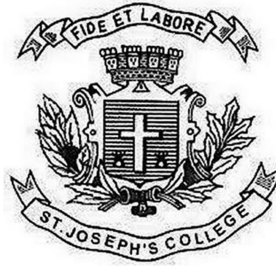


ST. JOSEPH'S COLLEGE (AUTONOMOUS)

BENGALURU 560 027



Course Structure and Syllabus for

**Post Graduate Diploma in
Human Resource Management
(PGDHRM)
(Two Semester Course)**

2022 Batch onwards

**SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

St. Joseph's College (Autonomous)

Department of Management for Weekend Courses

Post Graduate Diploma in Human Resource Management (PGDHRM)

OBJECTIVE:

To provide high quality management education to students through advancement of knowledge in all business related disciplines and development of ethos of corporate professionalism in Student Managers.

OVERVIEW

In Modern Management Human Resource Management has emerged as the backbone of any organization. Hiring and Retaining best talents have become a global challenge. Every day, new concepts and techniques of Human Resource Management are making the HRD people's job more challenging as well as more creative. Modern HR trends are based on various concepts like performance appraisal, training and development, outsourcing, counseling, cross-cultural understanding, employee welfare policies, to list a few.

ELIGIBILITY REQUIREMENTS FOR ADMISSION TO PGD COURSE

- Diploma in Human Resource management from any recognized university / colleges
- Graduates from any recognized University. An executive/professional seeking admission for the programme must possess Bachelor's Degree of any Statutory University or any other recognized Foreign University. Reservation of Seats for admission will be as per the Government & University Orders from time to time.

ADMISSION:

Candidates must note that if selected, admission is provisional and subject to admission rules – until all documents are submitted to the College office.

Any candidate who has obtained a Bachelor Degree from a recognized University or any other recognized Foreign University securing not less than 50% mark shall be eligible to apply for the PGD Program.

In the case of SC/ST/Cat-I/Differently abled candidates, and those who are appointed as teachers, librarians and physical education personnel in colleges and University Departments, the minimum marks shall be 45% provided the employees are continuing in service at the time of submission of application for registration.

DURATION OF THE COURSE

The duration of the PGDHRM Program shall extend over 2 semesters (One academic year) of 16 Weeks or more each with a minimum of 90 actual working days of instruction each semester and two weeks of examination.

ASSESSMENT:

Total marks each subject	=	100
Internal marks each subject	=	30
External marks each subject	=	70

The final total assessment of the candidate is made in terms of an internal assessment and external assessment for each course.

For each paper, 30% marks will be based on internal assessment and 70% marks will be based on external examination unless otherwise stated.

The internal marks will be communicated to the COE at the end of each semester, but before the semester examination.

The internal marks will be considered for the declaration of the results

INTERNAL ASSESSMENT FORMAT

1. First Activity	15 marks
2. Second Activity	10 marks
3. Attendance	5 marks
Total	30 marks

Internal Evaluation Components:

Assignment, Presentation, Quizzes, Case Study etc

External Marks:

St Josephs College will conduct subjective exam for external examination.

QUESTION PAPER PATTERN

The question papers of the theory examinations should follow the pattern specified below:

Section	Marks for each question	Number Of Questions		Total Marks
		Total	Should Answer	
A	2	12	10	20
B	6	7	5	30
C	10	3	2	20
Total Marks				70

While selecting the questions importance should be given to all major units.

Syllabus structure

PGDHRM Semester I

Sl no	Subject code	Subject title	Credits	Marks
1	PGDHRM-01	Human Resource Management and Organisation Behaviour	4	100
2	PGDHRM-02	Human Resource Analytics	4	100
3	PGDHRM-03	Research Methodology	4	100
4	PGDHRM-04	Accounting and finance for Managers	4	100
5	PGDHRM-05	Labour Law I	4	100
Total Credit & Marks in Semester I			20	500
Semester II				
Sl no	Subject code	Subject title	Credits	Marks
6	PGDHRM-06	Benchmarking and Human Resource Practices	4	100
7	PGDHRM-08	Strategic Human Resource Management	4	100
8	PGDHRM-09	Human Resource Development	4	100
9	PGDHRM-10	Labour Law II	4	100
10	PGDHRM-11	Dissertation & viva-voce	8	200
Total Credit & Marks in Semester II			24	600

Semester – I

PGDHRM-01: HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Course objectives:

The learners will be able to conceptualize the components of individual and group behaviour, understand the various work situations and apply behavioral techniques.

