

**Title of Programme: Post Graduate Diploma in Human Resource Management
(PGDHRM)**

I. Programme's Mission & Objectives

This programme aims to provide the skills required to manage and develop human capital in an organization and to acquaint the learners to adapt to the rapidly changing human needs and aspirations in organizations

II. Relevance of the program with HEI's Mission and Goals:

The programme aims to provide knowledge in managing intellectual capital of an organization. The programme tries to enhance the understanding of processes of recruiting, training and development, performance appraisal, compensation, benefits and labour relations. This shall help learners in gaining professional expertise and qualification required for serving at higher managerial level. This programme shall contribute in enhancing employability status of the persons serving in various capacities in HR Department without adequate professional qualification. Thus, the Programme has been fulfilling the University's objective to provide professional education and to the distant learners of Uttarakhand. Further, it also aligns with the University's mandate of developing trained and skilled human resource for sustainable development and opening new avenues of employment and self-employment to its learners.

III. Nature of prospective target group of learners:

The programme shall also be useful for the professionals who want to advance and improve in their current job profile. Further, the advantage of work experience in the related discipline shall give them an edge in knowledge about the field. The target learners shall be the personnel serving in the HR Department in organizations without having adequate professional qualification.

Accordingly, the target learners of the programme are;

- Government Employees
- Early- and mid-career professionals working in HR Department
- HR Personnel serving in factories
- Training Executives and Officers

IV. Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence:

The programme provides knowledge and skills of managing human resources effectively thereby contributing in the development of organization. Therefore, adequate attention is also paid to the application of knowledge, self awareness among learners and development of problem solving, and decision making skills. For appropriateness of the PGDHRM offered in the ODL mode it is ensured that curriculum has all components of Human Resource Development; Planning, Training and Development, Labour Laws, Compensation Management and Industrial Relations that is important for practice of the Profession. To give insight about global practices in HRM, International Human Resource management is also included as a course in the curriculum. Further, for ensuring suitability to ODL System; eligibility criteria, admission procedures, duration and evaluation are also considered to make the programme relevant for the purpose.

V. Instructional Design :

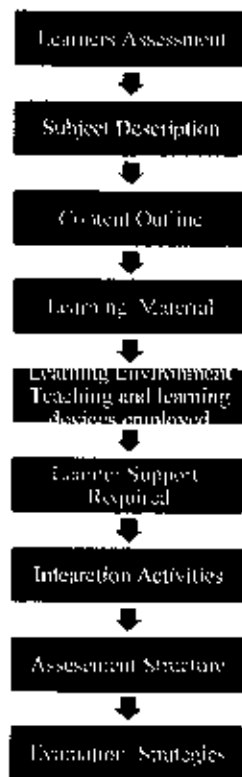
Instructional design is a scientific system that includes the principles of the effective design and implementation of a programme. In distance learning, instructional design has its own relevance. The successful distance learning design incorporates the unique learning requirements of adult learners. Prior to the development of the courses, curriculum assessment has been done and access devices and pedagogical tools have been applied for making curriculum. The contents of each course are divided into Blocks and Units. The entire study material is divided into small and manageable booklets to

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facilitate distance learners. For self assessment of learners Self Check Exercises are provided to recapitulate, consolidate and evaluate what they have learnt so far before moving on to the next stage. Further, various theories and models are referred for designing effective instructional events, some are specified as under;

- Learning objectives
- Self Check Exercises with Answers
- Reinforcing activities
- Small chunks of learning through learning modules.
- Modular Structure
- Statement of Objectives
- Indepth learning
- Hint Answers
- References
- Real World Contexts/Cases
- Real World Examples
- Self Appraisal Exercises
- School's Blog for enhanced learning

The programme has been developed on the basis of the following sequential steps:



The learning upshots of this qualification are described in four areas:

1. Knowledge and understanding
2. Cognitive skills

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3. Behavioral Skills
4. Interpersonal Skills
5. Practical and professional skills

VI. Procedure for admissions, curriculum delivery and evaluation:

Admission

Admission to PGDHRM will be allowed on the basis of score obtained in the entrance-test conducted for the purpose.

