Syllabus (2018-19)

DEPARTMENT OF PSYCHOLOGY

PATNA UNIVERSITY, PATNA

POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (HRD)

Human Resource Development (Theory) Paper – 01

Time : 04 Hours   **PGD-HRD- 101**   Full Marks: 70

Unit – I   **Concept, History and Objectives**

> Human Resource (HR), Human Resource Development (HRD), Human Resource Management (HRM), HRM System,Evolution of HRM – a brief history.
> Objectives of HRD/HRM-
  - Improving Productivity, Quality of work life, Profit.

Unit – II   **Human Resource Planning**

> Job Analysis,
  - Meaning & Importance
  - Method of Job Analysis
> Assessing job requirements; Forecasting HR supply (Internal/External) and HR demand
> Human Resource Information System (HRIS).

Recruitment and Selection

> Recruitment Planning,
> Internal Recruitment and External Recruitment.
> Methods of Employee selection
  - Application Blank,
  - Interview,
  - Psychological tests.

Unit – III   **Orientation, Training and Appraisal**

> New Employee Orientation – Planning, Packaging and evaluating Orientation Programme.
> Employee Training –
  - Objectives & Purpose

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- Types and methods of Training – Workers Training and Managers Training,
- evaluating training programmes
➤ Peformance Appraisal – Purpose and Methods.

Unit – IV   **Compensation Planning**

➤ Components of Pay system,
➤ Determinants of Pay structure and level,
➤ Issues in pay planning and administration,
➤ Monetary and Non Monetary incentives,
➤ Objectives of Organizational reward system.

Career Management

➤ Career-definition, Career Management by Organisational entry, Early career, Mid-Career, Managing older workers.

Unit – V   **Motivational Strategies & HR Strategies**

➤ Theories of work motivation –
- Maslow's need hierarchy theory,
- Two-factor theory of job satisfaction,
- Determinants of job satisfaction
➤ Formulation of HR Policies
- Employees Safety Policy, Health Policy, Fire Management, Safety awareness.

Books recommended :

1. Designing and Managing Human Resources System – Udai Pareek & T.V. Rao.
2. Managing Human Resources – Nadler, Leonard, Gulf Publication
3. मानव संसाधन प्रबन्धन, सी० एल० चतुर्वेदी
4. मानव संसाधन प्रबन्धन एवं औद्योगिक सम्बन – सी० एल० चतुर्वेदी
5. Human Resource Management – V.S.P. Rao

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Principles of Management (Theory) Paper – II

Time : 04 Hours **PGD-HRD- 102** Full Marks: 70

Unit-1   Management
  ➤ Definition, Nature, Priniciples & Purpose
  ➤ Managerial role and functions
  ➤ Management as Science/Arts or Profession
  ➤ Various school of thought and approaches to Management

Unit-2   Decision Making:-
  ➤ Introduction, Definition, Characteristics and elements of Decision making
  ➤ Steps and Types
  ➤ Rational decision making – Degree of rationality
  ➤ Group decision making

Unit-3   Planning:-
  ➤ Meaning, Nature, Importance and Need
  ➤ Process and Types of Planning (MBO)
  ➤ Barriers to effective Planning
  ➤ Forecasting – Need and Techniques

Unit-4   Organising and Staffing:-
  ➤ Meaning, Elements and Process
  ➤ Types of Structure/Design of Organization
  ➤ Meaning and Importance of Staffing
  ➤ Nature and Principles of direction

Unit-5 Coordination & Controlling :-

> Meaning, Need and Importance of coordination

> Definition, Nature, Importance, Areas and Objectives of Control

> Techniques of Control- Budgetary and Non-Budgetary control

> PERT,CPM – Meaning, advantages and limitations

Books Recommended

1. Management: Stephen P. Robbins

2. Management: Stoner, Freeman, Gilbert

3. Management in India: H.J.Davis, Chatterjee, Hever, Response Books, Sage Publication

4. प्रबन्धकीय अवधारणायें एवं संगठनात्मक व्यवहार: सी0 एल0 चतुर्वेदी

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Applied HRD & Organization Development (Theory) Paper- III

Time: 04 Hours   **PGD-HRD-103**   Full Marks:70

Unit-1   Organisational change

> Internal-External factors of organizational change
> Characteristics of effective change
> Change symptoms and causes of resistance to change
> Methods of overcoming resistance to change
> Models of change
  - Systems model of change
  - Lewin's force field analysis Model
  - The continuous change process Model
  - A Systematic approach to effective change Model - Case Studies.

