

SCHEME OF EXAMINATION
POST-GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT
(PG. DIP. H.R.D.)
ONE YEAR DIPLOMA COURSE

PAPERS	MARKS
✓ I. Element of Human Resource Development	80
Practical Work on Element of HRD	20
] 100
II. Organizational Development and Change	80
Practical Work on O.D. and Change	20
] 100
✓ III. <u>Organizational Behaviour</u>	80
Practical Work on Organizational Behaviour	20
] 100
IV. Techniques of Research and Appraisal	80
Practical Work on TRA	20
] 100
V. Training and Development	80
Practical Work on Training and Development	20
] 100
VI. Human Resource Planning	80
Practical Work on Human Resource Planning	20
] 100
VII. Management Information System	80
Practical Work on MIS	20
] 100
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TOTAL	700
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INDORE SCHOOL OF SOCIAL WORK
POST - GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT
(PG Dip HRD)

RECOGNIZED BY THE GOVT. OF MADHYA PRADESH
AND DEVI AHILYA VISHWAVIDYALAYA, INDORE

PAPER - I

ELEMENTS OF HUMAN RESOURCE DEVELOPMENT :

1. The concept, need, objectives and an overview of HRD Trends of HRD practices;
2. HRD System and sub systems (mechanisms) and its process and outcomes;
3. The role of line Managers in HRD, HRD and work motivation, developmental supervision, counselling and mentoring;
4. HRD culture and climate, HRD for workers, HRD-OD-IR Linkage;
5. Principles in designing HRD System, Organizing for HRD, HRD Department and their functions.

Required Readings

1. Rao, T.V. Reading in Human Resource Development, New Delhi, Oxford & IBH, (1991).
2. Reddy, V.R.K. Strategic Approach to Human Resource Development, NIPM, Calcutta.
3. Khandelwal, A. Human Resource Development in Banks, New Delhi, Oxford & IBH, 1988.
4. Rao, T.V., "Strategies of Developing Human Resources: Experiences from 14 Organisations Ahmedabad, Indian Institute of Management, working Paper.
5. Rao, T.V. and Abraham, E.A. Survey of HRD Practices in Indian Industry, New Delhi, Oxford & IBH, 1985.
6. Singh, P.N. Developing and Managing Human Resource, Bombay, Suchandra publications, 1992.
7. Kohli, V. and Sinha, D.P. Human Resource Development Bombay, Allied Publishers.

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8. Rao, T.V. Silveria, D.M., Shrivastava, C.M. and Vidyasagar, R. (Ed.) HRD in the New Economic Environment, Bombay, Tata McGraw-Hill.
9. Rao, T.V., Verma, K.K., Khandelwal, A. and Abraham, E. (Ed.) Alternative Approaches and Strategies of Human Resource Development, New Delhi, Rawat Publications.
10. Verma, M.M. (Ed) Human Resource Development, Gitanjali.
11. Silvera, D.M. Human Resource Development : The Indian Experience, New Delhi, News India Publications, 1990.
12. Singh, V.B. Human Resources Development, New Delhi, Rawat Publications, 1992.
13. Gupta, R.K. Implementing Human Resource Development, New Delhi, Rawat Publications 1993.
14. Pareek Udai and Rao, T.V. Designing and Managing Human Resource System. (2nd Ed), Calcutta, Oxford & IBH Publishing House Co. Pvt. Ltd. 1992.

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PAPER II

Organization Development and Change

1. The concept, objectives, characteristics, and models of organisational development;
2. Approaches to understanding Organisations, types of organization structure;
3. Organisational analysis-diagnosis, tools and techniques. OD Action Research Process;
4. OD Interventions, classification, intervention techniques, factors influencing choice of OD Intervention;
5. Change in organization, change approaches, change process, the role and skill of change agent.

Required Readings

1. Singh, J.P., Organisation Development : concept and Strategies, Ahmedabad: Indian Institute of Management.
2. French, Wendell L. & Cecil H. Bell, Organisation Development, New Delhi: Prentice Hall of India. New Delhi.

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3. Bennis, W.G. Benne, K.D. & Chin, R (Eds) The Planning of Change, New York: Holt, Rinehart & Winston.
4. Lippitt, R. Watson, J&B Westley, The Dynamics of Planned change, New York, Holt, Rinehart & Winston.
5. Chattopadhyay, Somanth and Pareek, Udai, Managing Organisational Change, New Delhi, Oxford & IBH, 1952.
6. De, Nistish R. Alternative Design of Human Organisation, New Delhi, Sage publication India, 1984.
7. Luthans, Fred, Organisational Behaviour, New Delhi, McGraw Hill, Inc. 1995.
8. Mitchell, T.R. & Larson, J.R. People in Organisation New Delhi, McGraw Hill, 1987.
9. Mehta, P. Participation and Organisational Development New Delhi, Rawat Publication, 1989.

