

PROGRAMME PROJECT REPORT (PPR)
OF
POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)



International Centre for Distance Education and Open Learning
Himachal Pradesh University, Summer Hill, Shimla-171005

POST GRADUATE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT (PGDHRD)

(i) Programme Mission and Objectives

The Himachal Pradesh University was established in the year 1970, and immediately after its establishment, the Himachal Pradesh University took a bold step towards proliferation of knowledge and democratization of educational opportunities by setting up the Directorate of Correspondence Courses in 1971. The University has played a pioneering role in launching the programme of Distance Education at the Undergraduate and Postgraduate level. It was the first to impart instruction at post graduate level in social sciences, humanities, commerce and teacher training through the mode of distance education. Over the years, the Directorate of Correspondence Courses moved towards absorbing the emerging philosophy of distance education and adopting multi-media approach to impart instruction. Since its inception, the ICDEOL has been striving hard to serve the students who are otherwise deprived of higher education. It has become a lighthouse of learning for persons of all ages and genders, particularly to such persons who, for different reasons, cannot avail the higher course of studies as regular full time students. It aims to promote the holistic development through academic excellence, employability, acquisition of analytical skills and higher research. The ICDEOL aims to introduce PGDHRD program under open and distance learning mode of education with a view to provide opportunities to access to higher education. The motive is to develop managerial skills in terms of human resources among the rural as well as urban people. The courses are designed for all willing, qualified and working people who could not pursue the education in regular mode.

Objectives of the Programme: The programme aims to achieve the following objectives:

1. To provide an opportunity to get a Diploma to those who find it difficult to pursue regular course at a University either due to their job commitments or certain other circumstances.
2. To help the learners, study at their own pace and to develop skills in matters related to Human Resource Development in an organizational setup.
3. To provide adequate basic understanding about Management , Personnel Management, Human Resource Development, Industrial Relations and so on among the students.

(ii) Relevance of the programme with HEI's Mission & Goals:

The ICDEOL, Himachal Pradesh University has developed an innovative programme of Post Graduate Diploma In Human Resource Development (PGDHRD).The university aims to introduce PGDHRD programme under open and distance learning (ODL) mode of education with a view to provide greater opportunities of access to higher education. The objective is to develop managerial skill with regards to overall Human Resource Development among the students. The course, curriculum and syllabi are designed and evaluated by a Departmental Committee and a Syllabus Subcommittee with experts both from within and outside the University. The curriculum and syllabi is then placed in the Board of Studies of Public Administration and the faculty of Social Sciences and Management for approval. The finalized curriculum and syllabi are then placed in the Academic Council and Executive Council for the final approval and which proves as a major contribution in achieving the goals relevant to HEI's mission and goals. The course curriculum is completely revised periodically once every five years. Approval of Board of Studies and Academic Council are obtained whenever modifications/additions are made in the existing curriculum and syllabi.

(iii) Nature of Prospective Target group of Learners

This programme is intended for aspirant professionals and students of rural background who could not study in regular mode due to their financial problems, job commitments or who do not find an opportunity to go for post graduate studies in regular mode due to the limitation of seats. This diploma in Human Resource Development is offered to train students in management and organizational set up that are essential for effective sustainable and holistic development of individuals and organisations.

(iv) Appropriateness of programme to be conducted in ODL mode to acquire specific skills and competence.

To reach the unreached is the sole aim of ODL system of education. The learners who could not upgrade their educational qualification for achieving higher education, ODL system offers learners effective way to upgrade their educational qualification and achieve higher education and career enhancement. The programme aims to enhance managerial competence and self-development that are expected to translate each challenge into excellent opportunities, thereby improving promotional and career prospects for the participants of the programme. The primary objective of this programme is to provide ample exposure to subjects from the fields of management and to equip the students for entry level jobs in organization and to contribute to the economic development of the country. This Diploma Program provides an opportunity for the students to receive advance instructions in the organizational relationship and interplay between existing labour-related legislation and changing industrial scenario. The program is ideal for the students seeking employment in the field of HR across industry sectors.

v) Instructional Design

- **Curriculum Design:** The Post Graduate Diploma in Human Resource Development Programme comprises of 2 Semesters spread over one academic session.