Unit-2   Organisational Culture, Change and Development

> Organizational Culture - Concept, Definition and Components - What is corporate Culture,Development of Organisational Culture and Changing Organizational Culture as HRD Intervention
> Defintion, Objectives and process of Organisational development,
> OD Interventions-definition and types
  - Laboratory training,
  - survey feedback,
  - Team Building,
  - Interpersonal and Group Process Interventions,
  - Grid OD.

Unit-3   Training and Knowledge Management

> Traning as an OD instrument for behavioural change & development
  - Traning for Management development
  - Training for worker Development.

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> Knowledge Management-
>   • Defintion, Need for Knowledge Management
> Approaches to Knowledge Management
>   • Mechanistic Approach,
>   • Behaviouristic Approach.

Unit-4   Building a Learning Organisation and computer technologies

> Learning Organisation : its meaning and HRD implications
> Process of Building a Learning Organisation.
> Use of Computers in training technologies
>   • CBTs, Internets, Intranets and Extranets
> Human Resource Information System as a HRD Mechanism-importance.
> Introduction to SAP

Unit-5   Organisational Restructuring and steps for OD success

> Organisational Restructuring
>   • Internal Merger
>   • Internal Redeployment
>   • Job Reassignment.
> Conditions for OD success
>   • Steps for successful OD programme
>   • Reasons for failure of OD Programmes
>   • Caution in Implementing OD Programmes.

Books recommended:

1. Organisation change and Development-Kavita singh, Excel Books.

2. Leading change through Human Resources : Towards a Globally Competitive India. Ed. C. Balaji, s. Chandrasekhar and Rajan Dutta. Tala McGraw Hill.

3. Mangement-Griffin, AITBS

4. औद्योगिक एवं संगठनात्मक मनोविज्ञान–अरूण कुमार सिंह

5. प्रबन्धकीय विचारधाराएँ एवं संगठनात्मक व्यवहार.–सी0 एल0 चतुर्वेदी

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<u>Project WorkPaper – IV</u>
<u>PGD-HRD-104</u>
<u>Full Marks- 50</u>

This paper is added for skill development of the students. Hence Candidates will be required to acquaint themselves with anyone or more problems faced by an organization such as Job stress, high accident rate, resistance to change, etc. They will give a presentation on the solution of that problem in the department.

Viva-voce will be conducted by external examiner.

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Organizational Behaviour (Theory) Paper –V

Time : 04 Hours   PGD-HRD- 201   Full Marks: 70

Unit – I : **Organisational Behaviour**

Definition, the interdisciplinary nature of organizational behaviour; A historical perspective of OB,

Theories of OB – Structural, Human Relational, Total Quality Management & Modern.

Unit – II : **Individual differences affecting OB**

- Personality and OB
- Self Concept and OB
- Perception / attribution and OB

Unit – III : **Conflict in Organizations**

- Conflict in organization at individual, interpersonal and inter-unit levels.
- Differentiation between different views of conflict.
- Functional and dysfunctional aspects of conflict
- Causes of Conflict.
- The five stages of conflict process
- Management of inter-unit conflicts.

Unit – IV : **Organization Power & Communication**

- Sources of power in organizational context
- Functional and dysfunctional aspect of power.

Communication in organization

Factors affecting communication, Barriers, types of communication net work, communication and organizational performance. Interpersonal communication IQ and EQ in group EQ.

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Unit – V :   **Group Dynamics & Leadership**

Team building, Leadership, Leadership Style and group performance, Leadership in Indian context.

