

JAIPUR NATIONAL UNIVERSITY, JAIPUR



POST GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT (PGDHRM)

SYLLABUS FOR DISTANCE EDUCATION

COURSE STRUCTURE

Paper Code	Paper Title	Examination Duration	Maximum Marks	Term-End Exam	Assignment Marks
PGDHM – 101	Business Environment	3 Hrs	100	70	30
PGDHM – 102	Organization Behaviour	3 Hrs	100	70	30
PGDHM – 103	Managerial Economics	3 Hrs	100	70	30
PGDHM – 104	Indian Relation & Labour Law	3 Hrs	100	70	30
PGDHM – 105	Organization Development & Change	3 Hrs	100	70	30
PGDHM – 106	Compensation System Administration	3 Hrs	100	70	30
PGDHM – 107	Training And Development System	3 Hrs	100	70	30
PGDHM – 108	Human Resource Development	3 Hrs	100	70	30

PGDHM – 101 : Business Environment

Max. Marks: 70

Time: 3 Hrs.

Business Environment- Nature, components and significance. Factors effecting environment of Business. Economic factors its components. Cultural, Political, Social, Sovereignty, Technological factors and their impact on business. Legal environment and external factors influencing Business environment. International Business Environment, challenges.

Indian Economic Systems - Assessing current state of business environment in India, Economic planning with reference to public, private and cooperative sectors. Various Industrial Policies of India with special emphasis on new industrial policy with various amendments. Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary policies.

Economic Reforms: Liberalisation, Privatisation and globalization and their Impact. Competition Act and its impact on Indian business. Foreign Direct Investment in India, Impact of WTO in India, Public Sector s: Rationale and Role played by them since independence. Disinvestment- Meaning and various loopholes in and challenges to disinvestment programme, Multi National Enterprises and their role in India.

Small Scale Enterprises: Meaning, Importance to the Indian economy, problems and various incentives given to these.

International Trade: Various Trade Reforms announced in India in recent times. Balance of Payments, Foreign Direct Investment- Importance, policy and current position of India. EXIM Policy. World Trade Organisation and its impact on Indian Business.

PGDHM – 102: Organization Behaviour

Max. Marks: 70

Time: 3 Hrs.

Management: Basic Concept, Nature, purpose and scope of management, Functions of Management, Managerial Skills and roles, Levels of Managers, Evolution of Management, Historic foundation of Management, Scientific, Administrative and Bureaucratic Management, Global Management, Henry Fayol's 14 principles

Planning: purpose, Types of plans, planning process, Management by objectives, Strategic Management, premising and forecasting; Decision-Making, Global planning

Organizing – Nature, Organizational design and structure, Departmentation, Coordination, differentiation and integration, centralization and de-centralization, Delegation, Global Organizing, Co-ordination functions in Organization, Authority & power – concept & distinction, Line and staff organizations.

Controlling: Concept, process of controlling, planning-control relationship, Types of Control, Control Techniques, Staffing: Human Resource Management and Selection
Global Controlling and Global Challenges – Direction Function – Significance

Organisational Behaviour: - History, evaluation, The nature and determinants of organisational behaviour, need for knowledge of OB, contributing disciplines to the field, OB Model, Organizational Behavior responses to Global and Cultural Diversity

Individual Behaviour: Biographical characteristics, Ability, Learning, Values, attitudes & Job satisfaction, Personality, Personality Formation, Locus of control, perception, Myers Briggs Type Indicator, Emotions, Affective events theory, Emotional Intelligence, Emotional Intelligence as a managerial tool, Attribution theory

Work Motivation : Early Theories (Mc. Gregory's Theory X & Y, Abraham Maslow's Need Hierarchy Theory Herzberg's Two Factor Theory) & Contemporary Theories (Mc. Clelland's 3 Needs Theory, Alderfer's ERG Theory, Adam's Equity Theory & Vroom's Expectancy Theory, Goal Setting Theory) & Application of Motivation Theories.

