

**PG DIPLOMA IN HUMAN RESOURCE
MANAGEMENT**

First Semester

Marks

Sl.No.	Subjects	Instruction Hrs/Wk	Internal Assessment	Examination
1.	Management concepts & Theories (MCT)	03	25	75
2.	Managerial Communication	03	25	75
3.	Human Resource Management	03	25	75
4.	Organizational Behaviour	03	25	75
5.	Human Resource Development	03	25	75
	<u>Total</u>	15	125	375

Second Semester

Marks

Sl.No.	Subjects	Instruction Hrs/Wk	Internal Assessment	Examination
1.	Training & Development	03	25	75
2.	Industrial Relations	03	25	75
3.	Collective Bargaining	03	25	75
4.	Labour Legislation	03	25	75
5.	Organization Development	03	25	75
	<u>Total</u>	15	125	375

REGULATIONS

1. **Course Title:**
The course shall be called 'Post Graduate Diploma in Marketing Management and Post Graduate Diploma in Human Resource Management'. The duration of the course shall be one year consisting of two semesters.
2. **Eligibility for Admission:**
Any graduate or post graduate in arts, science, commerce, business management, allied sciences, engineering and technology, medical sciences of this University or from any other university considered equivalent shall be eligible for admission to the course. Selection of the candidates to the course shall be done as per rules of the University and Government.
3. **Course Content:**
The course comprises of: Subjects of study prescribed.

Pedagogy: Lectures, case studies, group discussions, quizzes, seminars; on the job training;
4. **Attendance and Conduct:**
Minimum attendance of 75% of actual working periods is required in each paper. The Chairman of the Department shall certify each student's attendance and conduct. A student who does not satisfy the requirements of attendance and conduct shall not be permitted to write the examination in the concerned paper or papers.
5. **Instructions:**
Three hours of lectures per week per paper.

6. **Examination and Declaration of Results:**
Each paper is divided into internal assessment of 25 marks and term end written examination of 75 marks. Internal assessment marks shall be awarded on the basis of continuous evaluation that includes: tests (both announced and surprise), quizzes, seminars, case discussions, group discussions and attendance.

There shall be a written examination of 3 hours duration for each paper at the end of each semester. The declaration of results shall be made as follows:
 - A. Minimum for a pass is 40% of the marks in each examination paper and 50% of the marks in the aggregate.
 - B. Carryover is permitted as per University Regulations.
 - C. Declaration of Class shall be done after the second semester examination on the basis of aggregate marks. The declaration shall be made as follows:

FIRST CLASS – 60% and above in the aggregate

SECOND CLASS – 50% and above in the aggregate

Declaration of results in the case of REPEATERS i.e., those who pass the examinations after the course duration, shall be done according to general rules of the University.

**SYLLABUS OF PG DIPLOMA IN HUMAN RESOURCES
MANAGEMENT**

Program Outcome

Develop an ability to understand various facts and facets of managing people and acquire an understanding of policies and practices. Learn to use strategies and its applications in Human Resource context. Creatively solve complex business situations and problems. Acquire leadership skills.

Programme Specific Outcome:

1. Develop highly adept professional managerial skills
2. Explore practical application of the management concept.
3. Obtain an ability to analyze international business problem identification and to formulate and use the appropriate managerial techniques for solutions.
4. Recognize and address global ethical issues and Indian values and apply them in organizational settings across globally.
5. Obtain an understanding of professional, ethical, legal, financial, marketing, sales, logistical security and social issues and responsibilities.
6. Use information and knowledge effectively: scanning and organizing data, synthesizing and analyzing in order to abstract meaning from information, and to share knowledge.