PAPER III

Organizational Behaviour

1. The concept and theoretical frame-work of Organisational Behaviour. The development of personality and socialization;
2. The nature and dimension of attitude: Group morale, achievement motivation; Occupational stress and its management;
3. The Group Dynamics and Teams, conflict and negotiation skills;
4. Power structure and its basis, Leadership: styles and skills;
5. Organisational communication, decision making, organisational culture.

Required Readings

1. Luthans, Fred, Organisational Behaviour, New Delhi, McGraw Hill, 1995.
2. Mitchel, T.R. and Larsen, J.R. People in Organisation, New Delhi, McGraw, Hill, 1987.
3. Maddi, Salvatore R. Personality Theories : A Comparative Analysis, Humewood, The Dorsey Press, 1972.

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4. Arnold and Feldman, Organisational Behaviour, New Delhi, McGraw Hill Co. 1987.
5. Newstream and Davis. Organisational Behaviour : Human Behaviour At Work, New Delhi, McGraw Hill, Co., 1987.
6. Pareek, Ujai. Organisational Behaviour Processes, New Delhi, Rawat publications, 1988.
7. Pareek, Ujai. Motivating Organizational Roles, New Delhi, Rawat Publications 1993.
8. Pillai, L. Decision Making In A public Organisation. New Delhi, Rawat Publications, 1991.
9. Agrawal, S.K. Leadership in Industrial Setting, New Delhi, Rawat publications, 1986.
10. Ramaswami, N. Executives - Do You Communicate, Madras, T.R. Publications, 1994.

PAPER IV

Techniques of Research and Appraisal

1. Nature, importance and scope of social research.
Social survey : types and contents of survey.
2. Research : types, application of research methods in human resource development, monitoring and evaluative research.
3. Methods of data collection, Analysis of data and preparation or report.
4. Basic idea of sampling, types of sampling, social statistics. univariate and bivariate statistical analysis.
5. Sociometry, scaling techniques, uses of scaling techniques in human resource development and appraisal. Graphic and diagrammatic presentation.

Required Readings

1. Goode and Hatt. Methods in Social Research, New York, McGraw Hill, 1957.
2. Moser, C.A. and Kalton. Survey Methods in Social Investigations, London, Heinemann Educational Books, 1972.
3. Young, Pauline. Scientific Social Surveys and Research, New Delhi, Prentice Hall of India, 1968.

S. Jain
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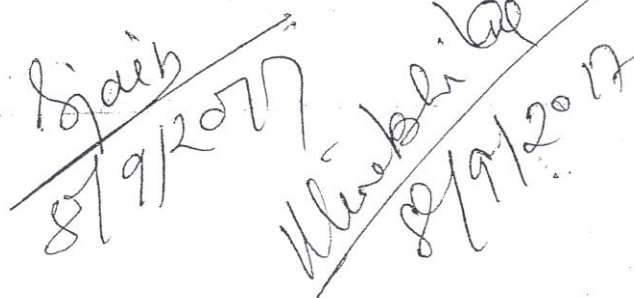
M. K. Singh
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4. Blalock, Hubert M. Social Statistics, New Delhi, McGraw Hill, 1972.
5. Lazarsfeld, Paul F. Pasnella, and Rosenberg. Continuities in the Language of Social Research, New York, Free Press, 1972.
6. Selltitz, Jahoda and Others. Research Methods in Social Relations, London, Methuen, 1967.
7. Lazarsfeld Paul F. and Herbert Manzel. "On Relation Between Individual and Collective Properties" in A. Etzioni (Ed), Complex Organizations : A Sociological Reader, New York, Holt Reinhart & Winston, Inc., 1961.
8. Barton Allen H. "Organizational Measurement", in Lazarsfeld (Ed) Continuities in the Language of Social Research, New York, Free Press, 1972. pp 237-247.
9. Ackoff, Russell and Sasieni, Maurice W. Fundamentals of Operational Research, New York, John Wiley & Sons Inc., 1968.
10. Oppenheim, A.N. Questionnaire Design and Attitude Measurement, London, Heinemann, 1966.
11. Achoff, Russell F. The Design of Social Research, Chicago, 1953.
12. Whitney, Fredrick Lamson. The Elements of Research, New Delhi, Asia Publishing House, 1961.
13. Festinger, Leon, Katz, Daniel, Research Methods in Behavioral Sciences, New York, Holy, Rinehart and Winston, 1953.

PAPER V

Training and Development

1. Need of training and development: Condition for learning, role and skills of trainer.
2. Training system - concept and componenets, need for systems, approach to training.
3. Identification of training needs. Determination of training objectives.
4. Designing training sessions and learning sessions. Training techniques and aids.
5. Validation and implementation of training, Evaluating effectiveness of training.



