

**PGDHRM**

## 1. Programme Structure:

This programme will be 1 year (two Semester) programme. The Course structure will be as follows.

### Semester I :

Paper Code	Subjects	No. of Credits
PGDHRM-01	Human Resource Management	4
PGDHRM-02	Organisational Behaviour.	4
PGDHRM-03	Organisational Development.	4
PGDHRM-04	Labour Laws	4
PGDHRM-05	Industrial relations	4

### Semester II :

Paper Code	Subjects	No. of Credits
PGDHRM-06	Project report.	4
PGDHRM-07	Viva-voce	4
	Total Credits of Semester II	8

## 2. Detailed Syllabus:

### PGDHRM-01: Human Resource Management

Semester – 1

#### Course Objectives:

- The subject will allow students with little or no prior knowledge of a working Personnel Management function to understand the methods and techniques of the discipline and to allow the students to move into a greater analysis of the specialize functions.

#### Course Content:

#### UNIT I: Introduction

Definition, Objectives and Significance of Human Resource Management, Evolution of Human Resource Management, Nature, Scope and Functions of Human Resource Management, Role of Human Resource Management In Industry, Challenges of Human Resource Management, and Introduction to Human Resource Development.

#### UNIT II: Manpower Planning Recruitment and Selection

Meaning and Definition of Manpower Planning, Objectives and Importance, Process of Manpower Planning. Concept of Recruitment, Sources of recruitment, Method or Technique of Recruitment, Recruitment Practices in India, Selection and Selection Procedure.

#### UNIT III: Training and Development

Concept of Training and Development, Objectives and Importance of Training, Identification of Training Needs, Designing and Conducting training, Types of Training Methods, Evaluation of Training.

#### UNIT IV: Performance Management

Concept of Performance appraisal, Importance of Performance appraisal, Process and methods of Performance appraisal, Limitations of performance appraisal Concept of promotion, Types of Promotion, Promotion Policy, Types of Transfer and Separation.

The Concept of Career, Career Stages Effective Career Planning.

#### REFERNCES

1. Tripathi P.C; (2010)Personnel Management and Industrial Relations, Sultan Chand.
2. Rao V.S.P; (2012) Human Resource Management, Excel.
3. Kumar N; (2001) Personnel Management and Industrial Relations, Anmol.
4. DavarRustom; (1996) Personnel management and Industrial relations, Vikas.
5. MonappaArun; (1995) Personnel Management, TMH.
6. Dwivedi R.S; (1997), Managing Human Resources Personeel Management in Indian Enterprises Galgotia.
7. Aggarwal L.N; (1998)Personnel management, Excel.
8. Memoria C.B; (2000) Personnel Management, Himalaya.
9. Aswathappa K. (2006) Human Resource Management, TMH.

#### PGDHRM-02: Organizational Behaviour

Semester – 1

##### Course Objectives:

The objective of this paper is to familiarize the students with basic behavioral process in the organization.

##### Course Content:

##### UNIT I: Introduction

Organization as Social System, Definition and Scope of Organizational behavior, Discipline contributing to Organizational Behavior, Historical perspective of Organizational Behavior,

##### UNIT II: Causes of human behavior

Biological foundations of behavior, Causes of human behavior, inherited characteristics of behavior, Environmental effect on behavior,

##### UNIT III: Personality

Meaning & Determinants of Personality — Approaches to Personality — Types of Personality — Attitudes & Values - Job Satisfaction, - Organizational Culture — Impact of Organizational Culture — Meaning and

##### UNIT IV

Importance of Perception — Different types of Perceptual Distortions and their Impact - Meaning and Formation of Groups — Importance of Groups - Group Dynamics — Dysfunctions of Groups - Conflicts in Groups - Change Management — Resistance to Change - Business Ethics.

#### REFERNCES

1. Robins Stephen P. (2010) Essentials of OrganisationalBehaviour Prentice Hall.
2. Newstrom John W, Davis Keith (2011) OrganisationalBehaviour:HumanBehaviour at Work, TMH.
3. Singh Nirmal(1983) Managing behaviour in Organisations, Deep & Deep.
4. Feldman Daniel C, Arnold Hugh J (1988) organizational Behaviour, McGrawhill.
5. PareekUdai (1996) OrganisationalBehaviour Processes, Rawat.
6. Rao V S P (1991) Contemporary Studies in Organisationalbehaviour, Discovery.
7. TyagiAehna (1998) OrganisationalBehaviour, Excel.
8. Greenberg Jerald, Baron Robert A (2004) Behaviour in organizations, Pearson.

**PGDHRM-03: Organizational Development**

**Semester – 1**

**Course Objectives:**

- The main objective is to acquaint the students with the theoretical aspects of organizational change and development and to develop the skill of applying the knowledge acquired to the practical problems of the change mechanism in an organization. It also aims at enabling them to take up research in the same field if necessary.

**Course Content:**

**UNIT I**

**Organizational Change:** Introduction, Nature and characteristics of organizational change, Definition, Meaning of organizational change, Importance of effective change in an organization, Forces to change, Models Kurt Levin's three step model and Action Research Model,

**Resistance to change:** resistance to change and forces for resistance to change, overcoming resistance to change.

**UNIT II**

**Organizational Development:** Introduction, Historical development of the concept of Organizational Development. Nature, Definition, Meaning of organizational development, characteristics of organizational development, objectives of OD, assumptions and values of OD, OD process, OD in present context.

**Diagnosis:** Process of Diagnosis. Marvin Wizboards' Six Box Model for Diagnosis

**UNIT III**

**OD interventions:** Need for intervention, Factors to be considered when planning and implementing an OD intervention, Classification of OD Interventions, Results of OD interventions, sensitivity training, grid organization development, survey feedback, Process consultation, Third party peacemaking, system 4 management, transactional analysis, success and future of OD. Strategies for success of OD program.