The written test assesses Reasoning ability, Comprehension and vocabulary, General knowledge, Numerical Ability, Data Interpretation and Current Awareness to check preparedness of a learner to undertake PGDHRM;

The entrance-test have questions from the following areas-

1. Reading/Writing Comprehension- 20 %
2. Numerical Ability/Data Interpretation- 30 %
3. Logical/Mental Ability- 30 %
4. Current Awareness- 20 %

The duration of entrance test is of 2:30 hours and it contains Multiple Choice (objective type) Questions (MCQs).

| Eligibility | Duration (Yrs) | | SILM | Mode of Exam (Annual /Sem) | Year/ Sem | Programme | Project/ Workshop | Exam | Practical | Viva-Voce | Identity Card | Learner Welfare | Degree Fee | Grand Total |
|--|----------------|-----|---------|----------------------------|-----------|-----------|-------------------|------|-----------|-----------|---------------|-----------------|------------|-------------|
| | Min | Max | | | | | | | | | | | | |
| 50% Marks at graduate or post graduate level with 1 years experience in the relevant field. Further those having 45% marks at graduate level or post graduate level shall also be eligible with 2 years' of supervisory/ managerial/ professional / teaching experience after completing graduation or post-graduation (even if the degree has been obtained in ODL mode or as a private student).(5% relaxation for reserved category). Admission through entrance test conducted by University / MAT /CAT score | 1 | 3 | Engl sh | SEM EST ER | I | 8000 | - | 450 | - | | 50 | 100 | | 8,600 |
| | | | | | II | - | - | 450 | - | | | | | 300 |

Curriculum Transaction

The programme consist of 6 courses in all .Each course comprises of six credits. The total credits of the programme are 36.




उत्तरांचल विश्वविद्यालय
उत्तरांचल विश्वविद्यालय

First Semester

- MS 301 Human Resource Planning
- MS 302 Human Resource Development
- MS 303 Organizational Change and Development

Second Semester

- Any three shall be selected by learners;
- MS 304 Labour Laws for Managers
 - MS 305 Strategic Human Resource Management
 - MS 306 Industrial Relations
 - MS 307 Compensation Management
 - MS 308 International Human Resource Management
 - MS 309 Management of Training and Development

Evaluation

Learners are evaluated on the basis of term end examination and one assignment per course. The assignment is submitted to the concerned learner support centre. The components of evaluation for each course include the following:

The components of evaluation for each course include the following:

- a. Assignments 20 % weightage
- b. End-term examination 80 % weightage

VII. Requirements of the laboratory support and Library Resources:


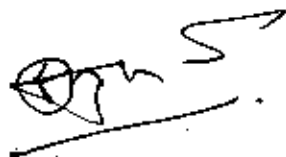
A well equipped library having sufficient number of books and resource material to supplement the learners and faculty requirements are needed. Further, for the programme it is essential that every study centres should have sufficient computers with proper internet connectivity to support learners requiring IT facilities.

VIII. Cost estimate of the programme and the provisions:

| Cost Estimation | | |
|-------------------------------|---------------------------|-----------------|
| Particulars | Details | Amount (in Rs.) |
| INSTRUCTIONAL SERVICES | | |
| Development of In-house SLM | Payment to course writers | 1330000 |
| | Payment to Editors | 597000 |
| | Total Cost | 1927000 |

IX. Quality assurance mechanism and expected programme outcomes :

The Department reviews its programme time to time through its expert committee, Board of Studies meetings to enhance the standard of its curriculum and instructional design. The Board of Studies and Expert Committee comprise of renowned academicians and Practitioners who design, review and give insights to update the course curriculum and study material.



POST GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT**SEMESTER 1ST****Course Name: Human Resource Planning****Course Code-MS 301****Course Credits: 6****Course Objective:** The main aim of the course is to give the student understanding of how planning is done for better long term requirement of human resources in the organization.**Block I Introduction to Human Resource Planning****Unit I Human Resource Planning- Concepts, Objectives and Significance****Unit II Macro and Micro Human Resource Planning****Unit III Process of Human Resource Planning****Unit IV Demand Forecasting in HRP- Methods and Techniques-****Unit V Supply Forecasting in HRP- Methods and Techniques****Unit VI Productivity, Technology and Human Resource Planning****Block II Job Evaluation and Analysis****Unit VII Job Evaluation****Unit VIII Job Analysis****Unit IX Job Assessment****Unit X Performance Appraisal and Management****Block III Human Resource Planning: Recruitment, Selection and Induction****Unit XI Recruitment Function****Unit XII Selection Function****Unit XIII Induction and Placement****Unit XIV Career Planning, Development and Succession Planning****Unit XV Manpower Training and Retraining****Unit XVI Transfer and Promotion and Job rotation****Block IV Trends and Issues in Human Resource Planning****Unit XVII Human Resource Information System****Unit XVIII Human Resource Costs****Unit XIX Human Resource Accounting and Costs****Unit XX Emerging Trends in Human Resource Planning****Suggested Readings:**