Semester 1

Course	Course Title	End Semester Exam	Internal Assessment	Total Marks
1	Human Resource development	80	20	100
2	Human Resource Building	80	20	100
3	Research Methods	80	20	100

Semester 2

Course	Course Title	End Semester Exam	Internal Assessment	Total Marks
4	Employer- Employee Relations	80	20	100
5	Human Resource Management	80	20	100
6	(i) Project Report (ii) Viva-voce	80 20		100

The project report shall be based on the topic relating to Human Resource Development only. Viva-voce shall be conducted by a Board of Examiners consisting coordinator of the department and one external examiner. Internal assessment of 20 marks in each theory paper will be based on assignments.

- **Detailed Syllabi:**
Semester - I

Paper – 1

Human Resource Development

- i. Human Resource Development: Concept of HRD, Need for HRD, Organization of HRD, Learning concept & principles, types and methods of learning, career planning & development, qualities of a HRD manager, Employee counseling.
- ii. Training & Development: Coverage of operative training programme, steps in training programme, training methods, impediments to effective training.
- iii. Management Development: Nature of managerial functions, managerial skills, management development – Concepts & Assumptions, Management development process, management development methods, on the job development, off the job development, self development, organization of management development programmes, evaluation of off training & development programmes.
- iv. Organization Development: Concept of OD, Process of OD, OD Interventions:- survey feedback, process consultation, sensitivity training, transactional analysis, change agents, role of change agents.
- v. Dynamics of Employee Morale and Productivity: Meaning, factors affecting morale, types of morale, effects of morale, morale & productivity, morale & performance, measurement of morale, improving morale, Relationship between morale & productivity, factors influencing industrial productivity, steps to increase productivity.
- vi. Motivation: Meaning, Importance, Theories of Motivation viz., Maslow's Need Hierarchy Theory, Two Factor Theory, ERG Theory, achievement motivation theory, equity theory, reinforcement theory, X, Y & Z Theories.
- vii. Leadership: Concept of leadership, theories of leadership i.e. Trait theory, behavioral theory and situational theory, leadership styles in Indian organizations.
- viii. Career Development and Planning: Concept of Career, career planning, the process of career planning, limitations of career planning, career development, essentials of success in career.
- ix. Performance Appraisal: Concept, performance appraisal process, methods, barriers to effective appraisal.
- x. Stress Management: Concept of stress, causes of stress, effects of stress, stress management, methods of stress management.
- xi. Conflict Management: Meaning, levels of conflicts, conflict management techniques.
- xii. Management of Change: Meaning, Kinds of change, identification of problem, implementation of change, concept of planned change, strategies of planned change, change process, resistance.
- xiii. Safety & Health Management: Safety, causes of accidents, safety measures, statutory provision concerning safety, health management, statutory provisions concerning health.

Paper – II

Human Resource Building

- i. Personality
- ii. Perception
- iii. Attitudes and Values
- iv. Power and Authority
- v. Inter Personal Behaviour
- vi. Work Environment
- vii. Absenteeism and Labour Turnover
- viii. Organizational Effectiveness
- ix. Team Building
- x. Communication and Counseling
- xi. Decision Making
- xii. Time Management

Paper – III Research Methods

1. Scope & Objectives of Social Research
2. The Research Process
3. Research Design
4. Meaning & Formulation of Hypothesis
5. Testing of Hypothesis
6. Meaning & Types of Sampling
7. Content Analysis
8. Observation
9. The Interview Method
10. The Questionnaire
11. Case Study
12. Survey Method
13. Tabulation of Data
14. Analysis of Data
15. Report Writing
16. The Computer: Its role in research

Semester – II

Paper – IV Employer Employee Relations

1. Conceptual Framework: the perspective and management relation
2. Human Relations: Meaning, Approaches, Importance, Techniques and Principles.
3. Trade Union: Development, Structure, Recognition, Leadership and Management in Trade Union
4. Types of Trade Union and Problems of Trade Unionism
5. Resolution of Conflicts, conflict and cooperation, industrial disputes and their settlements (Industrial Disputes Act 1946)
6. Settlement of Disputes: Conciliation, Adjudication and Arbitration.
7. Worker participation in management at various levels.
8. Collective Bargaining: Meaning, Nature and Objectives of collective bargaining, theories of collective bargaining.
9. Issues and Trends in Industrial Relations in India: Problems of Automation, Productivity, Improvement and Rationalization.

