer Application in Management</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>(3) Business Policy and Strategic Management</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>(4) Ways and Salary Administration</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>(5) Lab in HRD IIInd (Human Resources Development)</td>
<td>20</td>
<td>80</td>
</tr>
</tbody>
</table>

Total : 500

### Semester IVth

<table>
<thead>
<tr>
<th>Course</th>
<th>Internal Marks</th>
<th>External Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Summer Training Report</td>
<td></td>
<td>200</td>
</tr>
<tr>
<td>(2) Research Project</td>
<td></td>
<td>300</td>
</tr>
</tbody>
</table>

Grand Total : 2000
MHRD- Ist Semester
Course: 1- Foundations of Human Behaviour
Code No- HRD- 101

Objective:
The objective of this course is to acquaint the students with the insight into the complexities of human behaviour in general, and in the context of organization in particular, in terms of some of the major inter-linked variables affecting it. This would also help them to familiarize with the factors affecting group behaviour and leadership.

Periods

Unit-1: Concept of behaviour: Individual, group and systemic approaches, Issues and Challenges. 5

Unit-2: Attention: Types of attention: Selective, divided, and sustained, determinants of attention, practical implication of attention for managers. 4

Unit-3: Perception: Perceptual processes, basic factors in perception, significance of perception for managers. 4

Unit-4: Learning: Theories of classical and operant conditioning. Learning curves. Application of Managers. 5

Unit-5: Memory: Memory system: Sensory, short-term and long term, Level of processing, forgetting, remembering in everyday life. 5

Unit-6: Motivation: Types of motives, theories: Need hierarchy, Social learning, Attribution, Implication. 5

Unit-7: Individual differences, Personality: Trait and type approach, Intelligence and aptitude, General and specific abilities, I.Q. 6

Unit-8: Behaviour in group: Factors influencing group behaviour, leadership styles, Implications for Managers. 6

Total: 40

Suggested Readings:
4. Robbins, S.P.: Organizational behaviour
7. Kelly, J.: Organizational behaviour
Objective:
The basis objective of the course is to familiarize students with the fundamentals of the research methods; relevant statistical techniques which would be helpful in analyzing the business problems and in making decisions in an organization.

Periods

Unit-1: Research Methods in Management; Meaning, objective and significance of research: Nature of Science and Scientific Research, Theory, Facts and Variables, Formulation of Research Problems and Hypotheses; Ethical Aspects. 7

Unit-2: Classification of Behavioural Research: Empirical vs Laboratory Research Quantitative vs Qualitative; Experimental vs Correlation Researches- ex post facto research, field studies and survey. 5

Unit-3: Research Strategies: Experimental - Manipulating the independent variable, controlling extraneous variables, multiple group design, factorial designs, correlational research, single case research strategy, Research in natural setting. 5

Unit-4: Collecting and Interpreting Data: Population and sampling, Data collection tools- observation, Interview, content analysis and questionnaire research procedures External Validity. 6

Unit-5: Writing research reports: Professional and social Responsibilities of scientific Researchers. 4

Unit-6: Measures of central tendencies: Mean, Median, and Mode; Measure of dispersion: Range, Quartile deviation; Standard deviation. 5

Unit-7: Test of Significance: 't'-test. 4

Unit-8: Analysis of Variance: One way and two way. 6

Total: 42

Suggested Readings:

Objective:
The course is aimed at developing an understanding among the students about the social – Psychological aspects of the behaviour and performance of individual in organization and about the role of the organization in influencing the thoughts, feelings and actions of its members.

Periods

Unit-1: Foundations of Organizational Behaviour : Historical Background ;
Hawthorns Studies ;Nature and critical bases of organizational behaviour ;
Organizational behavior model ; Emerging organizations ; Information base ;
total quality and organizations. 6

Unit-2: Grobal and cultural diversity : Contemporary challenges; diversity and ethics ;
Managing diversity ; Ethics and ethical behaviour in organizations. 5

Unit-3: Micro- Perspective of Organizational behaviour : Perceptual processes
Impression management ; Personality attitudes and values ; Motivation ;
Needs, Content and processes ; Motivation performance through job design
and goal setting ; Learning processes, Reward System and Behavioural
Management. 7