1. Bhattacharya, Deepak Kumar – Human Resource Planning, Excel Books.
2. Aswathapa, Human Resource and personnel management Text & Case, TMH.
3. Strategic Human Resource Planning – Vivek Paranjpe (Allied Publisher)
4. D.T. Bell – Planning Corporate Man Power
5. HRP – Gareth Stainer – Manpower Planning.
6. Jyothi Venkatesh – Human Resource Management, Oxford

Course Name: Human Resource Development**Course Code-MS302****Course Credits: 6****Course Objective:** The course aims at providing the students the in-depth knowledge of concept and application of development to human resources for organizational excellence.

Block I HUMAN RESOURCE DEVELOPMENT STRATEGIES, DESIGN AND EXPERIENCE**Unit I An introduction to Human Resource Development****Unit II HRD Systems and Structure****Unit III Human Resource Development: Strategies****Unit IV Role of Line Managers in HRD****Unit V Job Evaluation for HRD****Unit VI Human Resource Development Practices in India****Block II HRD and Motivation****Unit VII Strategic Intents of HRD****Unit VIII Motivational Aspects of HRD****Unit IX Development Cycle****Unit X Task Analysis****Unit XI Counselling and Mentoring****Block III Organizational Climate and Culture in HRD****Unit XII Organizational climate and culture in HRD****Unit XIII HRD for Workers****Unit XIV HRD/OD Approach to IR Corporate Business****Unit XV Organizing for HRD Resurgence Effectiveness****Block IV Strategic dimensions of HRD****Unit XVI Performance Management and Human Resource Development****Unit XVII Quality Management Practices in relation to HRD****Unit XVIII Strategic Human Resource Development****Unit XIX Comparative HRD Experiences in Indian and International context****Suggested Readings:**

1. Pattanayak – Human Resource Management – PHI
2. Manpower Planning and Development –Excel Publisher.
3. Kandula – Strategic Human Resource Development – PHI.
4. Arthur, M Career Theory Handbook Englewood cliff, Prentice Hall Inc 1991
5. Belkaoui, A R and Belkaoui, J M Human Resource Valuation; A Guide to Strategies and
6. Techniques Greenwood, Quorum Books, 1995
7. Dale, B Total Quality and Human Resources ; An Executive Guide, Oxford, Blackwell 1992
8. Greenhaus, J H Carrer Management, New York, Dryden, 1987
9. Thomson, R and Mabey, C, Developing Human Resources, Oxford, Bufferworth – Heinemann 1994

Course Name: Organisational Change and Development**Course Code-MS 303****Course Credits: 6**

Course Objective: In the fast changing world of business the organizations have to be ready for the changes and should facilitate in adopting these changes. This course aims to give a broad theoretical and practical understanding of key concepts and issues in managing organisational changes.

Block I Organisational Change**Unit I An Overview of Organisational Change****Unit II Models of Change Management**

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Unit III Change and Its Impact
Unit IV Diagnosis and Resistance to Change
Unit V Implementing Change
Unit VI Strategies and Skills for Communicating Change
Unit VII Consolidating Change

Block II Organisational Development

Unit VIII Introduction to Organizational Development
Unit IX Process of Organizational Development
Unit X Diagnostic Strategies and Skills
Unit XI Power, Politics and Ethics in OD
Unit XII Evaluating change and future of Organizational Development
Unit XIII OD Change Agents

Block III Organisation Development Interventions

Unit XIV Types and Process of OD Interventions
Unit XV Team Interventions
Unit XVI Structural and Miscellaneous OD Interventions
Unit XVII IT and OD
Unit XVIII TQM and OD
Unit XIX Organisational Creativity
Unit XX OD in International Context

Block IV Perspectives of Organisation Development

Unit XXI Learning Organisation
Unit XXII Knowledge Management and OD
Unit XXIII Organisational Design and Work Culture
Unit XXIV Organisation Restructuring

Suggested Readings:

1. Gareth R.Jones, 'Organisational Theory', Design & Change, Pearson Education, 2004.
2. Madhukar Shukla, 'Understanding Organisations' – 'Organisational Theory & Practice in India', Prentice Hall of India, 2005
3. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, 'Managing Change: A Human Resource Strategy Approach', Wiley, 2005.
4. Robbins Organisation Theory; 'Structure Design & Applications', Prentice Hall of India, 2005.
5. Robert A Paton, James Mc Calman, 'Change Management; A guide to effective implementation', Response books, 2005.