Learning outcomes

- Understand the implications of individual and group behaviour in organizational context.
- Understand the concept of organizational behaviour, the social organization and the diverse environment alongside with the management of groups and teams.
- Appreciate the concept of organizational culture and manage conflict amongst groups in a business environment.
- Comprehend and apply motivational theories in the workplace and identify changes within organizations and power and politics in organizations

Unit I: Manpower Planning Recruitment and Selection (10 hours)

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 II: Training and Development (15 hours)

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 III: Performance Appraisal (15 hours)

Performance Management Concept of Performance appraisal - Importance of Performance appraisal, Process and methods of Performance appraisal - Concept and types of promotion, Promotion Policy - Types of Transfer and Separation. The Concept of Career, Career Stages Effective Career Planning.

Unit IV: Personality and Perception (10 hours)

Personality – Types – Factors Affecting Personality – Perception – Importance – Factors influencing Perception – Learning – Types of Learning Styles – The Learning Process. Leadership – Meaning – Importance, Leadership Styles – Leaders Vs Managers; Power and Politics – Sources Of Power

Unit V: Motivation and Group Behavior (10 hours)

Motivation – Theories – Importance – Types – Values And Attitudes – Characteristics – Components – Formation And Measurement – Group Dynamics – Group Behaviour – Formation – Types Of Groups – Stages of Group Development – Conflict Management – Nature of Conflict – Types of Conflict

References:

- Prasad L M., “Organizational Behaviour”, Sultan Chand & Sons, 2017
- Stephen Robbins, “Organisational Behaviour”, Pearson Education, 2013
- Bhattacharya, “Organization Behaviour”, Oxford University Press, 2013.
- Blum, M.L. and Naylor, J.C ‘Industrial Psychology’, CBS Publishers and Distributors. New Delhi, 1984

Semester – I
PGDHRM 02: HUMAN RESOURCE ANALYTICS

Course objectives

To groom and develop HR Leadership Capabilities and Competencies by focusing on employee engagement and measure outcome driven through data profiling along with identifying effective data sources and applying results in support of organizational strategy and tactics.

Course outcomes

- Understanding importance of HR Management related business decisions taken in an organisation.
- Examine the importance of employee engagement and key drivers that affect it.
- Leveraging Data/Analytics to match Management decisions.
- Deriving key insights using HR Management and Analytics to take crucial business decisions.

Course contents

Unit 1 : INTRODUCTION TO PEOPLE ANALYTICS 10 HOURS

Introduction to HR analytics, HR evolution, Meaning, Core concepts, past future analysis, need for HR reporting, HR metrics, setting up HR analytics, Analytical models, stages in analytics, Tools and software used, Social media Impact.

Unit 2 : STAFFING PRACTICES 12 HOURS

Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, finding out selection bias, Predicting the performance and turnover. Downsizing- Meaning, Process, Steps. Diversity and Inclusion Programs, Working Arrangements

Unit 3 : PERFORMANCE ANALYSIS 14 HOURS

Why performance matters? Steps in performance evaluation system, setting objectives and measuring performance, Modern performance appraisal methods, Setting KPI's, Benefits of employee performance evaluations-Protection against litigation, Optimizing selection and promotion decisions.

Unit 4 : EMPLOYEE LEARNING AND DEVELOPMENT 14 HOURS

Meaning, Strategies, Methods. Training- Meaning, types, benefits, disadvantages. Employee Retention- Meaning, strategies, factors. Employee Motivation- Meaning, theories.

Unit 5 : DIGITAL HR 10 HOURS

HR digital transformation journey, work force of the future, Data and use, Change management and its process, Virtual Onboarding- Benefits, Stages, principles. Impact of AI, L & T using digital platforms, Cases in digital HR

References-

- The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions- Shonna D. Waters PhD, Valerie Streets, Lindsay McFarlane, and Rachael Johnson-Murray
- Predictive HR Analytics: Mastering the HR Metric- Dr. Martin Edwards and Kirsten Edwards
- HR Analytics: Understanding Theories and Applications- By Dipak Kumar Bhattacharyya
- Human Resource Management: People, Data, and Analytics- By Talya Bauer, Berrin Erdogan, David E. Caughlin, and Donald M. Truxillo

Semester I
PGDHRM-03: RESEARCH METHODOLOGY

Objectives:

The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports.