FIRST SEMESTER

1. Management Concepts & Theories

Course Outcomes:

1. To understand the functions and responsibilities of managers.
 2. To provide them tools and techniques to be used in the performance of the managerial job.
 3. To enable them to analyze and understand the environment of the organization.
 4. To develop cognizance of the importance of management principles
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1. Management-definitions, nature and scope of management, functions of management-evolution of management theory from Taylor, Fayol to the present. Schools of Management thoughts, evolution of professional management in India. Ethics in management. Impact of NEP on Management emerging trends in Management.
 2. Managerial planning-definition of planning-planning process, types of plans, strategic vs. operational plans, models of strategy formulation, linking strategy to structure. Decision making-process of managerial decision-making decision making models, steps in rational decision-making, creativity and group decision-making.
 3. Organizational theories and design, principles of coordination, authority, power, delegation and decentralization-organizational change and development, organization culture.

4. Motivation-definition-theories and models of motivation- Concept of achievement motivation, Leadership-definition, theories of leadership, concept of leadership and management styles.
5. Managerial control- relationship between planning and control-limitations of control, types of control systems and techniques – management by exception, budgetary control – zero level budgeting – functioning and dysfunctional aspects of budgetary control. Internal control systems, internal audit and management audit.

Books Recommended:

1. Essentials of Management-Koontz and O'Donnell. E-McGraw Hill, New Delhi (Global perspective edition)
2. Introduction to Management-Fred Luthans –McGraw Hill, New Delhi
3. The Practice of Management-Peter.F.Drucker
4. Management-Stoner, Freeman and Gilbert
5. Management –Griffin
6. Management-Holt
7. Management-Tasks and Responsibilities-Peter.F.Drucker
8. Professional management-Theo Haimann
9. Management – Richard L.Daft

II. Managerial Communication

Course Outcomes:

1. To introduce the key concepts of communication, theory, strategy and implementation within an Organizational setting.
2. To develop skills in applying the learnt concepts to realistic situations in a variety of Workplace environments.

3. Writing business documents that are inviting to read , easily understood and logically argued.
4. To enhance the ability to prepare and deliver effective presentations and pitches to suit various business scenarios.

1. Nature of managerial communication, the communication process, effective communication Barriers to communication, business communication, introduction to communication skills; Drafting Organizational communication. Logic, analysis, and listening.
2. Communication for Problem Solving: A problem solving-communication model for case analysis and reporting is covered in detail. Pedagogy included discussion, in-class or workshop exercises and assignments.
3. Business Writing: Exercises in drafting letters, memos, e-mail, proposals, resume writing reports and executive summaries. The structure and process of creating business messages.
4. Business Presentations: A comprehensive discussion and workshop-based module on planning, preparing and delivering business presentations. Student presentations are video taped and made available for in-class as well as student analysis.
5. Interactive & Persuasive Communication: Audience-oriented communication, persuasive communication and communication styles.

Books Recommended:

1. Better Business Communication – Denish Murphy

2. Written Executive Communication – Shurter
3. Model Business Letters – Gartside.
4. Business Communication – Lesikar – Pettit- Flattery
5. MLA's Handbook
6. Business Research Methods – Cooper and Schneider

III. Human Resource Management

Course Outcomes:

1. To introduce the key concepts of communication, theory, strategy and implementation within an Organizational setting.
 2. To develop skills in applying the learnt concepts to realistic situations in a variety of Workplace environments.
 3. Writing business documents that are inviting to read , easily understood and logically argued.
 4. To enhance the ability to prepare and deliver effective presentations and pitches to suit various business scenarios.
1. Human Resources Management, HRD and Personal Functions: Redefined role and responsibilities of HR managers, sub-system of HRM and HRD, HR functions and policies. Organization for HRM, Development of HRM in India;, Recent trends in HRM, Impact of globalization on HRM. Role of HRM in IT sector.
 2. HR Planning, Recruitment and Selection: HRD at different levels, Job description, Sourcing, Tests, Interviews, Induction and Orientation, Training-Methods of training, Training manual under ISO and QS Certification.