10. Disciplines and Grievance: Meaning, Types of disciplines causes of in disciplines, enforcement of discipline, essentials of good disciplinary system.
11. Code of Discipline: Meaning & Causes of grievance, redressal of grievance, procedure to redress the grievances.

Paper – V

Human Resource Management

1. Human Resource Management: Meaning & Definition, Nature & Scope of HRM, HRM: objective & functions, development of HRM, Organization of HRM, Evolution of HRM, HRM: Arguments & Conclusions.
2. Organizing the Personal Function: Organization of Personal Department, Image & Qualities of HR / Personnel Manager, Need and Significance of Personnel Policies, Essentials of Personnel Policies.
3. HRM Trends in a Dynamic Environment: External factors Vs HR functions, Total Quality Management, Internal Environment Vs HR function, Managing Diversity.
4. Human Resource Management in India: Genesis & Growth in India, Evolution of the concept, Impediments to progress, Environment of HRM, Measures to speed up growth.
5. Human Resource Planning: Concept and Objectives, Need & Importance, Factors affecting HRP, the Planning Process, HRP & the Government, Barriers to HRP
6. Job Analysis and Job Design: Learning Objectives, Meaning and Definition, the process, Process and Methods of Job Analysis, Job Description & Job Specification, Approaches and Methods of Job Design & Redesign.
7. Recruitment & Selection: Meaning & Process of Recruitment, recruitment policy & process, meaning and process of selection, selection test.
8. Job Evaluation: Concept, Process & Objectives of Job Evaluation, Advantages & Limitations, Essentials of Job Evaluation, Methods of Job Evaluation.
9. Employee Benefits & Services: Learning objectives, meaning & definition, importance of employee benefits & services, types of employee benefits & services, guidelines to make benefits & services programmes more effective.
10. Quality of Working Life: Concept, Measurement Dimension, Principle & Techniques
11. Personal Records, Research & Audit: Objectives & Significance of records, types & principles of personal record, meaning & significance of personnel research, objectives of personnel audit, scope & approaches of human resource audit.
12. Human Resource Accounting & Human Resource Information System: Meaning & Objectives of HRA, Advantages & Disadvantages, Need for Information in HRM, Advantages and Limitations of HRIS.
13. Personnel Research, Changes and the future: Nature of Personnel Research, the personnel manager as change agents, future of HRM.

- **Duration of the Programme:** 1 (One) Year i.e. two semester
- **Faculty and Support requirement:** One faculty member has been assigned by the University to run this course under distance mode. Besides that, University has experienced faculties in the department of Management. PCP, on regular basis, are conducted by these experienced faculty members. Resource persons for the Study Centres to conduct PCP in this course are selected from the University to maintain the quality of the education.
- **Instructional Delivery Mechanism**

The Post Graduate Diploma in Human Resource Development programme is conducted through ICDEOL in only the main campus of the Himachal Pradesh University, Shimla – 05 where students are helped and guided by the Programme In charge/Coordinator, and Counsellors etc. The Post Graduate Diploma in Human Resource Development programme is based on self-learning print material, assignments, counseling sessions etc. ICDEOL follows the following Instructional Delivery Mechanism:

Self Learning Material (SLM): The printed material of the programme in the form of Self Learning Material is supplied to the students during their enrolment to the course.

Personal Contact Programme: Personal contacts Programmes (PCP) are conducted well in advance in each semester. Students utilize this facility fully and go for examinations well prepared. As a very important strategy of face to face classroom teaching, the interactions during Personal Contact Programmes benefit the students immensely. **Virtual classes** are also organized from time to time for the benefits of the students/learners. In addition to above, online queries of the students are seriously taken up and responses are sent online to their satisfaction.

