

Scheme for the Post-Graduate Diploma in HR Competencies (2014-15)

The Diploma will be of 500 marks. There will be four theory papers (75 marks each) and Practical Paper (200 marks)

Paper	No.	Nomenclature of the Paper	Maximum Marks	Time
Paper	I	Human Resource Development	75	3 Hr.
Paper	II	HR Competencies and Skills	75	3 Hr.
Paper	III	Assessment of HR Competencies	75	3 Hr.
Paper	IV	HR Interventions	75	3 Hr.
Paper	V	Practical	200	4 Hr.
	V-A	In-House Practicals:	60	
	V-B	Internship:	70	
	V-C	Project Report:	70	

The students would be sent to various public and private organizations for at least two months. During internship, they will carry out a project (as per the demand of HR department) and would submit its report.

For component A evaluation would be on the basis of Performance + Report + Viva while for component B & C it would be Report + Viva.

Post Graduate Diploma in HR Competencies (2014-15)

Paper I

Human Resource Development (HRD)

Marks: 75

Time : 3 hours

Note: Ten questions (15 marks each) are to be set, where two questions would be from each unit. Candidates would attempt five questions by selecting one question from each unit.

UNIT-I

Nature of HRD; Difference between HRD and HRM; Work and working Environment: Physical: Light, Noise, Temperature and Humidity; Mental: Accuracy, Authority and Autonomy level.

Nature of Perception in Organizations: Determinants of Perception: Heredity and Environment; Person perception: Attribution theory and specific applications in organizations.

UNIT-II

Nature of Job and Job Design; Job Analysis and Job Characteristics; Job Description and Job Specification.

Group and its formation: Nature and Types; Stages of Group Formation, Group Dynamics and Group cohesiveness; Group Design: Egalitarian and Conceptual.

UNIT –III

Quality of Work Life and its concerns: Shifting Trends; Trend towards 24/7 work force; Outsourcing work; Improving strategies.

Job satisfaction: Nature and Determinants: Internal and External; Individual Job Satisfaction factors; Strategies to reduce Job Dissatisfaction.

UNIT- IV

Positive Psychological Capital: Concept and need, Extension of Psy cap: Cognitive, Social and Emotional Strengths.

Challenges and Opportunities: Understanding global village; Challenges in work place: Violence, Reverse Discrimination, Multiculturalism.

UNIT- V

Stress: Nature and Causes; Model of stress; Management of Stress and its coping strategies.

Organizational change: Effects of change, Resistance to change: Causes and Method, Change Management Strategies.

References:

Draffle, M.(2011). *The Human Side of Organizations*. New Delhi: Pearson.

McKenna, E. (2001). *Bussiness Psychology and Organizational Behaviour*. New York: Psychology Press.

Robbin, S.P. (2010). *Organizational Behaviour*. New Delhi: Prentice Hall.

Shultz, D. & Schultz, S. (2009). *Psychology and Work Today*. New Delhi: Pearson .

Singh, K. (2010). *Organizational Behaviour*. New Delhi: Pearson.

Sharma, N. & Yadava, A.(2010). *Buisness Psychology*. New Delhi: Global Vision .

Paper-II

HR Competencies

Marks: 75

Time : 3 hours

Note: Ten questions (15 marks each) are to be set, where two questions would be from each unit. Candidates would attempt five questions by selecting one question from each unit.

UNIT-I

Competencies: Concept and Nature, Models of Competencies, various Competencies.

Competency Mapping: Mapping of Basic and Core Competencies in relation to HR Department, Technical section, Finance and Marketing Division.

UNIT-II

Understanding Individual Differences; Managing Across cultures: Locus of Control, Goal orientation, Introversion Vs Extraversion.

Management work Attitudes; organizational Commitment and management ethics.

UNIT-III

Managing organizational Rewards, Negative Reinforcement, Omission, Punishment ; Schedules of reinforcement; Social Learning theory: Symbolizing, Forethought, Self-control, Vicarious Learning.

UNIT-IV

Model of Goal setting and Performance; Moderators and Mediators.

Compensation Program: Gain sharing, Profit sharing, Skill based, Flexible Benefit plans.

UNIT-V

Leading and Decision Making: Traditional Leadership Models: Trait and Behavioural Theories; Hersey and Blanchard's leadership model (managing Across Cultures)

Managerial Decision Making: Rational Model; Political model, Bounded rationality model; Stimulating organizational creativity: Lateral Thinking and Devil's Advocate Method.

References

Gracer, C. (2009). *Strategic Human Resource Management*. New Delhi: Pearson

Hellriegel, H., & Slocism, D. (2004) *Organizational Behaviour*. (10th ed.). Singapore : Thompson.

Luthans, F.,& Yoursef, C.M.& Avolia, B.J.(2007).*Psychological Capital:Developing the HumanCompetative Edge*. USA: Oxford University Press.

Michael, V.M. (1996). *Human Resource and Human Relations*. Bombay; Himalaya.

Robbins, S.P. (2010). *Organizational Behaviour*. New Delhi: Pearson.

Sanghi,S.(2007). *The Handbook of Competencies Mapping*. New Delhi:Pearson .

Paper III

Assessment of HR Competencies

Marks: 75

Time : 3 hours

Note: Ten questions (15 marks each) are to be set, where two questions would be from each unit. Candidates would attempt five questions by selecting one question from each unit.