Group Behaviour : Groups in Organisations, Formal Group & Informal Group, Stages of Group Development, Group Cohesiveness, Group Decision Making, Group Effectiveness, Understanding Teamwork : Types of Teams, Creating Effective teams, Current issues in organizational communication

Leadership: Basic Approaches, Contemporary Issues in Leadership. Transactional Analysis, conflict, power and politics.

Organisation culture, Organisational Change, Issues in Organisation Behaviour and Management, Ethics in Organisation Multiculturalism and Cross Culture & Stress Management: Stress - Nature, sources, Effects, influence of personality, managing stress

PGDHM – 103: MANAGERIAL ECONOMICS

Max. Marks: 70

Time: 3 Hrs.

Definition, scope and nature of Managerial Economics, Methods of economic study, Central problems of an economy. Market Structure – Meaning, Classification and characteristic of market.

Demand and supply: Meaning and determinants of demand, Law of demand and elasticity of demand: Price, income and cross elasticity, Theory of consumer's behaviour: Marshallian approach and Indifference curve. Meaning and determinants of supply; Law of supply and elasticity of supply, relation between price and quantity supplied.

Theory of production and cost: Meaning and factors of production; Law of production: law of variable proportions and returns to scale, Concepts of costs: Short run and long run cost, Average and marginal costs, total, fixed and variable costs, Pricing practices and strategies, Price and output determination under: Various forms of markets; Perfect competition, Monopoly, Monopolistic competition and Oligopoly; Price determination in these markets. Price discrimination, transfer price, price war.

Concepts of National Income, Different methods of measuring national income, National Income in India, Growth of national income and per capita income in various plans. Expenditure methods, Agriculture, Industry and Services role in the development of the Indian Economy, their problems and growth. Indian Economy: Different aspects, Population, Poverty, Unemployment, And Infrastructure: Energy, communication, transportation, Health and Education. Inflation, Budget and Fiscal deficits.

Economic Reforms in India: Features of economic reforms since 1991, Privatization, Liberalization , Globalisation and Disinvestment. Meaning of Money and its functions, Banking: Reserve Bank of India: Role and functions, Monetary Policy in India. Functions and Role of Commercial Banks.

PGDHM – 104: Industrial Relation & Labour Law

Max. Marks: 70

Time: 3 Hrs.

Industrial Relations: Concept & Scope, History, Understanding Industrial Relations. Approaches of Industrial Relations, Perspectives of Industrial Relations - Conflict model Vs. Collaboration model

TRADE UNIONS: History of Trade Unions –Structure - Organisations – Problems Trade Unions -Theories , functions, methods Trade Unions ACT 1926 Management of Trade Unions in India

COLLECTIVE BARGAINING (CB) The nature, advantages & disadvantages of CB. CB in India Workers Participation in Management Evolutions, objectives of WPM, Their impact on Quality of Work Life and Industrial Relations, WPM in India

LABOUR LEGISLATION: Introduction, Rights and obligations of employees Factories Act 1948, Contract labour Act 1970, Industrial Disputes act 1947, Settlement of Disputes – Procedures The minimum wages Act 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965

Labour Court, Industrial Tribunal. National Tribunal; Role of Judiciary & its impact on industrial relations.

The Payment of Gratuity Act 1972 ESI Act 1948 The Employee Provident Fund Act & Miscellaneous Act 1952 The Workmen Compensation Act The Maternity Benefit Act 1961

Discipline and Disputes: Negotiation. Mediation, Arbitration - Works Committee. Conciliation. Board of Conciliation. Court of enquiry.

PGDHM – 105: Organisation Development & Change

Max. Marks: 70

Time: 3 Hrs.

Organisation Development – definition – history of Organisation Development – values, assumptions and beliefs in Organisation Development. Foundations of Organisation Development, models and theories, systems theory participation and empowerment – teams and team work – parallel learning structures.

Organisation Interventions – classifications: teams interventions – inter group and third party peace making interventions – comprehensive Organisation Development interventions. Theory and Practice on change and changing; The Nature of Planned Change; The Nature of Client Systems: Group Dynamics, Inter group Dynamics and Organizations as Systems.

Managing the Organisation Development process – action research: a process and approach, history and varieties of action research. Operational Components of Organisation Development: Diagnostic, Action and Process – Maintenance Components.