Individual Counseling and Guidance: The students can visit the Directorate and seek individual guidance and counselling from the concerned coordinators/Faculties. Besides, students can seek guidance from the counselors/coordinator engaged by the Directorate for this purpose at ICDEOL.

- **Identification of Media – Print, Audio or Video, Online, Computer Aided**

ICDEOL provides course material in printing form along with Audio-Vedio facilities, online and computer aided design with the help of subject experts.

- **Student Support Service Systems:** Student support service provided at main office of the ICDEOL, it may range from study centre counselling / tutorial support to administrative problem mechanism to facilitate distance learning methods, to motivate students to continue their education, and to improve educational standards of the students.

(vi) Procedure for Admissions, curriculum transaction and Evaluation

- **Admission Policy:** Merit based admissions is prevalent to PGD HRD course that will be made through Online Admission Process. The information regarding the admission process, fee structure, minimum eligibility, fee concession for the students with disabilities is provided to the candidates through national and local dailies, ICDEOL websites and hand book of information. The admissions to this course will be made solely on the basis of qualifying marks in UG degree.
- **Intake:** No Limit
- **Minimum Eligibility:** Bachelor's Degree in any stream
- **Fee Structure:**

Course/Class	Fee for Students passing from H.P Board & to be registered with H.P	Fee for Students already registered with H.P University	Fee for student coming from other university / Board & not regd. With

	University		H.P University
PGD HRD (Sem. system)	Rs. 11,500/-	Rs. 11,300/-	Rs. 11,600/-

- **The Information Related to Financial Assistance:**

As per order of the Hon'ble High Court, the student with special needs with more than 40% disability admitted to any course of study running in the H. P. University, Shimla -5 will not be charged any fee.

- **Policy of Programme Delivery along with the details of methods:** Students are facilitated by two methods of instructions namely Personal Contract Programme of Seven days at ICDEOL. We have also engaged with online teaching practices for the benefits of the students. Besides these, students can visit ICDEOL Centres at Shimla to clarify their doubts relating to their studies with the teaching faculty.

- **Web-based tools to be adopted:** ICDEOL provides smart class room facilities equipped with all modern information communication technology to their students.

- **Activity Planner including all the academic activities during the academic session:** The various activities carry out by the ICDEOL to the students in the form of Personal Contract Programme (PCP) for seven days for each course of the concerned subject offline for the purpose of solving the academic issues of the students. Now, ICDEOL provides this facility of PCP classes through the online mode as well.

Medium of Instruction: The medium of instruction is in English. The study material is made available to the student in English language.

- **Policy for Evaluation of Learner Progress along with methods and tools:** The University conducts Semester-End Examinations twice a year in the month of November and June. To be eligible to appear in the semester end examination in any course, you are required to fulfill the following conditions:

- You should have opted and pursued the prescribed course
- You should have submitted the examination form in time

In case you have not been able to appear in the examination in certain papers or could not clear certain papers, you can do so in the subsequent semester-end examinations up to a maximum duration inclusive of the year of admission.

Two system of evaluation will be followed for this programme.

Assignments: Assignments constitute the continuous evaluations system. The submission of assignments is compulsory. Assignments of a course carry approx. 20% weight age while about 80% weight age is given to the semester end Examination.

Term-end examination: Term-end examination is another component of the evaluation system. The term-end examination carries about 80% weight age in each theory paper. The internal assessment is based on theory assignments in each course, which, carry 20 marks respectively.

Viva Voce: Weight age 100% i.e. 100 marks

(vii) Requirement of the Laboratory Support and Library Resources: There will be no practical component in the syllabi of PGD HRD, but ICDEOL has been equipped with modern smart class rooms, well furnished computer labs along with its own well equipped library with approx 3000 books including volumes of periodicals and reference books, journals included books of human resource development.