Unit-4: Group dynamics of organizational Behaviour : Group dynamics and Terms ;
Interactive Conflicts and Negotiation skills; occupational stress; Power and
Politics ; Leadership processes , Established theories and Emerging theoretical
frame works ; Leadership Styles , Activities and Skills. 7

Unit-5: Macro perspective of organizational Behavoiour : Communication
Technology and Interpersonal Process; Decision making ; Organizational
theory and design ; Organizational Culture. 6

Unit-6: Horizons of organizational Behaviour : Impact of culture on international
organizational Behaviour ; communication, Motivation and managerial
leadership; Organizational change and Development : Approaches,
Techniques and Future prospects. 9

Total : 40

Suggested Readings :

Objective:
The main goal of this course is to develop an understanding about the effective business communication and interpersonal communication with special reference to written aspects as letters, memos, short report and long report planning.

Periods

Unit-1: Foundations of Business Communication, Communicating effectively in organizations; understanding Business Communication; Interculture Communication; Communicating through technology. 7

Unit-2: Interpersonal Communication: Basic Processes, Models Johari window and transactional Analysis Improving Interpersonal Communication. 6

Unit-3: Writing process: Planning, Writing and revising. 4

Unit-4: Letters, Memos and other brief messages; Routine, Good news and Goodwill messages; Bad news messages and persuasive messages. 6

Unit-5: Barriers to Communication; Culture and Language issues Horizontal, Vertical and lateral, overcoming barriers. 6

Unit-6: Meeting: Conducting and Participating in business meeting, Presentation skills. 5

Unit-7: Written Communication: short report, long reports planning, writing and communication business message 5

Unit-8: Letters, memo and other messages and corporate communications. 4

Total: 43

Suggested Readings:

Rajendra Paul: Business Communication.
Objectives:
The objective of this course is to focus on acquired specific skills in the emerging areas of Human resource concerns, training for individual growth to interpersonal relations and negotiation skills.

A. Lab in HRM
1. Lab in selections devices.
2. Lab in training for individual growth.
3. Lab in training for interpersonal relations.
4. Lab in negotiation skills.
MHRD-IInd Semester
Course: 1 - Business Environment and Managerial Economics
Code No- HRD-105

Objectives:
The main goal of this course is to create understanding and knowledge among the students about the impact of global business environment and Indian economic system on human resource management.

Periods

Unit-2: Nature of Economic System : Free Market Economy Planned Economy Mixed Economy; Privatization and Market Friendly Approach. 6

Unit-3: Economic Trends And Structural Changes : Economic Growth; Economic Development Stages; Long term Strategies and Policy issues; Social Responsibilities of Business. 8


Unit-5: National Economic Planning : Planned Economic Planning 51-85. Objectives Achievement and Contents; Economic Reforms Context of Reforms; Form and Content of Reform Challenges Past, Present and Future. 7

Unit-6: Demand Theory and Analysis : Business and Economic forecasting Market Structure; Perfect Competition and Monopoly; Game Theory and Strategic Behaviour; Business Decision and Govt. Taxes and Regulations. 8

Total: 43

Suggested Readings:
MHRD-IIInd Semester
Course : 2- Labour Law and Industrial Relations
Code No- HRD- 106

Objectives :
This course is prepared to highlight the nature and significance of labour laws related to human relations and industrial relations.

Periods

Unit-1: Labour Laws : Introduction : Significance of Labour Laws, brief Historical Significance of labour laws, Constitutional Powers, concept of social security, social security system in Indian, Distinction between social insurance and social assistance. 7


Unit-4: Industrial Employment Act 1946. 6

Unit-5: Indian Industrial Relation : An over view evaluation of Industrial Trace 8

Unit-6: Labour welfare and social security workers participation in management Technology and Industrial relations, Indian and ILO, worker development Industrial unrest in India, The State and Industrial Relation in the Public sector. 6

Total: 41

Suggested Readings :
MHRD- IInd Semester
Course : 3- Human Resource Development

Code No- HRD- 107

Objectives :
The objective of this course is to train the students in the various theoretical and practical aspects - motivation, quality of work of HRD and to focus on development of various intervention techniques.