Implementation and Assessment of Organisation Development. Implementation conditions for failure and success in Organisation Development efforts; Assessment of Organisation Development and change in organizational performance; The impact of Organisation Development Structure interventions and applicability of Organisation Development – training experiences – T-groups – behavioral modeling – life and career planning – coaching and mentoring – instrumental training.

Power, Politics and Organisation Development – research on Organisation Development – future and Organisation Development. Some key considerations and issues in Organisation Development: Issues in consultant – client relationship; Mechanistic & Organic systems and contingency approach; The failure of Organisation Development.

PGDHM – 106: Compensation System Administration

Max. Marks: 70

Time: 3 Hrs.

Wage & Salary Administration – Nature and Scope, wage determination process, Factors Influencing wage and Salary Administration. Wage – Theories of Wages, Types of Wages – Time rate, piece rate, debt method, Wage differentials.

Planning for Improved Competitiveness: Diagnosis and Bench Marking, Obtaining Commitment; Determination of Inter and Intra-industry Compensation Differentials, Internal and External Equity in Compensation Systems.

Incentives and Fringe Benefits – Incentives – Definition, Types of Incentives, Individual incentives: Measured day Work, Piece work, standard hour, Gain sharing, its advantages and disadvantages, Organization Wide incentives – Scanlon Plan, Kaiser Plan, Profit sharing, Non-financial incentives, Fringe Benefits – Definition, Objectives, Types of Fringe Benefits Individual Group Variable Compensation: Pay for Performance, Pay by Seniority, Group Piece rate, Production sharing plan, Employee Profit sharing Employee stock ownership, Gain Sharing.

Incentives and Retirement plans: Basic Pay, Provisions for Dearness allowance – Calculation of total compensation package, various methods of compensating cost of living Neutralization factors. Executive Compensation Plan, Retirement Plan.

Social Security Laws – Laws Relating to Workmen's Compensation, Employee's State Insurance, Provident Fund, Gratuity and Maternity Relief. Wages and Bonus Laws – The Law of Minimum Wages, Payment of Wages, Payment of Bonus. Objectives and scope of these Laws. Equal Remuneration Act Working of Different Institutions related to Reward system like Wage Boards, Pay Commissions.

PGDHM – 107: Training & Development

Max. Marks: 70

Time: 3 Hrs.

Training – concept, and rationale; training process: role of stakeholders in training program; Organization and Management of training function; Need for Training, Assessment of Training Needs – organizational analysis, operational analysis, person analysis; competency mapping

Training Methods – Role playing, On the Job and Off Job Methods Training Techniques – Demonstration, Lecturers, Simulation Games, In basket Exercise, Films, Role Play, Simulation Games, Critical Incidents, T-group Electronic Training – Computer Based training, Electronic performance support system (EPSS), Distance and Internet Based Training – Tele-training, Video conferencing, Training via Internet, Learning portals.

Management Development – needs, importance & Methods. Organizational Development through Human Resource Development.

Designing the training program: process of learning in training program – attributes and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules; Training aids

Performance Appraisal – Definition, Objectives, Need for Appraisal, Essentials of performance appraisals and problems of performance appraisal, Methods of Performance Appraisal – Traditional and Modern Methods – Graphic Rating-Scale, Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Group Appraisal, Counselling & Feedback Potential Appraisal – Confidential Methods, Behavioral Anchored Rating Scale (BARS), Assessment centers.

Evaluation of training – need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training

PGDHM – 108: Human Resource Development

Max. Marks: 70

Time: 3 Hrs.

Human Resource Development: Concepts, Definition, Challenges & Goals of HRD, Evolution, HRM & HRD.

HRD Function: HRD department structure, functions, and staffing, HRD professionals- Roles and Competencies

Developing HR Strategies:HRD System Design Principles, Systems Approach to HRD. Design & Administration of Select HRD Systems.

HRD & Diversity: HRD for culturally diverse employees. Developing global managers. HRD systems for International managers.

Applications of HRD: HRD Climate. HRD for managing organizational change. HRD for Workers

HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.