POST GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT

SYLLABUS 2021 onwards

SACRED HEART INSTITUTE OF MANAGEMENT STUDIES

SACRED HEART COLLEGE (Autonomous)
TIRUPATTUR, TIRUPATTUR DT- 635601

SYLLABUS OF PG DIPLOMA IN HUMAN RESOURCE MANAGEMENT

(With Effect from the Academic Year 2021 onwards)

Department's Note

The PG & Research Department of Management Studies has great pleasure in publishing the syllabus for the **Post Graduate Diploma in Human Resource Management (PGDHRM)** Examination under the Faculty of Management starting academic year 2021 onwards

Head of the Department

NAME OF THE COURSE:

The name of the course shall be **Post Graduate Diploma in Human Resource Management(PGDHRM)**

OBJECTIVE OF THE COURSE:

The basic objective of this course is to provide to the country a steady stream of competent young men & women with the necessary knowledge, skills and foundations for acquiring a wide range of rewarding careers into the rapidly expanding world of Human Resource Management.

JOB OPPORTUNITIES:

After completing this course the students can stand firm in the world of global competition. This course can give a wide scope to the students interested in working in the Human Resource Management fields.

ELIGIBILITY FOR ADMISSION

Candidates who apply for the degree of PG Diploma shall possess the following qualifications.

AGE LIMIT:

There is no upper Age Limit

QUALIFICATION:

Any Degree

DURATION OF THE COURSE

The course will be conducted for one year

EXAM:

There will be an examination conducted by the college at the end of the semester.

Passing minimum:

50   marks

Weightage of

Marks

The Weightage of marks between Internal Assessment and End-Semester Examination shall be40 marks and 60 Marks respectively.

Grading

Grades will be awarded to each subject by the respective Department as per the guidelines of theChoice Based Credit System (CBCS).

Medium of Instructions:

The Medium of instruction will be English.

Programme Specific Outcomes (PSO) for PGDHRM

PSO1 - Apply professional skills in the functional area of human resource management for organizational effectiveness; appraise managerial issues and problems related to the global business and human resource management

PSO2 – Gain an understanding of fundamentals of HRD, developing an HRD strategy, understanding the operational role of HRD and the key issues involved in HRD and HRIS

PSO3 - Acquire the fundamentals of evolution of industrial relations and trade unionism in India, legislations related to industrial relations, various methods of settlement of industrial dispute, labour welfare and labour education, and worker education and training

PSO4 - Learn about organizational Process & Change, Managing organizational change, Organizational development and contemporary issues in organizational development especially compensation and benefits

PSO5 – Develop knowledge on training, and development of human resources, employee socialization, adopting strategic human resource development techniques

Course Structure - PGDHRM

Semester	Course Code		Title of the Course		Hours	Credits
I	**MSDH121**		**Organization Theory, Structure and Design**		**4**	**5**

Sem	Course Code	Title of the Subject	Hours/ Week	Credits	CA	Sem	Total
I	MSDH121	Organization Theory, Structure and Design	5	5	50	50	100
I	MSDH122	Human Resource Management and Information System	5	5	50	50	100
I	MSDH123	Human Resource Planning	5	5	50	50	100
I	MSDH124	Industrial Relations and Employee Welfare	5	5	50	50	100
II	MSDH221	Employee Legislation	5	5	50	50	100
II	MSDH222	Compensation and Benefits	5	5	50	50	100
II	MSDH223	Training and Development	5	5	50	50	100
II	MSDH224 J	Project Work	10	10	80	20	100
	Total			**45**			**800**

Course Outcomes

After completion of the course, the student will be able to

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Understand and Learn about Organizations and Organizational Effectiveness	K2
CO - 2	Gain knowledge about Organization's Stakeholders, Managers, and Ethics	K2
CO - 3	Design Organizational Structure: Authority and Control, Specialization and Coordination	K6
CO - 4	Create and Manage Organizational Culture	K6
CO - 5	Analyze to Manage Conflict, Power, and Politics	K4

Unit I: Introduction of Organization (9 Hours)

Meaning of Organization – Need - Goals– Nature -Organizational Effectiveness – Approaches &Measuring Organizational Effectiveness.

Unit II: Design of Organization Structure (9 Hours)

Concept of Organization Structure-Mechanism for Designing structure – Determinants –

Components – Types - Basic Challenges of design -Importance of Design – Success and Failuresin design.

Unit III: Organisational Culture (9 Hours)

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy.

Unit IV: Organisational Change & Development (9 Hours)

Meaning–Nature - Types and forms of change – Resistance to Change– Factors in Resistance to change – Response to Change -Organization Development – HR functions and Strategic ChangeManagement.