Learning outcomes

- To make students appreciate the role of research in business decisions.
- To equip students with tools and techniques of business research.
- To train students in scientifically collecting, processing and interpreting of data for managerial decisions.

Unit I: Basic Research Concepts

(10 hours)

Business Research – Meaning, types, steps in research process - management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study.

Unit II - Research Design

(10 hours)

Types of Business Research Design: Exploratory and Conclusive Research Design Exploratory Research: Meaning, purpose, methods –secondary resource analysis, comprehensive case methods, expert opinion survey, focus group discussions. Conclusive research Design - Descriptive Research - Meaning, Types – cross sectional studies and longitudinal studies. – Experimental research design – Meaning and classification of experimental designs- Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design. Observation Research – Meaning – Uses – Participation and Non-participation – Evaluation – Conducting an Observation study – Data collection .

Unit III - Sampling

(12 hours)

Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.

Unit IV - Data collection & Data Analysis

(12 hours)

Primary and Secondary data, Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection.

Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages

Preparing the Data for Analysis: Editing, Coding, Classification, Tabulation and Interpretation

Unit V – Hypothesis and Report Presentation

(16 hours)

Hypothesis: Meaning, Types, characteristics, source, Formulation of Hypothesis, Errors in Hypothesis Parametric and Non Parametric Test: T-Test, Z-Test, F-Test, U-Test, K-W Test (Theory Only)

Statistical Analysis: Bivariate Analysis (Chi-Square only), Multivariate Analysis (Theory Only) ANOVA: One- Way and Two Way Classification. (Theory Only) .

Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Reference books

- Research Methodology- C R Kothari, Vishwa Prakashan,2015
- Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2014
- Research Methodology – concepts and cases – Deepak Chawla and NeenaSondhi -Vikas Publication - 2016
- Research Methods for Business, Uma Sekaran& Roger Bougie, 6th Edition, Wiley, 2013
- Business Research Methods-SL Gupta and HeteshGuptha, McGraw hill - 2012
- Marketing Research- Naresh K Malhotrs- 5th Edition, Pearson Education /PHI 2014

Semester I
PGDHRM-04: ACCOUNTING AND FINANCE FOR HR MANAGERS

Objectives:

- To explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary
- To prepare basic financial statements and explain the articulation between the basic statements.
- To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company

Learning outcomes:

- Enhance knowledge on modern costing methods
- Familiarize the students with modern management accounting techniques and applicability
- Familiarize the students with Advanced Financial analysis and decision making.
- Enable students to analyze financial risk and take investment decisions.

Unit I – Accounting for Management (10 hours)

Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

Unit II – Cost Accounting (12 hours)

Scope and Classification of costs, Absorption costing, marginal costing. Methods of valuing material issues. Break Even Analysis, Use of Cost-data in managerial Decision-making with special reference to pricing and make or buy decisions.

Standard Costing and Variance Analysis - Cost Control Techniques-Preparation of budgets and their control - Responsibility accounting.

Unit III - Human Resource Accounting (12 hours)

Development of the Concept of HRA - An Historical Score Card - Meaning and Definition of HRA - Importance and objectives - Limitations - HRA for managers & HR Professionals - Investment in Human Resources - Quality of Work Force and Organizations - Performance - Efficient use of Human Resource - Enumerating the Assets - Calculating the Market Value of Assets - Human Capital.

Unit IV –HR Budgeting (14 hours)

Cost Benefit Analysis of important HR functions Labour turnover & Productivity & Cost associated Ideal Labour - Elements of compensation, Principles of determination of compensation Incentives, its place in compensation. Indian Industry, Practices of Incentives, Designing sound incentive scheme. Incentive Schemes for direct and indirect workers Incentive schemes for employees in service industries.

