GUJARAT TECHNOLOGICAL UNIVERSITY
Diploma Engineering
Semester: 3

Subject Code   330001
Subject Name   HUMAN RESOURCE MANAGEMENT

Sr. No.	Course content
1.	**INTRODUCTION TO HUMAN RESOURCE MANAGEMENT :** 1.1 Need and scope of human resource management in industrial environment. 1.2 Impact of human factors on productivity and industrial harmony.
2.	**HUMAN NEEDS, RELATIONS AND VALUES :** 2.1 x and y theory. 2.2 Importance of human resources in Indian philosophy. 2.3 Maslow's hierarchy, its importance in managing human resources. 2.4 Need of human relations and human values in the industry. 2.5 Desirable human values and their importance including ethics and morale value.

3.	**BEHAVIOURAL DYNAMICS :**
	3.1 INTERPERSONAL BEHAVIOUR
	    3.1.1 Introduction
	    3.1.2 Need for interpersonal competance.
	    3.1.3 Determinants of interpersonal behaviour.
	    3.1.4 Concept of interpersonal orientation and attractions and its importance in human behaviour.
	3.2 LEADERSHIP
	    3.2.1 Situational approach to leadership
	    3.2.2 Power influence and compliance
	    3.2.3 Influence of Leadership.
	    3.2.4 Techniques to deal people effectively.
	3.3 GROUP DYMNAMICS
	    3.3.1 Concept of group dynamics.
	    3.3.2 Dynamics of group formation.
	    3.3.3 Types of group.
	    3.3.4 Role of group in organization.
	    3.3.5 Desirable characteristics of group member.
	3.4 ATTITUDE
	    3.4.1 Concept & importance of positive attitude and openness of mind.
	    3.4.2 Do's and don'ts for developing positive attitude.
	    3.4.3 Importance of mental health.

4.	**SUPERVISOR'S ROLE IN HRD :** 4.1 Importance of HRD. 4.2 Need, importance & types of Training. 4.3 Need and importance of Motivation. 4.4 Supervisor's role as Trainer & Motivator. 4.5 Need, importance and use of Counselling and Mentoring.

5.	**DECISION MAKING :** 5.1 Importance of decision making in context of productivity, quality, cost consiousness, human relations and goal achievment. 5.2 Factors affecting decision making. 5.3 Types and process. 5.4 Make the decisions for given case/situation.
6.	**MANAGEMENT OF CHANGE :** 6.1 Need for change. 6.2 Barrier to change 6.3 Strategies to manage change. (Effective implementation and management of change) 6.4 Trade unions and their objectives. 6.5 Constructive role of trade unions in goal setting, achievement and change management 6.6 Causes and resolution techniques of conflicts.
7.	**STRESS MANAGEMENT :** 7.1 Concept of stress management. 7.2 Attributes of stress. 7.3 Stress measuring techniques. 7.4 Techniques to relieve the stress.

8.	**COMMUNICATION :**
	8.1 Communication.
	    8.1.1 Concept and definitions
	    8.1.2 Objectives
	    8.1.3 Types :downward,upward,lateral,grapevine.
	8.2 Proposals and Reports
	    8.2.1 Introduction
	    8.2.2 Features/Characteristics
	    8.2.3 Structure
	    8.2.4 Forms/ Types
	    8.2.5 Brief and precise proposal and report writing
	List of Major Skills :
	- Write reports on experiments conducted in laboratories/ workshops/ and reports on field and industrial visits.
	- Write report on project work (mini and major) undertaken.
	- Fill up various types of forms/formats and maintain records.
	- Write brief reports of various types (inspection, installation, commissioning, progress report, test reports, trouble reports, status report of materials, industrial visits, shift reports in log books etc.)
	- Compile and interpret process data periodically.
	- Write proposals (feasibility of projects, purchase, maintenance of machines and equipment, budget etc.)
	8.3 Business letters
	    8.3.1 Introduction
	    8.3.2 Form: Block, Indented
	    8.3.3 Characteristics
	    8.3.4 Structure
	    8.3.5 Types of Business letters.
	    8.3.6 Writing letters of different types

List of Major Skills:
- Write leave applications.
- Write applications for award of freeships and condonation of fine etc.
- Write letters to friends and parents.
- Prepare biodata/ resume.
- Write letters of application for jobs.
- Write letters of enquiry and replies to these letters.
- Write letters placing orders.
- Write letters of complaints and replies to these letters.
- Draft official memos and notices.
- Prerpare tender documents
- Write self - appraisal and confidential reports.