- Supervisory, Executive and Management development programmes. Career development.
3. Performance Management: Job analysis, Job evaluation, KRA and KPAs, Traditional Vs Modern methods of performance management. Potential appraisal, Feedback systems.
 4. Compensation Planning: Wages and salary, Administration perks, Fringe benefits, Bonus, Incentives. Compensation surveys. Productivity, Performance linked, Pay structure. Compensation review and structuring.
 5. Industrial Relations: Trade unions, Industrial disputes and settlements, Grievances handling, Disciplinary procedures, Suspension, Dismissal, Domestic, Enquiry, Legal formalities, Layoff, Retrenchment, Closure, VRS, Health and safety.

Books for References:

1. Human Resources Management – V.S.P.Rao
2. HR and Personnel Management – Keith Davis
3. Personnel Management – Flippo
4. Human Resource Management – T.V.Rao

IV. Organizational Behaviour

Course Outcomes:

1. To understand fundamentals of organizations
2. To understand the Individuals dimensions in organization.
3. To outline theories of organization and resistance to change management.
4. To learn about group behaviour and group dynamics.

1. Fundamentals of organizations-Nature of people and Organizations, Forces affecting organizational behaviour, Changing work force and employment relations, Impact of globalization and Information technology on organizational behaviour, Organizational climate and culture.
2. Individual dimensions in organizational behaviour-Individual differences-perceptions, Interests, aptitude, theories of personality.
3. Learning-theories of learning and organizational change-resistance to change management of change and change agents. Designing organizations for effectiveness.
4. Groups and group dynamics, group behavior, group dynamics theories and group cohesiveness-group decision making process, understanding work teams, team Vs groups, team development, Ingredients of effective teams, team life cycle, interpersonal skills-Johari Window and transactional analysis.
5. Work place emotions-Job satisfaction, designing effective jobs, Job-rotation enrichment, enlargement and reengineering work process, job related causes of stress, fatigue and its impact on productivity. Employee counseling and other psychological measures to improve productivity and mental health.

Books Recommended:

1. Organizational Behaviour – Robbins
2. Organizational Behaviour – Fred Luthans
3. Human Behaviour at Work – Keith Davis
4. Organizational Theory and Design – Daft
5. The Fifth Discipline – Peter Senge
6. The Seven Habits of Highly Effective People – Stephen Covey
7. Understanding Organizational Behaviour – Uday Parekh

V. Human Resource Development

Course Outcomes:

1. To equip students to develop themselves into a critically reflective and capable HRD practitioner.
 2. To enable students to develop an ability to decide learning and training needs
 3. To apply HRD interventions like coaching, mentoring, and counseling.
 4. To explain the role of HRD in designing, developing, Implementing and evaluating appropriate strategies in line with the business goals.
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1. Human Resource Development: Sub systems of HRD, OD and HRD, HRM and HRD, Emerging trends in HRD, HRD in IT industry, HRD in public sector, HRD in government organizations, HRD in NGOs.
 2. Performance Management: Traditional and modern techniques, Open Appraisal-Identification of Key Performance Areas and Key Result Areas-managerial appraisal-Ethical issues in performance appraisal. Potential appraisal, Feedback mechanisms, Performance management and career development.
 3. Team Building: Training in team tasks, Building cross functional teams, multi-functional teams, Mutli-disciplinary task force, Quality circles.
 4. Career Planning and Development: Meaning and process-Career path, Career width and Length-Succession planning-Career Development. Rewards and recognition as sub system of HRD.

5. Management of Change: Planned organizational change-Change agents-Dynamics of resistance o change-Planned change. Meaning and significance to human resource development-Quality of work life.

Books for Reference:

1. Human Resource Management – Satyadian S.Mirza
2. Designing and Managing Human Resource Systems – Pareek, Udai and Rao T.V.
3. Recent Experience in Human Resource Development – Rao T.V. and Pereira, D.H.
4. Performance Appraisal – Theory and Practice – Rao T.V.
5. Effective Human Resource Development – Neal E.Chalofsky, Carlene Reinhart
6. Liberalization & HRM – Arun Monnappa

SECOND SEMESTER

VI. Training and Development

Course Outcomes:

1. To understand the basic concepts of organizational Training and Development.
 2. To provide both conceptual and practical value for developing training programs.
 3. To be able to evaluate a training program using statistical methods.
 4. To emphasize the importance of training in improving the core competencies of individuals and organizations.
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1. Training: Introduction, Importance of training, Advantages of training, Training challenges, Changing workplace and workforce, Training as a sub system of HRD, Learning

environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting Training objectives to Training Plan.