SEMESTER 2ND

Electives

Human Resource


Select any three-

Course Name: Labour Laws for Managers

Course Code-MS304

Course Credits: 6




 कूल सचिव
 उत्तराखण्ड मुक्त विश्वविद्यालय
 ऋषिकेश (वि.सं.सं.)

Course Objective: Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Block I Introduction to Labour Laws

Unit I Labour Laws: Concept, Origin, Philosophy and Classification

Unit II Emergence and Objectives of Labour Laws and their Socio-Economic Environment

Unit III Indian Constitution and Labour Legislations

Unit IV Labour Policy, Emerging Issues and Future Trends

Unit V International Labour Organisation

Block II LAWS FOR LABOUR WELFARE

Unit VI Minimum Wages Act, 1948

Unit VII The Payment of Wages Act, 1936

Unit VIII The Payment of Bonus Act, 1965

Unit IX The Workmen's Compensation Act, 1923

Unit X Equal Remuneration Act, 1976

Unit XI The Maternity Benefit Act, 1961

Block III Laws relating to Working Conditions and Social Security

Unit XII The Factories Act, 1948

Unit XIII Contract Labour (Regulation and Abolition Act, 1986) & Child Labour (Prohibition and Regulation Act, 1986)

Unit XIV The Employees' State Insurance Act, 1948

Unit XV Social Security Legislation: An Overview

Unit XVI The Payment of Gratuity Act, 1972

Unit XVII The Employees' Provident Funds and Miscellaneous Provisions Act, 1952

Block IV LAWS FOR INDUSTRIAL RELATIONS

Unit XVIII Trade Union Act, 1926

Unit XIX Industrial Disputes Act, 1947

Unit XX Industrial Employment (Standing Orders) Act, 1946

Unit XXI Industrial Discipline and Misconduct

Unit XXII Workers Participation in Management

Suggested Readings:

1. Kapoor N.D. 'Elements of Industrial Law', Sultan Chand, 1998.
2. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000.
3. Respective Acts.
4. Dhandapani, 'Commercial and Industrial Law', Sultan Chand, 1998.
5. Das Gupta, 'Maintaining Industrial Discipline', Response Books, 2002.

Course Name: Strategic Human Resource Management

Course Code-MS305

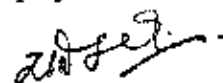



Course Credits: 6

Course Objective: It is designed to acquaint the learners with the tools & techniques essential as a strategic contribution of HRM to organizational growth.

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Block I Understanding Strategic HRM**Unit I Introduction to Strategic HRM****Unit II Investment perspective of human resources****Unit III Planning and Implementing Strategic HR policies****Unit IV Linkage of Corporate Strategy, Core Competencies and Competitive Advantage with HRM****Unit V Aligning HRM with Business Strategy****Block II Aligning HR Systems with business strategy****Unit VI Strategic Role of HRM****Unit VII Alternative HR systems****Unit VIII Linking HRM practices to organizational outcomes****Unit IX Human Resource Strategy Formulation****Unit X HR Strategy in workforce utilization****Unit XI Strategic Performance Management****Unit XII HR Strategy for Training and Development****Block III International and Comparative Strategic Human Resource Management****Unit XIII Managing Global Human Resources****Unit XIV Evaluating HR functions in International Context****Unit XV Multinational, Global, and Transnational Strategies in HRM****Unit XVI Expatriation and repatriation management in global HRM****Unit XVII High Performance Work Practices****Block IV Emerging Issues in Strategic HRM****Unit XVIII Multi Source Feedback and Competency Development****Unit XIX HR Strategy in workforce diversity****Unit XX HR Strategy for Corporations of Tomorrow****Unit XXI HR Scorecard****Unit XXII Employee Engagement Strategies****Suggested Readings:**

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.