Unit V: Life Cycle of an Organisation (9 Hours)

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Fundamentals of Innovation and Creativity-HR implicationsfor growth.

References

Gareth R.Jones, Organizational Theory, Design & Change, Pearson Education, 7th edition, 2012.

Richard L. Daft, Understanding the theory & Design of Organizations, Cengage Learning, 12th edition, 2016.

Semester	Course Code	Title of the Course	Hours	Credits
I	MSDH122	**Human Resource Management and Information System**	4	5

Course Outcomes

After completion of the course, the student will be able to

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Understand the concept of human resource management and to understand its relevance in organizations	K2
CO - 2	Analyze the strategic issues and strategies required to select and develop manpower resources.	K4
CO - 3	Integrate the knowledge of HR concepts to take correct business decisions	K5
CO - 4	Explain the purpose of Human Resources Information System and how it facilitates HR Program	K2
CO - 5	Develop HRIS software with a focus on Recruitment, Selection, Performance Management, Employee Tracking, Payroll, and Employee Separation	K6

Unit I: Introduction of Human Resource Management   (9   Hours)

Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organization of HR departments - Line and staff functions - Role of HR Managers.

Unit II: Developing & Managing of HRM   (9   Hours)

Employment planning and forecasting – Recruitment, selection process-Sources-Management Developments - Performance appraisal in practice. Managing careers : Career planning and development - Managing promotions and transfers.

Unit III: Maintaining & Retaining of HRM   (9   Hours)

Establishing Pay plans : Basics of compensation - factors determining pay rate - Statutory benefits - non-statutory (voluntary) benefits - Labour relations - Industrial relation-Discipline administration - grievances handling - managing dismissals and separation.

Unit IV: Role of Information Systems in HRM   (9   Hours)

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organization as a system - Components of Information Systems - IS Activities - Types of IS-HRIS: Function, Usage and Application.

Unit V: Role of DSS and ERP in HRM   **(9   Hours)**

DSS: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems -ERP Modules: Personnel management module, Payroll accounting module, Time management module, Personnel development module -Security and EthicalChallenges: Information System controls.

References

Gary Dessler, "Human Resource Management", Prentice-Hall of India, 7th edition, 2012.

James A O'Brien, "Management Information Systems", Tata McGraw Hill, Special Indianedition, 2006.

Semester	Course Code	Title of the Course	Hours	Credits
I	MSDH123	Human Resource Planning	4	5

Course Outcomes
After completion of the course, the student will be able to

S.NO	CO - Statement	Cognitive Level (K-Level)

CO - 1	State the importance of Human Resource function in planning and staffing organizational manpower requirements	K1
CO - 2	Explain fundamental concepts, principles, techniques and judgment in supply-demand forecasting and supply programs in determining HR planning	K2
CO - 3	Evaluate strategies to integrate human resources planning with the strategic initiatives of senior management to achieve overall business objectives	K5
CO - 4	Appraise succession plans and critical staffing objectives and evaluate the complexities of downsizing issues and the role of HR planning in the process of downsizing	K5
CO - 5	Analyze global issues and how these affect HR planning	K4

Unit I: Human Resource Planning (HRP) **(9 Hours)**

Significance and methods of HRP and methods of Forecasting, Demand and supply forecasting, Objectives of HRP, Model of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan and organizational goals.

Unit II: Sources of Recruitment (9 Hours)

Recruitment plan and methods, Recruitment policy, Features of a good recruitment policy, EmployeeReferral Initiatives, E-Recruitment /Online recruitment Technique-Recent trends in Recruitment, Evaluation of a recruitment program.

Unit III: Selection & On Boarding Process **(9Hours)**

Selection: Selection- Process,Methods,Test, Interview Techniques, Skills Analysis Placement: differences between recruitment and selection.PlacementInduction: significance of on boarding process -Purpose – Objectives - How to make on boarding process more effective-Socializationprocess

Unit IV: Career Management (9 Hours)

Procedure & Program, Demotion, Transfer- Purpose and Procedure-types-separations, VRS,terminations- Dismissals, suspension, retrenchment, layoffs, resignations

Unit V: Effective HRP   (9 Hours)

Ethical issues in Recruitment and Selection, Attrition and Retention Strategies, Importance of SocialMedia in Recruitment and Selection Process, Enhancing the effectiveness of recruitment & Selection.

References

Heneman III. H.G, Judge. T.A, R.L. Heneman, (2014), Staffing Organizations, McGraw-HillEducation.

Seema Sanghi, (2014), Human Resource management, Macmillan publishers Pvt Ltd.