Periods

Unit-1: Introduction: Need and role of HRD, Process and mechanism of HRD, planning, building and controlling HRD, HRD in Indian context.  6

Unit-2: Human resources planning, acquisition and Utilization:
a. Job analysis and job designing, determining essential skills knowledge and abilities.
b. Recruitment, selection, placement and orientation.
c. Utilization of ineffective manpower and tackling unsatisfactory performers.
d. Human resource audit.  10

Unit-3: Personnel training and development : Identifying training needs ; Evolving training strategy; Designing training and development activities; training methods; Management development; Evaluation of training programmes ; Factors for successful training activities.  9

Unit-4: Career planning and management.  5

Unit-5: Motivational aspects of HRD : Development cycle; Reinforcement for behaviour modification ; job design to increase employees’ motivation, creating of incentive.  5

Unit-6: Organizational climate and culture for HRD ; Nature, components and effects quality of work life and HRD.  5

Total : 40

Suggested Readings :
Objectives:
The purpose of this course is to make the students conversant with the need for change and development of organizations and with the various research studies and techniques.

Periods

Unit-1: Introduction to Organizational Development: Historical development; values, Assumption and benefits; Management of change. 7

Unit-2: Management of Organizational Development: Foundations, Process and action research. 6

Unit-3: Organizational Development Interventions: Term, Third-party, structural Comprehensive, interventions training experiences. 6

Unit-4: Management of change: Organizational structure, Organizational culture, Performance management, Reward management, Employee relations and involvement strategies Downsizing. 8

Unit-5: Evaluating change and future of Organizational Development. 8

Total: 35

Suggested Readings:

2. Colenso, M. Successful organizational change: Evolution and revolution in the organization.
7. MCGill, M.E. Organisation Development for operating managers.
MHRD-IInd Semester
Course: 5- Lab In HRD -I

Objectives:
The objectives of this course is to focus on acquisition skill in the emerging areas of human resource management as well as in the relational data base management systems, relevant aspects of labour welfare and social security in India so as to make them understand the importance of these provisions in the management of human resources.

Lab In HRD

1. Lab in performance management.
2. Lab in term-building.
3. Lab in communications skills.
4. Lab in presentation skills.
MHRD-IIIrd Semester
Course : 1-Performance Appraisal and Counselling
Code No- HRD- 109

Objectives:
This course is aimed at presenting the knowledge among the students about
the significance of performance, important assessment techniques and to
focus on the aspects of counseling on the performance.

Periods

Unit-1: Performance Appraisal : The Organizational and human context of appraisal,
purpose, requirement of effective , appraisal system, Developing an appraisal
system uses of performance appraisal, performance appraisal and the law.
Implementing an appraisal system, evaluating appraisal system effectiveness.

Unit-2: Performance Appraisal Approaches : Traditional system of performance
appraisal, ranking, graphic rating scale, check list, forced choice method,
Behaviour rating scales, critical incident method, essay.

Unit-3: Management by objectives - Work planning and review, meet for evaluating
performance, when and how often appraisal be done ? performance appraisal
and total quality management. Appraisal errors and rater training strategies.

Unit-4: Historical Perspective : Development of counselling and counselling
programmers,
Traditional and current activities of counselors. Meaning and role of
counseling, form of counselling. Individual counseling : Theories, Goals and
Skills, Group Techniques . Counselling and Therapy . T-Group, Sensitivity
Group, Encounter Group and Mini Groups , Group- Counselling Leadership
Processes, activities and values, Career Counselling, Counsellars in School -
role and Function. Counselors in community. Pratical Consideration in
Counselling. Indian Perspective in Counselling.

Unit-5: Counselling Skills Training : Managing Skill Training , training activities -
destining, empathy, empathy - building , Information and advice giving
activities , facilitation activities, problem- solving activities. counselor -
development activities.

Unit-6: Standardized testing and Human Assessment : Standardized test scores,
criteria of selecting a test, types of standardized tests, non- standardized
techniques of assessment .