Course Name: Industrial Relations**Course Code-MS306****Course Credits: 6****Course Objective:** This course aims at providing the students the intricacies of industrial relations so that a healthy environment is developed for functioning of employees


Block I INTRODUCTION TO INDUSTRIAL RELATIONS**Unit I Background to Industrial Relations****Unit II Evolution of Industrial Relations in India****Unit III Approaches to Industrial Relations****Unit IV Legal Frame Work of Industrial Relations****Unit V Industrialization Strategy and Industrial Relations****Unit VI Human Resource Management and Industrial Relations****Block II Trade Unions****Unit VII Theoretical Foundations and Legal Framework****Unit VIII Trade Union Structures****Unit IX Management of Trade Unions in India****Unit X Negotiation and Collective settlements****Unit XI Tripartism and Social Dialogue****Unit XII New Role of Trade Unions****Block III Industrial Disputes****Unit XIII Industrial Disputes****Unit XIV Classification and Impact of Industrial Disputes****Unit XV Dispute Resolution and Industrial Harmony****Unit XVI Grievance handling procedure – Labour Management****Unit XVII Labour Administration and Social Security****Unit XVIII Workers Participation in Management****Block IV Contemporary Issues in Industrial Relations****Unit XIX Employee Participation and Labour Management****Unit XX Alignment labour policy with economic policies and Industrialization Strategies****Unit XXI Industrial relations and Technological Change****Unit XXII Management of Industrial Relations****Unit XXIII India and International Labour Standards****Unit XXIV New Paradigms of Industrial Relations****Suggested Readings:**

1. Mamoria C.B. and Mamoria. Satish 'Dynamics of Industrial Relations', Himalaya Publishing House, New Delhi, 1998.
2. Dwivedi. R.S. 'Human Relations & Organisational Behaviour', Macmillan India Ltd., New Delhi, 1997.
3. Ratna Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003.
4. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000.
5. C.S.Venkata Ratnam, 'Globalisation and Labour Management Relations', Response Books, 2001.

Course Name: Compensation Management**Course Code-MS307****Course Credits: 6**

Course Objective: This course aims at providing the student the basic understanding of performance appraisal and development of good compensation plan in organizational setting.

Block-I An Overview of Compensation Management

UNIT-I Job Evaluation

UNIT-II Introduction to Compensation

UNIT-III Strategic Perspectives in Compensation Management

UNIT-IV Performance Appraisal

UNIT-V Defining Internal Alignment

Unit VI Compensation and Organisational Strategy

Block II Wage and Salary Administration

UNIT-VII Job Analysis and Job Descriptions

UNIT-VIII Job Evaluation/Person-based Structures

UNIT-IX Determining External Competitiveness

UNIT-X Wage and Salary Administration

UNIT-XI Incentives and Fringe Benefits

UNIT-XII Employee Contributions: Pay For Performance (PFP)

Block III Managing Employee Benefits

UNIT-XIII Benefits and Administration

Unit XIV Employee benefits programs and Designing a benefits package

UNIT-XV Compensation of Special Groups

Unit XVI Elements of executive compensation and its management

UNIT-XVII Legal & Administrative Issues in Compensation

UNIT-XVIII Wage Boards -Pay Commissions

Block IV OTHER ASPECTS OF COMPENSATION MANAGEMENT

UNIT-XIX Global Compensation

Unit -XX Statutory Provisions Related to Compensation

Unit-XXI Pay Structure Architecture

Unit-XXII Compensation Management in Multi-National organizations

Unit-XXIII Future trends in Compensation Management

Suggested Readings:

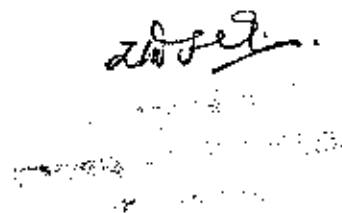
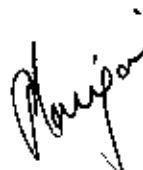
1. Milkovich & Newman : Compensation – TMH
2. Dr. Kanchan Bhatia, Compensation Management, Himalaya Publishing House
3. P.R.N. Sinha – Wage Determination in India
4. Pramod Verma –Labour Economics and Industrial Relations
5. Bergess, Lenard R. – Wage & Salary Administration, London, Charles Evami,
6. K.N. Subramarniam , Wages in India.
7. Sharma A.M. – Understanding Wage System – Himalaya.