UNIT-I

Psychological Assessment: Psychological tests: Nature and Functions of Psychological Tests, Types of tests; Test administration; Ethical issues in Psychological Testing.

UNIT-II

Psychometrics and Test Development: Basic concepts- Psychological scaling; Test Construction; Item Analysis; Reliability; Validity and Norms.

UNIT-III

Job Analysis, Competency mapping and Evaluation: Meaning and importance of Job analysis; Writing a good job description; Competency mapping approach; Employment profile; Job evaluation

UNIT-IV

Recruitment and Personnel Selection: Recruitment Planning and Methods of Recruitment; Selection methods: Interview; Psychological tests; References; Bio-Data; Assessment centers.

Evaluating Selection Procedure and Techniques.

UNIT-V

Performance Appraisal: Objectives; Subjective and Judgmental Performance appraisal system; 360 Degree Appraisal System; Communicating appraisal results; Benefits of Performance appraisal; Bias in Performance appraisal.

References

Berry, L.M. (1998). *Psychology at Work: An Introduction to Industrial and Organizational Psychology* (2nd ed.). New York: McGraw-Hill.

Cohen, R.J., Mark, E.S. and Edward, D.S. (2013) *Psychological Testing And Assessment: An Introduction to Tests and Measurement*. New York: McGraw-Hill

Cascio, W.F. (1987). *Applied Psychology in Personnel Management*. (3rd ed). USA: Prentice Hall.

Descenzo, D. A., & Robbins, S. P. (1989). *Personnel Human Resource Management*. USA: Prentice Hall

Husain, A. (2012). *Psychological Testing*. India: Pearson Education India and ICFAI University Press.

Luthans, F. (1995). *Organizational Behaviour* .(7th ed). New York: McGraw-Hill.

Miner, J.B. (1992). *Industrial and Organizational Psychology*. New York: McGraw-Hill.

Robbins, S.P., & Sanghi, S. (2007). *Organizational Behaviour* (11th ed.). New Delhi: Pearson Education.

Schultz, D., & Schultz, S. E. (2006). *Psychology and Work Today*. 8th ed. N.D.: Pearson Edu.

Paper IV

HR Interventions

Marks: 75

Time : 3 hours

Note: Ten questions (15 marks each) are to be set, where two questions would be from each unit. Candidates would attempt five questions by selecting one question from each unit.

UNIT-I

Nature of Interventions; Values and Assumptions; Types of Interventions: Classification. Foundation of Organizational Development (OD); Managing the OD process and Action Research.

UNIT-II

Team interventions: Formal group team building meeting; Process Consultation Interventions.

Team Building Exercises: Role Analysis, Responsibility Charting, Role Negotiation.

UNIT-III

Intergroup and Third party Interventions: Third party Peace Making, Organization Mirror & partnering.

Training Exercises: T-groups, Behaviour Modeling and Career Planning.

UNIT-IV

Comprehensive Interventions: Beckhard's Confrontation Meeting, Survey Feedback System.

Structural Interventions: Sociotechnical systems, Quality Circles, Management by Objective (MBO) and Total Quality Management (TQM).

UNIT-V

Developing Interventions for Psychological Capital: Hope, Resilience, Optimism, Self-esteem.

References :

Drafke, M.(2008).*The Human Side of Organizations*(9th ed.).New Delhi: Prentice Hall.

French, W., & Bell, C.(1996).*Organization Development*. New Delhi: Prentice Hall.

Prasad ,K.(1996).*Organizational Development for Excellence*. New Delhi: McMillan.

Paper-V**Practicals****Total marks:200****Paper V-A****In House Practical****60 marks**

Note: Each student would perform 12 assessments, where each would be a bivariate study, from the areas mentioned below. The study would be on a sample of at least 10 respondents. Analysis would be done on grouped data.

During the examination each candidate would submit signed reports for all the three components. Each candidate would perform one assessment. Evaluation of Section A would be on the basis of performance, Report and Viva, while for Section B and C it would be on the basis of Report and Viva.

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| 1. Emotional Intelligence (EQ) | 21. Psy. Cap Questionnaire |
| 2. Assessing Occupational Stress | 22. In- Basket Technique |
| 3. Self- efficacy | 23. Gainful employment. |
| 4. Goal setting Questionnaire | 24. EPPS |
| 5. Leadership Questionnaire | |
| 6. Decision Making Style | |
| 7. Interpersonal Communication Practices. | |
| 8. Conflict handling Styles. | |
| 9. Intelligence Test | |
| 10. Development of Module for Fostering a change | |
| 11. 360 Feedback mantra Module for Self – appraisal. | |
| 12. Aptitude Test | |
| 13. Transformational Leadership Style. | |
| 14. 16 PF/ JAS/NEO-5 | |
| 15. Attitude Test | |
| 16. Personal Effectiveness Test | |
| 17. Interview Schedule | |
| 18. Job Analysis | |
| 19. MAT | |
| 20. Problem Solving Test | |

Paper V-B**Internship****70 marks**

The student would undergo training for a period of two month in a private/ public organization and would submit a report of the functions and observations of the department concern where he/she has been deputed.

Paper V- C**Project Report****70 marks**

Each student would submit a Project Report on the topic assigned to him/her by the teacher in consultation with head of concern division of the organization.