**UNIT IV**

Competencies of an OD consultant, International Organisational Development code of Ethics, Ethical issues and guidelines for OD professionals, Issues in consultant client relationships.

OD in context of liberalization. OD in Public Sector

**Cases:**

- (1) OD activities at Maruti Udyog Ltd.
- (2) OD activities at Brooke Bond India Ltd.
- (3) OD at HMT

**REFERENCES**

- (1) French Wendell L, 2012: Organizational Development- Prentice Hall of India, New Delhi.
- (2) Ramnarayan S., Rao T.V. and Singh Kuldeep, 2010: Organization Development Interventions and Strategies- Response Book, New Delhi
- (3) Laxmi Devi, 1998: Organizational Development- Anmol Publications Pvt. Ltd. - New Delhi
- (4) French Wendell and Bell, 2001: Organizational Development- Prentice Hall of India Ltd., New Delhi
- (5) Wendell L French, Cecil H Bell.jr., Veena Vohra, 2013 Organizational Development Behavioral Science Interventions for Organizational Improvement, Pearson Education Inc New Delhi.
- (6) Donald Brown and Don Harvey, 2006 An Experimental approach to organizational Development, Pearson Education Inc New Delhi.

**Course Objectives:**

The objective of this paper is to familiarize the students with basics of Labour Laws.

**Course Content:****UNIT I:****1 Child Labour Prohibition Act**

Introduction: The Declaration of Rights of Child, 1959, International Convention on the Rights of Child, 1989; Rights of Child and the Indian Constitution; Object and Scope; Definitions; Prohibition of Employment of Children in Certain Occupations and Processes; Regulation and Conditions of work of Children Penalties; procedure relating to offences; Appointment of Inspectors; Amendments of Act.

**UNIT II:****2 Payment of Bonus Act, 1965**

Introduction, Scope and Application, Definitions Concept of Bonus – Computation of Bonus Offences by Companies

**3 Workmen's Compensation Act, 1923**

Introduction; Main features of the Act; Definitions; Employer's liability for compensation; Workmen's compensation; Commissioners Rules;

**4 Maternity Benefit Act, 1961**

Extent and Commencement;; Application; Definitions; Women Labour: Maternity Benefit-Equal Remuneration, Protective Provisions for women

**UNIT III:****5 Payment of Gratuity Act, 1972**

Introduction Scope and Application; Definitions Payment of gratuity; Inspectors; Recovery of gratuity; Penalties; Protection of gratuity.

**UNIT IV:****6 Equal Remuneration Act**

Introduction; Definitions; Act to have overriding effect; Payment of Remuneration at Equal Rates to Men and Women; Workers and Other Matters; Duty of employers; Inspectors; Penalties Offences by companies.

**7 Domestic Inquiry and Principles of Natural Justice**

Enquiry; Nemo in popriacausajudex; essedebet; Audi alterampartem;

**REFERENCES**

1. Misra S.N. (2012) labour Laws, Central lawhouse.
2. Prasad H and Kharbanda V.K.(1987) Labour Laws Digest, Law Publication.
3. Misra Surya Nrayan, MisraSudhirKumar(2001) Labour and Industrial Laws, Cenral Law.
4. Garg Ajay (1989) Labour Laws one should know,Nabhi.
5. Bhatia S.K (2001) Labour and Industrial laws, Deep and Deep.

6. Malik P.L. (2004) labour Laws, ECB.

## PGDHRM-05: Industrial Relations

Semester – I

### Course Objectives:

- The main objective is to introduce concept, system, and practices of Industrial Relations in Indian context and to make students understand major industrial Relations functions at various levels of organization and to develop their skill to analyze present and future trends in Industrial Relations practices. It also focuses on providing knowledge and skills necessary for HR managers to work competently in changing organizational and social environment.

## UNIT I

**Industrial Relations:** Definition, Three players in Industrial Relation System, Approaches to Industrial Relations Importance, Scope and Components of Industrial Relations, Factors affecting Industrial Relations, Characteristics of Indian Industrial Relations System. Impact of Globalization on Industrial Relations.

## UNIT II

**Grievances:** Meaning, Definition, Causes of grievances, Procedure for Settlement and Model grievance procedure.

**Industrial Disputes:** Definition, Classification of Industrial Disputes, Causes of Industrial disputes, Impact of Industrial dispute.

**Industrial Unrest:** Strike, Lockouts, Typology of Strikes, Illegal strikes, Prevention of strikes.

## UNIT III

**Tripartite Bodies:** The Indian Labour conference, Its importance and role in maintaining industrial relations, code affecting industrial relations, Impact of International Labour Code in industrial relations.

**Bipartite Bodies:** Work committee and Joint, Management councils-its compositions and Functions.

**Standing Orders:** Meaning, Objectives and Evolution of Standing orders.

## UNIT IV

**Collective Bargaining:** Meaning, Main Features of Collective bargaining, Importance, Principles of Collective Bargaining, Collective Bargaining agreements at different levels.

**Settlement Machinery:** Conciliation, Arbitration and Adjudications.

**Labour Welfare:** Concept, Features and Need of Labour Welfare officers, His contribution in Industrial Relation maintenance.

1. Mishra L.: Case laws on Industrial Relations issues and implications- Excel Books, New Delhi 2006
2. Bhalia S.K.: Constructive Industrial Relations and Labour Laws- Deep and Deep, New Delhi 2010
3. Mathur T.N: 2011 Industrial Relations in Public Sector- Arihant Publishers, Jaipur .