C.J. Jr, (2014), Interviewing: Principles and Practices,14th edition, McGraw-Hill.

Monica Belcourt, Kenneth McBey, Ying Hong, Margaret yap, (2013), Strategic Human Resource Planning,   5th edition, Cengage Learning.

Semester	Course Code	Title of the Course	Hours	Credits
I	MSDH124	**Industrial Relations And Employee Welfare**	4	5

Course Outcomes
After completion of the course, the student will be able to

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Describe fundamental concepts and nature of Industrial Relations	K2
CO - 2	Understand the nature and role of trade unions for workers and industries	K2
CO - 3	Examine the relevance of Welfare measures collective bargaining and its impact on employee-management relations	K4
CO - 4	Assess the issues related to Industrial health hazards, hygiene and psychological problems faced by the employees in Industry	K6
CO - 5	Acquire skills in handling employer-employee relations in labour management	K5

Unit I: Introduction of Industrial Relations   (9 Hours)

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of appropriate Government; Employers' Organisation; ILO (International LabourOrganization) in IR.

Unit II: Trade Union   (9 Hours)

Trade Union :origin,Evolutionand growth - concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Industrial Disputes – Impact – Causes – Strikes - Prevention – Industrial Peace – Settlement Machinery- Conciliation – Arbitration – Adjudication.

Unit III: Employee Welfare Measures   (9 Hours)

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures - Labour Welfare Funds – Education & Training Schemes.

Unit IV: Employee Health and Safety **(9 Hours)**

Industrial Safety-Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Awareness on safety standards - Safety Audit - Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

Unit V: Labour Management (9 Hours)

Welfare of Special Categories of Labour- Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour– CPO & KPO Labour- Social Assistance – Social Security – Implications.

References

Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya PublishingHouse, New Delhi, 2007.

C.S.VenkataRatnam,Globalisation&Labour Management Relations,Sage Response; 1st edition,2001.

Semester	Course Code	Title of the Course	Hours	Credits
II	MSDH221	Employee Legislation	4	5

Course Outcomes
After completion of the course, the student will be able to

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Illustrate the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline	K3
CO - 2	Evaluate the role of trade union in the industrial setup	K5
CO - 3	Explain the laws regarding Issues of wages, bonus and State Insurance.	K2
CO - 4	Appraise the laws relating to Industrial Relations, Social Security and Working conditions	K5
CO - 5	Comprehend the salient features of welfare and wage legislations also to integrate the knowledge of labour law in general HRD practice	K2

Unit I: Introduction to Employee Legislation   **(9 Hours)**

Introduction to the Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice - System of Economic Governance -Principles of Labour Legislation – Labour and the Constitution

Unit II: Labor Legislation Acts (9 Hours)

Factories Act 1948 – Maternity Act 1961 - Contract Labour Act 1970 – The Shops and Establishment Act 1947 – The Trade Union Act 1926 – The Industrial Disputes Act 1947.

Unit III: Employee Welfare Acts   **(9 Hours)**

Payment of Wages Act 1936 – Payment of Bonus Act 1965 – Payment of Gratuity Act 1972.

Unit IV: Social Security and Miscellaneous Acts   **(9 Hours)**

The Role of Human Capital – Organised and UnorganisedLabour – UnorganisedLabour Act -Workmen's Compensation Act – The Employees Pension Scheme.

Unit V: Legal Aspects of Employees   **(9 Hours)**

Quality of Life of Workers - Governance of Enterprises – Views on the Role of Labor Legislation - Gender Dimensions of Labor Laws – Pros and Cons of Legal System

References

P.L. Malik, Industrial Law, Eastern Book Company, New Delhi, 2011

C.S. Venkata Ratnam, Globalization AndLabour-Management Relations - Dynamics Of Change, Response Books,2001

BiswajeetPattanayak, Human Resource Management, PHI Learning, New Delhi

Vipin Gupta Et al , Creating Performing Organizations: International Perspectives For Indian Management, Response Books

Semester	Course Code	Title of the Course	Hours	Credits
II	MSDH222	Compensation and Benefits	4	5

Course Outcomes
After completion of the course, the student will be able to

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Relate compensation management to behavioral theories and concepts and within the wider context of human resources management	K2
CO - 2	Examine the factors of job analysis and job description as the basis of compensation strategy offering students an opportunity to develop competencies in making equitable compensation decisions	K4
CO - 3	Describe the process and evaluate the implications of job evaluation	K2
CO - 4	Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations	K3, K4

CO - 5	Demonstrate an understanding of the process of designing a pay structure taking account of the company environment	K3

Unit I: Compensation Management   (9 Hours)

Compensation and Organizational Strategy – Lifestyle and Compensation – Pay and Social Class

– Reward System – Compensation System – Compensation Dynamics – Rates of Pay – Compensation Program – Jobs and Pay in India.

