

**Post Graduate Diploma in Human Resource Development  
(PGD-HRD)-2012-13  
Department of Psychology  
Patna University, Patna  
SEMESTER-I**

1	2	3	4	5	6	7
Code	Course component	Name of the course	Credit	Marks		Total Marks
				Continuous Internal Assessment (CIA)	End Semester Exam. (ESE)	
PGD-HRD 101	Core	Human Resource Development (theory)	5	30	70	100
PGD-HRD 102	Core	Applied HRD & Organisational Development	5	30	70	100
PGD-HRD 103	Core	Organisational Behaviour	5	30	70	100
PGD-HRD 104	Core	Research Methodology and Statistics	5	30	70	100

**SEMESTER-II**

1	2	3	4	5	6	7
Code	Course component	Name of the course	Credit	Marks		Total Marks
				Continuous Internal Assessment (CIA)	End Semester Exam. (ESE)	
PGD-HRD 201	Core	Principles of Management	5	30	70	100
PGD-HRD 202	Core	Industrial Relations	5	30	70	100
PGD-HRD 203 & 204	Core	Project Work	5+5	60	140	200

*A.P. R.* 25/5/12  
*P. Kumar* 25/5/12  
*U. S. S.* 25/5/12  
*S. S. S.* 25.5.12  
*P. S. S.* 25.5.12  
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*K. S. S.* 25/5/12  
**Director**  
**PGD/HRD**  
**Department of Psychology**  
**Patna University**  
**Patna-5**  
**Co-ordinator**  
**P.G.D.H.R.D. Course**  
**Dept. of Psychology**  
**Patna University Patna**

**Syllabus (2012-13)**  
 DEPARTMENT OF PSYCHOLOGY  
 PATNA UNIVERSITY, PATNA  
 POST GRADUATE DIPLOMA IN HUMAN RESOURCE  
 DEVELOPMENT (HRD)  
**Human Resource Development (Theory) Paper-I**

Time : 04 Hours

PGD-HRD 101

Full Marks : 70

**Unit-I** : Concept and definition : Human Resource (HR), Human Resource development (HRD), Human Resource Management (HRM); Human Resources and Organization—Establishment of HRM System; Evolution of HRM—a brief history.

Objectives of HRD/HRM—Improving Productivity, Quality of work life, Profit. Functions of HR Managers, HRM in the era of globalization—Traditional vrs TQM approaches, Managing Multicultural organizations.

**Unit-II** : Human Resource planning—Job Analysis, Assessing job requirements, methods of job analysis; 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 and Training; and Appraisal**

New Employee Orientation—Planning, Packaging and evaluating Orientation Programme, Orientation Programme, Orientation Follow-up

Employee Training—Objectives, Types and methods of Training; Methods of Workers training and Managers Training,

Evaluating Training Programmes.

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*V. S. Saha  
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*P. Kumar  
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- Performance Appraisal—Meaning, Purpose, Requirements, Methods.
- Unit-IV** : Compensation Planning—Components of Pay system, Objectives of Organisational reward system, Determinants of pay structure and level, Monetary and Non Monetary incentives, issues in pay planning and administration.
- Career Management—Career—definition, Career Management by Organisational entry, Early career, Mid-Career, Managing older workers.
- Unit-V** : Motivational Strategies—Theories of work motivation—Maslow's need hierarchy, expectancy theories, job satisfaction and work motivation—Two-factor theory of job satisfaction.
- Safety, Health, and employee assistance programmes.

**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, सी०एल० चतुर्वेदी
4. मानव संसाधन प्रबन्धन एवं औद्योगिक सम्बन्ध—सी०एल० चतुर्वेदी
5. Human Resource Management—V.S.P. Rao

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**Applied HRD & Organization Development Paper-II**

Time : 04 Hours

PGD-HRD 102

Full Marks : 70

- Unit-I** : Application of HRD in areas of Industry, Education, Agriculture and family. Internal-External factors of organisation Change—Symptoms and causes of resistance to change, Methods of overcoming resistance.
- Models of change—Characteristics of effective 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-II** : Organisational Culture, Change and Development—What is Corporate Culture, Organisational Culture and dealing with change and development—Case Studies.
- Definition, 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-III** : Training as an OD instrument for behavioural change and development Training for Management development and Worker Development.
- Knowledge Management—Definition, need for knowledge Management, Approaches to Knowledge Management—mechanistic Approach, Behaviouristic Approach, Knowledge Networking, Connectivity Process and Building External Networks.
- Unit-IV** : Building a Learning Organisation—Learning Organisation : HRD implications, Building a learning Organisation : the Satyam Experience.

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Use of Computers in training technologies—CBTs, Internet, Internets and Extranets—Human Resource Information System as on HRD Mechanism—importance.

**Unit-V** : Organisational Restructuring—Internal Merger—Internal Redeloyment and Job Reassignment—strategy for enhanced productivity—Case Studies.