Job Stress

Symptoms and Causes – effects on employee performance and organizational performance; Stress management strategies and relaxation exercises. Management in the era of Globlisation-Challenges and Solution.

Books Recommended :

1. Organizational behaviour, H.E. Schein
2. Organizational Behaviour, Luthans
3. Human Behaviour at Work, K. Devis
4. औद्योगिक एवं संगठनात्मक मनोविज्ञान, अरुण कुमार सिंह
5. प्रबन्धकीय विचारधारायें एवं संगठनात्मक व्यवहार, सी०एल० चतुर्वेदी

Research Methodology and statistics(Theory) Paper-VI

Time: o4 Hours   PGD-HRD- 202   Full Marks:-70

Unit-1   Introduction

> Meaning, characteristics of a scientific research , need for research in orgainzations.

> Experimental vs. Non-Experimental Researches.

> Stages of Research.

> Data Collection Techniques

- Observation,

- Interview,

- Questionnaire.

- Survey research- Advantages and Limitations

- Developing Interview schedules and questionnaires.

Unit-2   Objective techniques of Data collection

❖ Psychological tests

✓ Meaning & Characteristics of a good Psychological tests.

✓ Types of tests

✓ Applications of Psychological Tests in Organizations- selection & recruitment, performance appraisal, problem diagnosis.

✓ Ethical issues in psychological testing.

Unit-3   Measurements in Orgainzation

> Measurement of employees morale,

> Measurement of Orgainzational climate/Health.

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> Personnel Research-as diagnostic and decision-making tool for HR Managers.

> Assessment centres- applications, uses, experiences in Indian context.

Unit-4   Uses of Statistics in Behavioural Research

> Arranging raw data,

> Measurement of central tendencies-(Mean, Median, Mode)

> Variability (Range, Average Deviation, S.D., Q),

> Graphical presentation of data.

Unit-5   Correlational techniques & Significance tests

> Product - moment correlation,

> Rank-difference method.

> t-test

> Chi-Square test

> F-test(simple)

> Analysis of data using SPSS

Books recommended:

1. Statistics in psychology and Education, Garrett

2. मनोविज्ञान, समाज तथा शिक्षा में सांख्यिकी, अरूण कुमार सिंह

3. Tests, Measurements and Research Methods for behavioural Science, Arun Kumar singh.

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Industrial Relations (Theory) Paper – VII

Time : 04 Hours   PGD-HRD 203   Full Marks: 70

Unit- I   Industrial development and emergence of industrial working class- concepts of industrial relations and personnel management- various personnel and industrial relations related functions.

Unit-II   Trade Unions in India, Union Recognition, and Union Leadership. Worker's Education.

Present status of Trade Unions- Future trends-Problems and challenges in managing knowledge workers/professionals in organizations.

Unit-III   Industrial Conflict, causes and effects, Remedial Techniques of industrial democracy and worker's participation in management.

Various models and techniques of reducing industrial conflicts.

Unit-IV   Collective bargaining- concept, Present status with reference to traditional bargaining being replaced by proactive and integrated bargaining.

Roles of HRD Professionals in collective bargaining.

Unit-V   General Introduction to I.D. Acts, Sections related to welfare schemes are to be covered.

Origin and background of Indian I.D. Act. General Labour Laws, Drafting of Appointment letter, show cause and chargesheet.

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Books recommended:

1.   Lundry: Effective Industrial Management

2.   Ross Bartnan: Changing pattern of Industrial Conflict

3.   R.D. Agrawal: Dynamics of Labour Relations in India

4.   Arun Monappa: Industrial Relations

5.   Monel Arora: Industrial Relations

Project Work(Paper-08)
PGD-HRD- 204
Full Marks-50

Candidates will be required to conduct a study in some organization on any one or more H.R. functions. They will be required to submit two printed and bound copies of Project report to the department for evaluation through Viva-voce.

Viva- voce will be conducted by external examiners of the candidates.

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