2. Assessing Training Needs: Methods of ascertaining training needs, Organizational support for TNA, Organizational analysis-Specifying goals, Identifying constraints, Resource analysis, Competency mapping Skill inventory competency index, Learning principles, Training enhancement, Trainee characteristics.
3. Training Delivery: Traditional Vs Modern methods, SDLP, Simulated work settings, DLP, CD ROM, Interactive Multimedia, Web-based instructions, Intelligent Training System (ITS), Virtual Reality Training (VRT)
4. Training Evaluation: Criteria, Evaluation of Criteria, Dimensions of Criteria, Use of experimental designs, quasi-experimental designs, Utility conservations, Individual difference models, Content validity model, Statistical method.
5. Training Interventions: Learning Experience and Building Organization Capability, Employee capability, Apprenticeship, Vestibule, Embedded training, Team building cross and Inter-positional training, Leadership training.

Books for Reference

1. Training in Organization – Irwin L.Goldstein, J. Kevin Ford
2. Training for Development – Udai Pareek

VII. Industrial Relations:

Course Outcomes:

1. The course provides basic conceptual basis of industrial relations.
2. It is aimed at developing and understanding interaction pattern among labour, management and the state.
3. It imparts basic knowledge of the labour laws and its features with various enactments with focus on practice.
4. To understand major statutes and regulations pertaining to employment practices with respect to state.

1. Trade Unions: Trade union movement, Growth of TU in India, National level federations, Trade union problems, Trade union Organization, Leadership and management of Trade Union, Trade Union Act 1926, Registration of trade union, Employers Association-Objectives, Origin and growth, Legal status, Problems and dilemmas of Trade Unions, Recognition of Trade Unions.
2. Industrial Relations: Historical background, Concept and approaches in IR-Stake holders of IR, Various factors influencing IR, HR approach to IR, Essentials of sound IR policy, IR Strategies, Legal frame work of IR, Community of IR, Proactive IR, Industrial conflicts, Disputes, conflict resolution.
3. Grievances and Disciplines: Grievances, Redressal, Discipline, Standing Orders, Acts of misconduct, Show

cause notice, Suspension, Enquiry procedure, Principles of natural justice, Punishments, Conflicts/Industrial disputes-Lay off, Termination Simplicitor, Retrenchment, Closures, VRS.

4. Works Committee Meetings: Various Authorities under the ID Act 1947. Standing orders certification and Amendments, Sec 9A of the ID Act. MOUS and Settlements, Collective bargaining, Long-term settlements.
5. Impact of Globalization on IR: Emerging trends with HR, IR and CB. Rationalization, Right sizing, Outsourcing, TQM, Role of IR in union management cooperation and integration.

Books for Reference:

1. Industrial Relations - Arun Monnappa
2. Industrial Relations – Venkatrathnam
3. Industrial Relations – Sarma (Himalaya)
4. Globalization & Labour Management relations – C.S. Venkataratnam

VIII. Collective Bargaining

Course Outcomes:

1. To help students acquire solid theoretical, practical and ethical perspective on various aspects of IR.
2. To make the student aware of the present state of IR in India.
3. Understand the various processes and procedures of handling Employee Relations.
4. To be acquainted with the concepts, principles and issues connected with Trade Unions, Collective

Bargaining and Grievance redressal.