Conditions for OD success—Steps for successful OD programme—Reasons for failure of OD Programmes—Cautions 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. Management—Griffin, AITBS
4. औद्योगिक एवं संगठनात्मक मनोविज्ञान—अरुण कुमार सिंह
5. प्रबन्धकीय विचारधाराएँ एवं संगठनात्मक व्यवहार—सी०एल० चतुर्वेदी

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## Organizational Behaviour Paper-III

Time : 04 Hours

PGD-HRD 103

Full Marks : 70

- Unit-I** : Industrial psychology, organizational psychology and organizational behaviour—their interrelationships. A general idea of basic psychological processes—Role of learning, perception, personality i human behaviour—implications for O.B.
- Organization and types of organization—Nature of O.B.—theories of OB—structural Human relational & modern.
- Unit-II** : Work Motivation—Content theories and process theories of motivation. Job-satisfaction and job performance, Determinants of job satisfaction.
- Organisational culture—concept, definition—components—development of OC and changing OC as HRD intervention.
- Unit-III** : Organizational Power—Sources of power in organizational context, functional and dysfunctional aspects of power.
- Communication in organization—Factors affecting communication, Barriers, types of communication net work, communication and organizational performance.
- Unit-IV** : Group dynamics, Team building, Leadership, Leadership Style and group performance, Leadership in Indian context.
- Job-stress—Symptoms and causes—effects on employee performance and organizational performance; Executive stress—Role stress, Stress management strategies and relaxation exercises.
- Unit-V** : Conflict in organizations—at individual, interpersonal, and inter-unit levels, causes, management of inter-unit conflicts.
- Multinational organizations, Managerial challenges of globalization, managing multicultural differences.

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**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

*Handwritten signatures and dates:*  
V. 25.5.12  
K. L. 25/5/12  
P. Kumari 25/5/12  
S. Dube 25.5.12  
V. L. 25/5/12  
K. L. 25/5/12  
P. Shukla 25.5.12

## Research Methodology and Statistics Paper-IV

Time : 04 Hours

PGD-HRD 104

Full Marks : 70

**Unit-I** : Meaning of Research, types of research—Non experimental and experimental, Stages of research, Presentation of research report. Data collection Techniques—Observation, Interview, Questionnaire.

Survey—Advantages, limitations, Developing interview schedules and questionnaires.

**Unit-II** : Objective techniques—Psychological tests and measurements, types of tests, test reliability and validity, application in recruitment, performance appraisal, problem diagnosis.

Measurement of attitudes and opinions—Thurston Lickert type scales.

**Unit-III** : Measuring employee morale, Organizational culture/climate/health. Personnel Research—as diagnostic and decision-making tool for HR Managers.

Assessment centres—applications, uses, experiences in Indian context. Sources of biases and error in research—methods to eliminate them and their implicating.

**Unit-IV** : 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-V** : Concept of correlation—Product moment, Rank-difference method Coefficient of contingency.

Significance of difference between means/sets of scores—t-test, Mann-Whitney U test, Chi-Square test, F-test (simple)

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**Books recommended :**

1. Statistics in Psychology and Education, Garrett
2. मनोविज्ञान, समाज तथा शिक्षा में सांख्यिकी, अरुण कुमार सिंह
3. Tests, Measurements and Research Methods for behavioural Science, Arun Kumar Singh.

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Principles of Management Paper-V

Time : 04 Hours

PGD-HRD 105

Full Marks : 70

Unit-I : Management-Definition, Nature, Principles, Emergence of Management. Need for management processes. Management as an Art/Science/ Profession and limitations of the Scientific Method-Variou Approaches to Management.

Organizations : Nature-classical approach to organizations rise of Human Relations movement with particular reference to Hawthorne and Michigan studies, Contemporary approaches.

Unit-II : Various managerial functions, Planning, Organization, Staffing, Directing Co-ordination, controlling.

Planning as Management functions : Elements of management and their inter-relationships with planning. Factors in planning, Decision making process-types of decisions and implementation.

Unit-III : Organization : Defintions-Variou types of structures and design-contemporary trends in Organizational structure/ deisgns.

Co-ordination : Co-ordination Management Activities, Responsibility for co-ordination organizational hierarchy, rules and procedures, and goals setting as techniques of co-ordination.

Unit-IV : Controlling : Definitions-The nature of control-The obejctive, Areas and processes of control-Control network Financial and budgetary controls-various methods-increasing use of computers and M/s as control mechanisms.

Roles of Managers : Managerial organizations, Managerial effectiveness.

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**Unit-V** : Understanding Indian management and culture influence of Indian culture on organizations.

Management in the era of globalization—Challenges of management in the modern Indian context.

**Books recommended :**

1. Management, Stephen P. Robbins
2. Management, Stoner, Freeman, Gilbert
3. प्रबन्धकीय अवधारणायें एवं संगठनात्मक व्यवहार, सी०एल० चतुर्वेदी
4. Management in India, H.J. Davis, Chatterjee, Hever, Response Books, Sage Publication.

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Industrial Relations Paper-VI

Time : 04 Hours

PGD-HRD 202

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.
  - Approaches to study of IR-Scientific approach, social approach, and physiological approach.
- 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 worker/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-Future trends contribution of behavioural science and social science to the understanding of problems of IR.
  - 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. Role of behavioural sciences in human implementation of I.D. Act in industrial disputes.

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Book recommended :

1. Lundry; Effective Industrial Management
2. Ross Bartnan; Changing patterns of Industrial Conflict
3. R.D. Agrawal; Dynamics of Relations in India
4. Arun Monappa; Industrial Relations
5. Monel Arora; Industrial Relations

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Project Work Paper-VII & VIII

PGD-HRD 203 & 04

Full Marks : 140

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

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