8.4 Group Discussion and Meetings.

LEAD GROUP DISCUSSIONS AND MEETINGS INDEPENDENTLY IN ENGLISH

List of major Skills :
- Prepare the agenda and schedule for meetings/ group discussions.
- Build rapport with individuals and the group.
- Assert one's point of view and convince others.
- Contribute effectively in group discussions and meetings.
- Accept other's point of view.
- Encourage the group members to contribute/participate effectively.
- Summarise the points agreed upon.
- Defend findings and reports presented.
- Organise and co-ordinate group discussions and meetings.

INSTRUCTIONAL STRATEGIES :

1. **CASE ANALYSIS**

   Case based on human behaviour which includes behaviour with supervisors, colleagues, subordinates, suppliers etc.

2. **GROUP DISCUSSION**

   Decision making for situations such as ;
   - For achieving goals under constraints of resources like man, material, time, money etc.
   - For managing subordinates by setting an example of self behaviour.
   - The topic for group discussion should be selected in which, behaviour of supervisor adversely affect the situation. For narrating the topic, news, magazines case, video film, narration etc. should be used. The discussion should be primarily on behavioural aspects.

3. **SEMINARS**

   Each student has to represent a seminar for 10 minutes on the topic assigned by teacher. The topics should be relevant to the topic no.4 "Supervisor's role in HRD ".

4. **MOK PLAY ON LEADERSHIP STYLE**

   The role of each player will be assigned by teacher. Based on role assigned, natural interac-tion/ play should take place.

5. **PRACTICE FOR STRESS RELIEVING TECHNIQUES**

Identify attributes for stress.

Discuss the suitable technique to relieve the stress, if feasible, practice the technique.

6. **RATING EXERCISE ON CHANGE MANAGEMENT**

Students should be asked to self rate for given set of situation. Based on total score, the attitude towards change management may be known. The relevent feed back and discussion should be carried out.

7. **GROUP DISCUSSION**

Group discussion on topics such as human values, need of ethics & morale value, importance of human values in leadership, etc.

8. **COMMUNICATION SKILLS DEVELOPMENT**

* Importance of communication in inter-personal relations.
* Steps to be followed in effective verbal communication.
  Dealing with superiors and with peers.
* Mannerism and gestures. Practices.

Note : The above instructional strategies are only suggestive. The individual teacher is free to design his own strategies looking to the constraints and resources available at the Polytechnic.

Reference Books:

1. Ahuja, Jain & Chhabra, Managing people at work, Dhanpat Rai and Sons. Allahabad. 1977.
2. Astin, A.W. Scherrei R.A. Maximising leadership effectiveness. Jossey-Bass Publishers, Londo, 1980.
3. Butterworthsand Tamrehill R.E. , Motivation anbd management development, 1970.
4. Dessler, Garry, Improving performance at work, Reston Publishing Co. Inc. A prentice Hall Co. Reston, 1979, .
5. Hersey and Blanchard, Management of organisational behaviour, Prentice Hall, India, 1977.
6. Mitchel, Terence R., People in organisations, McGraw Hill, Koga-kusha, Ltd. , Tokyo, 1978.
7. Pareek, Udai and Rao T.V. Designing and Managing human resources systems, Oxford and TBH Publishing Co., New Delhi, 1981.
8. Pareek, Udai and Rao T.V., Behavioural processes in organisation, Oxford and TBH publishing CO., New Delhi, 1981.
9. Richman Eugence and Brara Arvinder, Practical guide to manging people, Parkar Publishing Co., INc., New York, 1975.
10. Schein, Edgar H., Organisational Psychology, Prentice Hall Inc., New Jersey. 1970.
11. Morse and Furst, stress for success, Van Nostrand Reinhold Co., 1979.