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Required Readings

1. Singh, P.N. Developing and Managing Human Resources, Bombay, Suchandra Publications, 1992.
2. Sah, A.K. Systems Approach to Training and Development, New Delhi, Sterling Publications Pvt. Ltd. 1991.
3. Dayal, I. Management Training in Organisations, New Delhi, Prentice-Hall of India Pvt. Ltd. 1989.
4. Graig, R.L. (Ed.) Training and Development Handbook, London, McGraw Hill.
5. Camp, R.R. Blanchard, P.N. & Hszigo G.E. Towards a More Organisationally Effective Training Strageagy and practice, New Delhi, Prentice Hall.
6. Ramaswami, N.A Handbook of Training and Development, Madras, T.R. Publications, 1992.
7. Dixcon, Nancy M. Evaluation. : A Tool for Improving HRD Quality, New Delhi, S. Chand & Company Ltd. 1995.

PAPER VI

Human Resource Planning

1. The concept, need, objectives and process of Human Resource Planning.
2. Methods and techniques of Demand and supply forecasting.
3. Job evaluation concepts, job analysis, job description, job evaluation methods.
4. Action Areas - selection and recruitment, induction and placement, performance and potential appraisal, transfer and promotion.
5. Measurement of human resource planning - human resource information system, human resource audit, human resource accounting.

Required Readings

1. Filippo, E.B. Principal of Personnel Management, New York, McGraw Hill Book Co., 1966.
2. Koontz, Harolds, O'Donnel Cyril & Wehrich, Heing, Essentials of Management, New Delhi, McGraw Hill publishing Co., 1988.

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3. Tripathi, P.C. personnel Management, New Delhi, S. Chand & Sons, 1978.
4. Das, D.K. Personnel Management, Industrial Relations and Labour Welfare, Agra, Y.K. Publishers, 1991.
5. Memoria C.B. Personnel Management, Bombay, Himalayan publishing House, 1989.
6. Dwivedi, R.S. Management of Human Resources - A Behavioural Approach to Personnel, New Delhi, 1982.

PAPER VII

Management Information System

1. Introduction to computer : its role in management.
2. Concepts, need and issues in MIS.
3. Analysis, Structural Analysis, data flow programmes.
4. Information system analysis : systems study, problem definition, system design, system analysis.
5. Software and its managerial applications.

Required Readings

1. Donald H. Sanders. Computers Today, New York, McGraw Hill Co. , 1988.
2. Sinha P.K. Computers Fundamentals, New Delhi, BPB Publications, 1991.
3. Microsoft Corporation. Microsoft MS Dos, Getting Started Users Guide and Reference USA, Microsoft Corporation, 1991.
4. Simpson, Allan. dBase III Plus, New Delhi, BPB Publications, 1986.
5. Barkeley, Peter E. Computer Operations Training : A Strategy for Change, New York, Van Nostrand Reinhold Company, 1984.

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PGD-HRD SECOND SEMESTER

Paper: IV
LABOUR LEGISLATIONS

1. Concept, scope and philosophy of labour welfare.
Agencies of labour welfare: State, employer, trade union and voluntary organization
2. The welfare officer: Training, role, duties and status in industry.
Linkage between HRD and Labour Welfare.
3. Labour legislations: Need, scope and administration
Social Security Legislation: (1) ESI Act 1948 (2) Employees Provident Fund Misc, Act, 1971(3) Payment of Gratuity Act, 1972
4. Wage Laws: (1) Payment of Wages Act, 1936 (2) Minimum Wages Act, 1948 (3) Payment of Bonus Act, 1965
5. Legislations Regarding Working Conditions (1) The Factories Act, 1948 (2) Industrial Disputes Act, 1947 and MP Industrial Relations Act, 1961 (3) Employment Exchange (Compulsory Notification of Vacancies) Act, 1959.

Required Readings

1. Moorthy MV: Principles of Labour Welfare (Oxford and IBH Publishing Co. New Delhi, 1981)
2. Malik PL :Industrial Law (Eastern Book Company, Lucknow, 1989)
3. Encyclopedia of labor and Industrial Laws Vol. 1&2(Wadhwa and company, 27 MG Road, Indore 2006)

Note: All the legislations mentioned in the syllabus have to be referred by the students.

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PGD-HRD SECOND SEMESTER

Paper: 1V
LABOUR LEGISLATIONS

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- Note: All the legislations mentioned in the syllabus have to be referred by the students.

S. Jain
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M. S. Sharma
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- Ragging is a crime.
- Do not tolerate ragging. Report at once to the authorities for taking strict action.
- Strong legal action will be taken against the guilty, by the Principal of the College, Registrar of the University and the Police.

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