Course Name: International Human Resource Management

Course Code-MS308

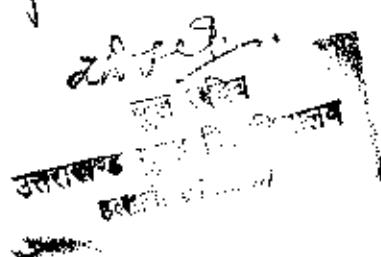
Course Credits: 6

Course Objective: Due to the movement of human resource across the borders there is a need to understand the problems and find solutions to it. This paper aims at providing the student the basic understanding of such aspects to deal with.



Block I International Human Resource Management-An Overview**Unit I Introduction and Concepts in International Human Resource Management****Unit II Developments leading to International HRM Perspectives****Unit III International Human Resource Management: Role and Distinguishing Activities****Unit IV Organisational Structure and HRM****Unit V International Human Resource Planning****Block II Staffing Practices in International Human Resource Management****Unit VI Recruitment and Selection for Overseas Assignments****Unit VII Global Staffing Practices****Unit VIII International Transfers and Repatriation Strategies****Unit IX Training and Development in International Context****Unit X International Performance Management****Unit XI Global Compensation Practices****Block III Industrial Relations and Strategic HRM****Unit XII International Practices in Industrial Relations****Unit XIII Shifts in IHRM and IR****Unit XIV International Strategic Human Resource Management****Unit XV International Labour Standards****Unit XVI Global Unions, Regional Integration and Framework Agreements****Unit XVII HR/IR issues in MNCs and Corporate Social Responsibility****Block IV Emerging trends in International HRM****Unit XVIII Sensitivity to Cultural Diversity****Unit XIX Global Organisation Structures****Unit XX Emerging Trends in Employee Relations and Employee Involvement****Unit XXI Convergence or divergence in personnel management in developed and developing economies****Unit XXII International HRM and Strategic Research****Suggested Readings:**

1. International Human Resource Management-P.Subba Rao, Himalya Publishing House
2. International Human Resource Management-S.K.Bhatia, Deep and Deep Publications
3. International Business and Globalisation – John D. Daniels, Jeffrey A. Krug
4. Executive Skills for Global Managers – Upinder Dhar and S. Ravishankar
5. Global Business – Avadhani – Himalaya Publication



Course Name: Management of Training and Development

Course Code-MS309

Course Credits: 6

Course Objective: The course aims at making the student understand the area of training and development to develop better employees for the organizations.

Block I AN OVERVIEW OF TRAINING AND DEVELOPMENT

Unit I Conceptual Framework of Training and Development

Unit II Role of Training in Organizations

Unit III Nature and Scope of Training and Development

Unit IV Systematic Approach to Training

Unit V Training Needs Analysis and Action Research

Block II TRAINING DESIGN

Unit VI Training Design

Unit VII Determining Training Objectives

Unit VIII Training Methods and Aids

Unit IX Training Climate and Training Techniques

Unit X Selecting Training Strategies

Unit XI Training Instruments/Tests

Block III EVALUATION OF TRAINING

Unit XII Evaluation of Training

Unit XIII Different Methods of Training

Unit XIV Follow-up in Training

Unit XV Technology in Training

Unit XVI Mentoring, Assessment and Development Centre

Block IV INTEGRATING TRAINING AND DEVELOPMENT

Unit XVII Approaches to Executive Development

Unit XVIII Organisational Behaviour and Development

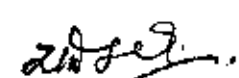
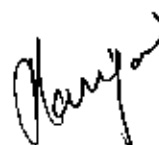
Unit XIX Management Trainees and their Expectations

Unit XX Training for Team Building

Unit XXI New Concepts of Training

Suggested Readings:

1. FORD- Bottom Line Training – How to Design and Implement Successful Programs that boost profits -PHI.
2. Dr. B. Rathan Reddy "Effective HR Training and Development Strategy" HPH
3. Training and Development-Concepts and Practices, S.K.Bhatia, Deep and Deep Publication



हस्त लिखित
सहायक कुल सचिव (अकादमिक)
उ.ओ.वि. (दिल्ली)

