

PG DIPLOMA IN HUMAN RESOURCE MANAGEMENT

Non-Semester

(With Effect from the Academic Year 2013-14)

ELIGIBILITY FOR ADMISSION

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

(a) AGE LIMIT:

There is no upper Age Limit.

(b) QUALIFICATION:

Any Degree

3. DURATION OF THE COURSE

The course will be conducted for one year

3.1. EXAM : There will be an examination conducted by the University at the end of the year.

3.2. Passing minimum : 50

3.3. MEDIUM OF INSTRUCTION: The Medium of instruction will be English.

Course Profile

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| Organization Theory, Structure and Design |
| Human Resource Management and Information System |
| Human Resource Planning and Audit |
| Industrial Relations and Employee Welfare |
| Labour Law |
| Compensation and Benefits |
| Training and Development |

PAPER I: ORGANIZATION THEORY, STRUCTURE AND DESIGN

Objectives: To impart knowledge and understanding to students on Structure, design and culture of organization and its relevance to today's business decision making

UNIT I :Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT II: Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

UNIT III: Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT IV: Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

UNIT V: Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

REFERENCES

1. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education.
2. Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning .

PAPER II HUMAN RESOURCE MANAGEMENT AND INFORMATION SYSTEM

Objectives: Make the students to understand the interface of the Human Resources function with Operations, Marketing, and Finance functions and to impart knowledge on information systems and its relevance to business decisions.

UNIT I : Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

UNIT II: Employment planning and forecasting – Recruitment, selection process- Sources- Induction-Orientation & Training - Management Development - On-the-job and off-the-job- Management Developments - Performance appraisal in practice. Managing careers : Career planning and development - Managing promotions and transfers.

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

UNIT V: DSS: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; Managing Information Technology: Managing Information Resources and technologies - Security and Ethical Challenges: IS controls - facility control and procedural control

References

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India
2. James A O'Brien, "Management Information Systems", Tata McGraw Hill.
3. VSP Rao, Human Resource Management : Text and cases, First edition, Excel Books

4. Waman S Jawadekar , "Management Information System Text and cases", TMH

PAPER III HUMAN RESOURCE PLANNING AND AUDIT

Objectives: To help students understand the Human Resource Planning, its important and techniques to identify the optimum number of human resource for efficient human resource function related decisions.

UNIT I: Basics in HR Planning : Macro Level Scenario of HRP, Concepts & Process of HRP, Considerations – Technology, Finance, Product Demand.

UNIT II: HR Planning -Methods & Techniques : Demand Forecasting: Managerial Estimates, Trend Analysis, Markov Analysis, Utilization Analysis: Work Study, Job Analysis, Supply Forecasting : Inventory Analysis, Wastage Analysis, Balancing Supply & Demand, Issues of Shortage & Surplus.

UNIT III: Human Resource Information System (HRIS)- Need- Importance- Process- Practical Usage- Practice in Indian Corporate - Introduction to SAP and Peoplesoft .

UNIT IV: Job Analysis & Job Evaluation : Job Analysis – Concepts, Process, Job description, Job Specification, Uses , Limitations, Job Evaluation – Concepts, Methods, Limitations.

UNIT V: Measurement of HR Planning: HR Audit, HR Accounting. HR Plan - Implementation Strategies: Recruitment , Redeployment, Redundancy, Retention, Productivity Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan.

REFERENCES

1. Bell D J: Planning Corporate Manpower
2. Bennison M.& J Casson : The Manpower Planning Handbook, McGraw Hill.
3. Pettman B.O. & G Tavemeir : Manpower Planning Workbook, Gower
4. Walker J W: Human Resource Planning, MGH

PAPER IV INDUSTRIAL RELATIONS AND EMPLOYEE WELFARE

Objectives: To help students understand the nature of IR, Evolution of Trade union, current trends and practices for efficient management decisions and to ensure industrial peace.

UNIT I: Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

UNIT II: Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Industrial Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery- – Conciliation – Arbitration – Adjudication.

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

UNIT IV: Industrial Safety-Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

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

REFERENCES

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
2. C.S.Venkata Ratnam, Globalisation & Labour Management Relations, Response Books
3. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd.

4. Subba Rao , Essentials of Human Resource Management & Industrial relations (Text & Cases), Himalaya Publications, 2007.

PAPER V: LABOUR LAW

Objectives: The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.

UNIT I: Definition- importance- Evolution- Legal Provision relating to Wages- Working Conditions - Labour Welfare- Industrial Relations- Social Security

UNIT II: Definition, Scope, Important provisions and Case laws related to The Factories Act, 1948-The Trade Unions Act, 1926 -The Payment of Wages Act, 1936 - The Minimum Wages Act, 1948-The Industrial Disputes Act, 1947- The Workmen's Compensation Act, 1923 2

UNIT III: Definition, Scope, Important provisions and Case laws related to The Payment of Gratuity Act, 1972 -The Payment of Bonus Act, 1965-The Employee's Provident Fund & Misc. Act, 1952 -The Employees State Insurance Act, 1948.

UNIT IV: Definition, Scope, Important provisions and Case laws related to The Industrial Employment (Standing Orders) Act, 1946-The Apprentices Act, 1961-The Equal Remuneration Act, 1976- The Maternity Benefit Act, 1961.

UNIT V: Definition, Scope, Important provisions and Case laws related to Contract Labour Regulations and Abolition Act, 1970-The Child Labour Prevention and Regulation Act, 1986 – Application of Labour Laws in Special Economic Zones- Issues- Challenges and strategies

TEXT BOOKS

1. Padhi P.K., Industrial Laws, PHI, 2008.
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008.
3. Tax Mann, Labour Laws, 2008.
4. Sinha D. R. N., Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.

PAPER VI COMPENSATION AND BENEFITS

Objectives: This course aims at providing key concepts related to compensation management, which is an integral part of human resources management, and, from the point of view of employees, probably its most important part.

UNIT I: Compensation and Organisational 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: 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: 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: 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: 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,

PAPER VII: TRAINING AND DEVELOPMENT

Objectives: To introduce students to framework that are useful for diagnosing problems involving employee performance, training need analysis and to understand the basic frame work of management development programs.

UNIT I: 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: The framework for conducting a Training Needs Analysis : - Organizational Analysis, Operational analysis, Person Analysis – Gathering Training Needs Data – Approaches to Training Needs Analysis Business – TNA and Design.

UNIT III: Training Design – Factors – Organizational constraints – Developing objectives- Facilitation of learning – Focus of Trainee – Design – Organizational intervention – Design theory – Outcome of design.

UNIT IV: Training Methods and Aids – Lectures and Demonstrations – Discussion Methods – Computer – Based Training – Programmed Instruction - Intelligent Tutoring Systems, Interactive Multimedia and Virtual Reality – Games and Simulations.

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UNIT V: Approaches to Management Development – Overview of the Managerial Job - Management Development implications - Sources of knowledge and skills - Special needs of Technical Manager – Training for Executive Level Management- Training Evaluation – Types

and methods – Rationale for Evaluation - Types of Evaluation Instrument - Types of Evaluation Data - Evaluation Designs - Training Audit – Meaning, Features, Approaches – Functions, Model and Steps.

REFERENCE

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