(viii) Cost Estimate of the programme and the Provisions:

Sr.	Type of Head	Expenditure (Session 2018-2019)	Expenditure (Session 2019-2020)	Proposed Cost Estimation (Hike @10%)
1.	Programme Development			
i.	Development and Printing Cost of Self Learning Material	23,6500/- (for PGD HRD only)	-Nil-	
ii.	Purchase of Books for Library	1,43,77/- (For all Courses)	1,81,959/- (For all Courses)	2,00,155/- (For all Courses)
iii.	Stationary	47,497/- (For all Courses)	1,91,479/- (For all Courses)	2,10,627/- (For all Courses)
2.	Delivery			
i.	Advertisement	5,55,479/- (For all Courses)	30,38,012/- (For all Courses)	33,41,813/- (For all Courses)
ii.	Telegram & Postage Charges of Self Learning Material	14,72,121/- (For all Courses)	13,78,641/- (For all Courses)	15,16,505/- (For all Courses)
iii.	Expenditure on the Conduct of PCP	3,500/- (for PGDHRD only)	12,000/- (for PGDHRD only)	
3.	Maintenance			
i.	Maintenance and Repairs of Laboratory Computers &	6254/- (For all Courses)	Nil	6879/- (For all Courses)

	Smart Classrooms			
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(ix) Quality Assurance Mechanism and Expected Program Outcomes:

H P University has an IQAC with the following objectives:

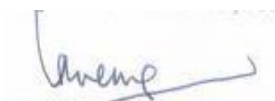
- To build and ensure a quality culture, appropriate structure and processes with enough flexibility to meet the diverse needs of the stakeholders at the University.
- Meant for planning, guiding and monitoring quality assurance (QA) and quality enhancement (QE) activities of the University.
- To channelize and systemize the efforts and measures of the university towards academic excellence.
- The IQAC submits the annual quality assurance report of the university duly approved by statutory bodies of the university to NAAC regularly.

The ICDEOL has created its own Centre for Internal Quality Assurance (CIQA) in accordance with the UGC ODL regulations given from time to time whose objective is to develop and put in place a comprehensive and dynamic internal quality assurance system to provide high quality programmes of higher education. The functions of the CIQA are in the line with the UGC ODL Regulations.

From the beginning, i.e. even from the Pre-admission phase the students will be taken care in terms of guidance by our academic and administrative members. At the most, care and support will be provided during the study period. Before and after examination proper guidance and counseling will be provided. The feedback from students on teaching will also be collected every semester using appropriate feedback formats. In order to monitor the effectiveness of the programme the experience with the curriculum will be collected based on the discussion along with students and teachers.

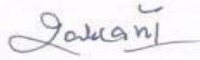
Expected programme outcomes: Through this programme the necessary conceptual, entrepreneurial and analytical skills of the students will be developed. The programme produces the Skilled Professionals, Entrepreneurs, HR Officer, Employee Relation / Industrial Relation Manager, etc. to perform their functions efficiently at their work place through new knowledge, with the use of ICT and to maintain continuous improvement in their day to day work and utilize human resources effectively at managerial level of the organization, who will contribute towards social and national welfare.

The PPR is prepared by the coordinator of the programme of Post Graduate Diploma in Human Resource Development under the guidance of Director, ICDEOL, H.P. University, Shimla.



Prof. L. R. Verma

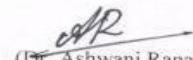
Centre for Internal Quality Assurance (CIQA)



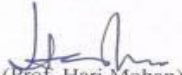
(Dr. Joginder Singh Saklani)
(Member)



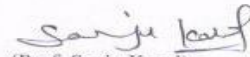
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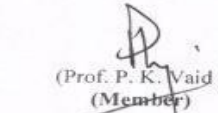
(Dr. Ashwani Rana)
(Member)



(Prof. Hari Mohan)
(Member)



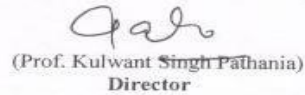
(Prof. Sanju Karol)
(Member)



(Prof. P. K. Vaid)
(Member)



(Sh. Amar Singh)
Convener



(Prof. Kulwant Singh Pathania)
Director