Unit V - Basics of Financial Management (12 hours)

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

Reference Books:

- Arora M N (2015). Methods and techniques of Cost Accounting (4th ed.). India. Himalaya Publishing House.
- S.N. Maheshwari. (2015) *Advanced Cost Accounting*. New Delhi: Sultan Chand Publishing House
- Pillai and Bahavathi (2013) *Cost accounting*. (Reprint 2013) New Delhi. Sultan Chand Publishing House
- Khan and Jain (2015), *Management Accounting*, Tata McGraw Hill, New Delhi.
- I M Pandey (2013) *Financial Management*. Vikas Publication
- S N Maheshwari (2013) *Financial Management Principles and Practice*, Sultan Chand
- Journal -: *Cost Accounting Standards* issued by ICWAI, Kolkata

PGDHRM-05: LABOUR LAW I

Course Objectives:

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

Learning outcomes

- Implement statutes and employers obligations under different acts.
- Integrate employers and employees rights and duties and their compliance.
- Integrate the powers of the appropriate government/authorities under the Act

Unit I - The Code of Wages 2019

(4 Hours)

The Ministry of Labour&Employment ,Government of India has introduced the Code of Wages 2019. Part of 4 Labour codes, this code has been passed by both houses of Parliament and has also got the Assent of the President of India in Aug 2019. However it is YET TO BE NOTIFIED . This Code consolidates , transforms and subsumes 4 Central Labour Laws related to wages.- [1] The Minimum Wages Act, 1948, [2] Payment of Wages Act, 1936, [3] Payment of Bonus Act, 1965 and [4] Equal remuneration Act, 1976.

Unit 2 – Payment& Wages

(12 hours)

A. The Minimum Wages Act, 1948 Objectives, Definitions Adolescent, Child, Competent authority, Cost of living index, Employer, Wages, Employee, Fixation and revision of wages, Procedure and fixing of minimum rate of wages, Advisory Board and Central Board, Safeguards in payment of minimum wages, Acts implementation, Exemption in certain cases, Powers of governments.

B. Payment of Wages Act, 1936 Definitions: Industrial Establishment, Wages, Responsibility, Time and deductions for payment of wages, Recovery of Amount, Appeals, Conditions where attachment of property can be made, Penalties.

C. Payment of Bonus Act, 1965 Definitions: Accounting year, Allocable surplus, available surplus, direct tax, employee, employer, Wage, Computation of gross profits, Computation of available surplus, Eligibility and disqualification for bonus, Minimum and Maximum Bonus, Set on Set Off of allocable surplus, Time limit for payment of bonus, Calculation , Forfeiture of Bonus and Bonus in case of New Establishments, Penalties.

Unit 3 - Factories Act, 1948

(8 hours)

Definitions, Welfare Measures under the act, Safety Measures under the act, Working hours for adults, Employment of [Young persons, Women], Annual leave with wages, Penalties and Procedures. [Practical case laws will be discussed in depth]

Unit 4 – Shops and Establishments Act

(8 hours)

Karnataka Shops and Establishments Act 1961, Activities of Karnataka Labor Welfare Board, Documents to be filed by Shops and Owners in Karnataka, Documents to be filed for registration and its process, Plantation Act[Employers obligations on Welfare, Leave and Safety

Unit 5 – Child and Contract Labour Acts (8 hours)

A. Child Labour Prohibition and Regulation Act, 1986, Objects, Definitions of [Child Labor, Employer], Prohibition of Children in Certain Occupations, Hours and periods of work, Conditions of Work, Safety, Welfare and Health Measures for Children, Penalties if Children are Employed.

B. Contract Labour (Regulation and Abolition Act), 1986 Definitions [Contract Labor, Contractor, and Principal Employer], and Procedure for Registration of Establishment, Licensing, Obligations of employers to provide certain amenities, payment of wages, Penalties if this act is violated.

{NOTE: All modules will be evaluated through CASE STUDIES, presentations, group discussions and industry related written assignments. Due emphasis will be given to ethics, environmental protection, court procedures and steps to take remedial actions where required.}

References:

- Kapoor N.D. (2012). *Elements of industrial law* (11thed.). New Delhi: Sultan Chand & Sons.
- Sarma A.M., (2013). *Industrial Relations and Labour Laws* (2nded.). Mumbai: Himalaya
- Singh B.D., *Labour Laws for Managers*, (2015), Excel Publications.
- Prasad H and Kharbanda V.K.(1987) *Labour Laws Digest*, Law Publication.
- Misra Surya Narayan, MisraSudhir Kumar(2001) *Labour and Industrial Laws*, Central Law
- *Law, Ethics and Communication*, ICAI (IPCC) 2016 -2017 Publication.