1. Collective Bargaining: Concept, Its relevance in IR, CB as an Institution, ILO perception of CB, Objectives of CB, Structure, Functions, Factors determine CB structure, External and Internal Environment influencing CB, CB as an ILO convention, Modern view of CB, Theoretical views of CB.
2. Scope and Subject Matter of CB: Charter of demands, Multifaceted process of CB, Pre-negotiation phase, Preparation for negotiation, Pre-requisite for effective negotiation, Skill/Character of successful negotiator, Bargaining approaches-Piece meal, Wholistic, basket, Take it or leave it, Bargaining techniques, Negotiating Limits.
3. Settlements: Settlements under section 2(P), 18(1) and 18(3) of the ID Act 1947. Contract administration. Contract enforcement, Types of settlements, Wage settlement, bonus settlement, productivity settlement, VRS settlement, Union issues settlement, Reorganization settlement, Transfer, Layoff, Retrenchment and Closure settlements.
4. Patterns of Bargaining: Productivity bargaining, Conjunctive bargaining, Cooperative bargaining, Distributive bargaining, Concession bargaining, Coalition bargaining, Pattern bargaining. Globalization and its impact on CB-Productivity linked payment systems, Multi-skill development, Impact on BPR and TQM on settlements.
5. Emerging Trends: CB in developed countries, CB in India, CB in PSUs, CB in banks, New types of

settlement, Workers participation in management. CB in IT industry.

Books for Reference:

1. Collective Bargaining-Venkat Rathnam
2. Collective Bargaining - B.R.Patil

IX. Labour Legislations:

Course Outcomes:

1. The course provides basic conceptual basis of industrial relations.
 2. It is aimed at developing and understanding interaction pattern among labour, management and the state.
 3. It imparts basic knowledge of the labour laws and its features with various enactments with focus on practice.
 4. To understand major statues and regulations pertaining to employment practices with respect to state.
1. Industrial Disputes Act 1947: Emphasis on Sec 2 (all definitions), 9A, 10, 12, 17, 18,22, 23, 24, 25, Chapter V B, Up to Sec 25 (S) and Karnataka ID Rules, Industrial Employment (Standing Orders) Act 1946, Karnataka Standing Orders Rules.
 2. Indian Factories Act 1948: Karnataka Factory Rules, Contract Labour (Regulation and Abolition) Act 1971, Karnataka Contract Labour Rules.

3. Payment of Gratuity Act 1972: Payment of Bonus Act 1965, Karnataka Industrial Establishments (National Festival Holidays) Act.
4. ESI Act 1948: Employees Provident Fund and Miscellaneous Provisions Act 1952, Workmen's Compensation Act 1932. Payment of Wages Act 1936.
5. Code of Discipline in Industries: Report of the second national labour commission 2002. Latest ILO deliberation on labour legislation in developing countries. Latest Apex court judgment on key labour issues.

Books for Reference:

1. Industrial Laws – P.L.Malik
2. Labour and Laws – Sanjeev Kumar
3. Labour Law Journals – Monthly
4. Current Labour Reporter – Monthly
5. CLR Annual Digest – 1999 – 2005

X. Organization Development (OD)

Course Outcomes:

1. To understand how the process of Organizational development
2. To understand how to manage organization development process.
3. To learn to diagnose ongoing activities within an Organization and plan the implementation of selected Organizational development interventions.

1. Introduction to Organization Development – Definition, History and evolution of OD values, assumptions and believes – implications of OD values and assumptions.
2. Overview of Organization Development – Nature of planned change compulsions for change, theories of planned change, types of planned change, general model of planned change.
3. Managing Organization Development Process – Diagnosis, organization development interventions – Nature and analysis – programme management – phases of organization development programmes and model for managing change.
4. Action research and Organization Development – Definition, objectives, characteristics, action research process, benefits and limitations, variations of action research and the role of the action researcher.
5. Organization Development Interventions – Human process intervention – T groups, process consultation, third party interventions, teams and team building process – applications – Organization Development future directions – trends and implications.

Books for Reference:

1. Organization Development and Change – Cummings & Worley
2. Organization Development – Wendell French & Cecil Bell Jr
3. Organization Development interventions & Strategies – S.Ramanarayan, T.V.Rao, Kuldeep Singh
4. Organization Development – W.Warner Burke Addison