Total : 45

Suggested Readings :
                              Englewood- Cliffs, New Delhi .
MHRD-IIIrd Semester
Course : 2-Computer Application in Management

Objective :
This course has been designed with a view to acquainting students with the fundamentals of management information and computer. It will provide more emphasis on the fundamental aspects of the subjects.

Periods

Unit-1: Computer generations and classifications : Components of computer, organization of a CPU, memory storage. 5
Unit-2: Input and output devices, representation of information in computers, binary number system, coding system (EBCDIC and ASCII). 6
Unit-3: Computer hardware and software : System software, assembler, compiler, operating system, DOS, Window 98, algorithm, flow charts, elementary concepts of languages. 7
Unit-4: Application soft wares: Microsoft Word, Microsoft Power point, Microsoft Excel. 6
Unit-5: Management Information System : Definition , objectives, benefits, function, characteristics, role of an MIS- information flow. 5
Unit-6: Management, Organizational theory and the system approach : Types and functions, organizational theory, motivation models, system approach to planning information and planning, system approach to organizing. 7
Unit-7: Decision making : Levels, types and stages of decision making, individual models: Rational, satisfying, muddling and psychological. Organizational models : Rational actor bureaucratic, political and garbage can. Case study. 6
Total : 42

Suggested Readings :
4. David H.L. : Design and Management Information system
5. Dearden J. : Computer and business Management
7. Murdick, Ross. & Claggett : Information system for Modern Management
10. Sheony, Srivatava, & Sharma : Operation Research for Management
MHRD -IIIrd Semester
Course : 3-Business Policy and Strategic Management
Code No- HRD- 111

Objectives:
The purpose of this course is to educate the students about the importance and scope of top management, policies, decisions and problems in the implementation of such decisions.

<table>
<thead>
<tr>
<th>Periods</th>
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</thead>
<tbody>
<tr>
<td>Unit-1: Nature and Scope of strategic management, level of strategies, process of strategic management, role of top management. 6</td>
</tr>
<tr>
<td>Unit-2: SWOT- Analysis : External and internal analysis. 6</td>
</tr>
<tr>
<td>Unit-3: Strategy formulation :</td>
</tr>
<tr>
<td>a. Business level strategy: Competitive advantages, market focus, market life cycle, business strategy for turnaround.</td>
</tr>
<tr>
<td>c. Corporate level strategy: Role, forms, means and benefits of Diversification, Role of managerial behaviour. 12</td>
</tr>
<tr>
<td>Unit-4: Implementation of strategies: Organization structure; design, forms and change, Tools and areas of strategy implementation; leadership, functional policies and allocation of resources. 8</td>
</tr>
<tr>
<td>Unit-5: Evaluation and control of strategy ; Issues, type and techniques; role of organizational system. 6</td>
</tr>
<tr>
<td><strong>Total: 38</strong></td>
</tr>
</tbody>
</table>

Suggested Readings :
1. RM Srivastava.: Management Policy and strategic Management.
5. Azhar Kazmi :Business Policy .
MHRD- IIIrd Semester  
Course : 4-Ways and Salary Administration  
Code No- HRD- 112

Objectives :
This Course intends to acquaint the students with various factors affecting the wages and salaries of employees. Incentives and fringe benefits and their roles in increasing the productivity will be highlighted.

Periods

Unit-1: Nature and scope of Wages/ Salary administration. 7
Unit-2: Theories, determinants and fixations of wages. 7
Unit-3: Methods of payment : salary, incentives, fringe benefits, profit sharing. 8
Unit-4: Minimum wages Act, 1948. 8
Unit-5: The payment of Bonus Act,1965. 8
Total : 38

Suggested Readings :  
6. Yoder, D : Personnel Management & Industrial Relations
MHRD-IIIrd Semester
Course : 5-Lab in HRD IIInd

Objectives :
The objectives of this course is to focus on acquisition skill in the emerging areas of human resource management as well as in the relational data base management systems, relevant aspects of labour welfare and social security in India so as to make them understand the importance of these provisions in the management of human resources.

Lab in HRD- III
1. Lab training in counseling skills in managers.
2. Lab in computers in managers.
4. Lab in leading skills.
MHRD-IVth Semester

(1) Summer Training Report
(2) Research Project