Semester – II

PGDHRM-06: BENCHMARKING AND HR PRACTICES

Course objectives

The learners will be able to Identify each phase of the HR Analytics Process Model and its purpose along with developing skills necessary to identify HR benchmarks and metrics relevant to organisations mission and goals.

Course outcomes

- Understand the various metrics tracked across an employee's journey.
- Analyse the concepts of workforce planning, the steps involved and the metrics tracked.
- To having an understanding of Human capital Benchmarking
- Describe best practices using HR analytics to support data-driven decision making

Course contents

Unit 1 INTRODUCTION TO BENCHMARKING

10 HOURS

Meaning, Features and terminologies, Benchmarking process, types, stages, strategies, Ethical benchmarking of HR analytics, HR benchmarking reports, Benchmarking gap analysis model

UNIT 2 TOOLS AND TECHNIQUES OF BENCHMARKING

14 HOURS

Tools used in benchmarking- Brainstorming, 5S method, Pareto charts, Value stream mapping, VOC gathering, 5 whys, Fishbone diagram (Meaning, Features, advantages and disadvantages)

Unit 3 WORKFORCE PLANNING

12 HOURS

Workforce Planning and its Use, Steps to Workforce Planning- Supply, Demand, Gap and Solution Analysis (Markov Chain, Scatter Plot, Trend Analysis), Job Analysis - Steps to come out with JD, Types of Job Evaluation - Concepts and Metrics, Types of Job Redesign -Concepts and Metrics

Unit 4 TALENT ENGAGEMENT ANALYTICS

12 HOURS

Employee Engagement- Meaning, Categories, Importance, Major Drivers of Employee Engagement, Process, Employee Engagement Levels in Teams. How to measure employee engagement, Tools and software used, best practices of Employee Engagement

Unit 5 HR REGULATIONS AND REPORTING

12 HOURS

Introduction, HR Policies in India, Procedures and Guidelines, Staff development policies, Key Regulations and Reporting Requirements, Connecting Missions or Goals to HR Benchmarks and Metrics, Morals in HR practices

References-

- The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions- Shonna D. Waters PhD, Valerie Streets, Lindsay McFarlane, and Rachael Johnson-Murray
- Predictive HR Analytics: Mastering the HR Metric- Dr. Martin Edwards and Kirsten Edwards
- HR Analytics: Understanding Theories and Applications- By Dipak Kumar Bhattacharyya
- Human Resource Management: People, Data, and Analytics- By Talya Bauer, Berrin Erdogan, David E. Caughlin, and Donald M. Truxillo

Semester – II
PGDHRM - 07: STRATEGIC HUMAN RESOURCE MANAGEMENT

Objectives:

To understand the strategic value of Human resource function in the organization. To understand and focus on the domains of top level decision making which needs to aligned with human resource management.

Learning Outcomes:

- Students to understand the relationship between top level strategy and human resource management.
- Enhance the student's skill by making him aware of strategic dimension of Human Resource decisions.

Unit I Introduction

(8 hours)

Functional Importance of human resources at organizations. Human resources in relationship to top management goals, Company strategy, and organization culture.

Unit II Strategy Formulation

(12 Hrs)

Conceptual Strategy formulation. Theoretical foundations, International strategy, Human resource contributions to strategy.

Unit III Planning

(15 hours)

Functional Human resource planning The strategic role, Management issues. Selecting forecasting techniques, Forecasting supply of human resources, Forecasting demand for human resources.

Unit IV Implementation

(12 hours)

Functional Strategy implementation: Workforce utilization and Employment practices. Efficient utilization of human resources, dealing with employee strategies, selection of employees, Dealing with employee surplus, Special implementation challenges. Functional Strategy implementation: Reward & development systems. Strategically oriented performance measurement systems, Compensation systems, Employee development– Balance score card.

Unit V Impact of HR Practice

(13 hours)

Working The performance impact of human resource practices - Individual high performance practices, Limitations of individual practices, Evolution of practices. Functional Human resource evaluation - Overview of evaluation, Approaches to evaluation, evaluating strategic contributions of traditional areas, Emerging areas.

