

**Veer Narmad South Gujarat University**  
**Advance Human Resource Management**  
T.Y. B.B.A., Semester VI      Effective from December 2012

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Objectives:

- 1) To provide insights into various methods for developing human resources in organizations
- 2) To explain various techniques for developing people in organizations
- 3) To understand how organizations can be developed in dynamic conditions

Pedagogic Tools:

Lectures, Case studies, Practical examples from corporate & business world, assignments, projects & presentations,

**COURSE CONTENT:**

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|---|-----|
| Chapter 1: Human Resource Development   | 20% |
| a) Introduction (Definition, strategic HRD, features, benefits, scope, need & objectives) |     |
| b) HRD Process  |     |
| c) HRD methods, techniques, mechanisms, instruments, subsystems                           |     |
| d) Operating Mode   |     |
| e) Principles in designing HRD system   |     |
| f) Attributes of HRD manager  |     |
| g) Current scenario of HRD in India   |     |
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| Chapter 2: Employee Training  | 10% |
| a) Introduction (Meaning , importance, need, objectives)                                  |     |
| b) Training Need Identification   |     |
| c) Designing the training programme (Learning principles, Instructional objectives)       |     |
| d) Skills of trainer  |     |
| e) Training Evaluation  |     |
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| Chapter 3: Management Development Programmes  | 20% |
| a) Introduction   |     |
| b) Objectives   |     |
| c) Executive Development Process  |     |
| d) Techniques of MDP ( on the job and off the job techniques)                             |     |
| e) Evaluation of MDP  |     |
| <br>  |     |
| Chapter 4: Organisation Development   | 10% |
| a) Definition   |     |
| b) History of OD  |     |
| c) Managing the OD process  |     |
| d) OD interventions, techniques   |     |
| e) Action Research  |     |
| <br>  |     |
| Chapter 5: Organisation Change  | 10% |

- a) Meaning & Types
- b) Technology & change
- c) Resistance to change
- d) Approaches to organization change
- e) Planning & implementing change

Chapter 6: Organisational Power & Politics 10%

- a) Power
- b) Sources of Power
- c) Effective uses of power
- d) Power tactics
- e) Essence of politics
- f) Types of political activity
- g) Ethics of power and politics

Chapter 7: Organisation Culture 10%

- a) Meaning & Dimension
- b) Creation of culture
- c) Sustaining culture
- d) Effects of culture
- e) Changing organization culture

Chapter 8: Empowerment 10%

- a) Definition & Meaning
- b) Conditions necessary for empowerment
- c) Forms of empowerment
- d) Empowerment in India
- e) Barriers to empowerment

**Note: About 15-20 percentage of total paper should be allocated to case study or application based questions.**

#### Reference Books

- 1) Human Resource Management by C. B. Gupta
- 2) Human Resource Management by Dr. S.S. Khankha
- 3) Human Resource & Personnel Management by K. Ashwathappa
- 4) Human Resource Management by Biswajeet Pattanayak
- 5) Essentials of Human Resource Management and Industrial Relations by P. Subba Rao
- 6) Organisation Behaviour by K. Ashwathappa