Unit II: Compensation Act   (9 Hours)

Strategic and Tactical Compensation Issues – Employees - a Critical Resource – Division of Labour – Pay Relationships – Legislation and Compensation – Indian Legal System – Minimum Wages Act, Employee Compensation Act, Apprenticeship Act, Bonus Act.

Unit III: Managing of Employee Job   (9 Hours)

Job Analysis – Gaining Employee Acceptance – Collecting and Describing Job Data – Job Facts

– Job Contract – Elements of Job Descriptions – Job Requirements and Pay – Job Evaluation –Job Ranking – Market Pricing Approach – Maturity Curve Method.

Unit IV: Employee Job Evaluation   (9   Hours)
Polit Factor Method of Job Evaluation – Job Evaluation Committee – Determining the Need for a Survey – Preparing for the Survey – Identifying Survey Methods – Designing the Survey –Using Third Party Surveys.

Unit V: Administration of Performance Appraisal on Pay   (9 Hours)

Pay Structure Architecture – Pay for Performance – Application of Motivation Theories – Merit Pay –Performance Appraisal Issues and Opportunities – Designing a File Content – Short Term Incentives – Premium and Differentials – Individual Based Bonus and Rewards- Long

Term Incentive and Deferred Compensation Plan – Executive Compensation – International Competition – Benefits Administration – Employee Benefits – QWL and Pay Administration

Reference

Richard I. Derson, "Compensation Management", Pearson Education, 2016

Semester	Course Code	Title of the Course	Hours	Credits
II	MSDH223	**Training and Development**	4	5

Course Outcomes

After completion of the course, the student will be able to

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Explain the role and importance of training and development in the organization	K2
CO - 2	Assess the training need analysis that helps to identify the skill gap among the employees and address them	K6
CO - 3	Design a module to address the skill gap of the employees or the need of the organization and understand the role of OD intervenes	K6
CO - 4	Analyze the training methods and incorporate them to yield the right outcome from the trainees with apt innovative methods	K4
CO - 5	Evaluate the training and development process in the organization	K5

Unit I: Introduction of Training & Development (9 Hours)

Definition – Scope – Objectives and, Benefits of training – The role of Training in Organizations

Place of Training in Organizational structure – A training process Model – Difference between Training and Development.

Unit II: Gathering Training Needs (9 Hours)

Training Needs Analysis : - Organizational Analysis, Operational analysis, Personal Analysis – Approaches to Training Needs Analysis Business –training need -Job Description – Competencies – assessment – training gap analysis.

Unit III: Training & Development Design (9 Hours)

Training Design – Factors – Organizational constraints – Developing objectives-Facilitation of learning – Focus on Trainee Learning – Design – Organizational intervention – Design theory –Outcome of design.

Unit IV: Methods of Training and Online Learning (9 Hours)

Training Methods and Aids – Lectures and Demonstrations – Discussion Methods –

ComputerBased Training – Programmed Instruction - Intelligent Tutoring Systems, Classroomlearning Online Learning-Blended learning.

Unit V: Evaluation of Training & Development (9 Hours)

Training Evaluation – Types and methods of Evaluation – Evaluation Designs – Implementationof Evaluation Systems.

Reference

Janakiraman B. – Training and Development – Biztantra/Wiley Dreamtech – 2005

Semester	Course Code	Title of the Course	Hours	Credits
II	MSDH224J	Training and Development	4	5

The objective of this course is to prepare the student to conduct a research study of an Industry / organization utilizing the tools and techniques learned in period of study. The focus of the study could be in depth analysis of an industry or a diagnostic problem solving exercise of an organization. The student is expected to conduct a detailed survey of literature. In case of a status report of an industry, it is expected that the student collects all aspects related to a particular industry analyze data and present the findings.

PROJECT WORK REPORTFRAMEWORK

Initial pages

Executive Summary

Introduction / statement of problem

Detailed survey of literature

Methodology / Focus / Scope / Limitations

Text of the study including analysis

Conclusions and Recommendations

Bibliography

Appendices

FORMAT OF PRESENTATION

The student in expected to follow the required style for presentation of the report including Tables, References, Bibliography and Appendices

Literature Survey should be related to the problem of study. Review of the studies in the area and critical examination of them including conclusions of the student should form part of the literature survey.

Acknowledgement of all sources of information through footnoting and bibliography is an essential requirement of the study.