Reference books:

- Charles.R.Greer.,(2015). Strategic Human Resource Management. Pearson Education.
- Fred.K.Faulkes.,(2016). Strategic Human Resource Management. Prentice Hall.
- RajibLochanDhar.,(2015). Strategic Human Resource Management, Excel Books.
- AzharKazmi, (2014) Strategic Management & Business Policy, Tata McGraw Hill, Third Edition
- Thomas L. Wheelen, J.David Hunger and KrishRangarajan, (2015) Strategic Management and Business policy, Pearson Education.

Semester – II
PGDHRM-08: HUMAN RESOURCE DEVELOPMENT

Objectives:

- To understand the evolution of HRD, the functions of HRD, Linkage of HRD with organizational goals and strategies
- To have an in depth knowledge about HRD processes and strategies.

Learning outcomes:

- Enhance understanding of students towards training and development as a HRD strategic tool.
- Increase their knowledge about the connection between HRM, HRD, Training and development.
- Sensitize the students with the concepts, principles and issues connected with training and development.
- Enable the students to identify, design, deliver and evaluate a feasible, meaningful and relevant training and development program.
- Increase skills in developing and delivery of training.

Unit I - Introduction to HRD

(10 hours)

Concept – meaning – philosophy – nature – need and significance. HRD – climate – goals – competencies – functions – areas. HRD as a system – HRD in changing scenario. HRSD – Contextual factors and Human Resource System designing. Role Analysis and HRSD-key performance areas, Critical Attributes, Role effectiveness, Role analysis methods.

Unit II - HRD modules

(12 hours)

Developing Induction program – orientation and placement training and development – promotion and motivation – career development, Succession planning. Performance appraisals and performance development ,performance vs potential – objectives of development centers – The past and the future; development oriented appraisal system – specific focus on skills for training and facilitation.

Unit III – Career planning and Development

(12 hours)

Quality of work life – quality circles – designing career paths – career paths for HR professionals – HR as business leaders – career planning framework.

Unit IV – Leadership and People Development

(14 hours)

Leadership development - Performance management and feedback, Counseling – Coaching – Mentoring.

Unit V - HRD trends

(12 hours)

Latest trends – workplace diversity and inclusion- Virtual and global teams – remote and flexible working – Up-skilling and re-skilling in job redundancy – resilience and change technology and outsourcing – intrapreneurship and innovation ,digital HR, social media recruiting -- future of HR Organization.

References:

- Randall S. Schuler, Susan E. Jackson (2016), Strategic Human Resource Management: Blackwell Publishing.
- Archana Srivatsava, V.P. Michael-(2016)-Human Resources Management and Human Relations-Himalaya Publishing House
- P. Subha Rao,(2013)Human Resource Management in the New millennium-Himalaya Publishing House
- Rajashree shinde,Dr.A.Abhilasha,Dr.A..Ramakumar(2014) Himalaya Publishing House
- D.K. Bhattacharya(2015), Human Resource Development,Himalaya Publishing House

Semester – II
PGDHRM-09 : LABOUR LAW II

Objectives:

The course is offered as a human resource elective in the second year. The pedagogy helps the students to understand the legal aspect of the Human resources in the organization. The teaching methods develops the awareness about the various acts and legal compliances required for smooth functioning of an organization

Learning outcomes:

- Implement statutes and employers obligations under different acts.
- Integrate employers and employees rights and duties and their compliance.
- Integrate the powers of the appropriate government/authorities under the Act and their analysis.

Unit I

The Labour Codes

(8 Hours)

[1] Industrial Relations Code

[2] Social Security Code

[3] Occupational Safety, Health and Working Conditions Code

The Ministry of Labour & Employment , Government of India has introduced 4 Labour codes, of which 3 labour code bills were passed by Parliament in September 2020—the Industrial Relations Code (IRC) Bill, 2020, the Code on Social Security (CSS) Bill, 2020, and the Occupational Safety, Health and Working Conditions Code (OSHWCC) Bill, 2020—and one, the Code on Wages (CW) Bill was enacted in 2019. The four labour code bills, first introduced in Parliament in 2019, consolidate 29 central labour laws. The Government expects these new Codes will reduce complexities, improve ease of compliance, usher in more transparency and accountability, and help both employers and workers.

The Patents Act, 1970: Scope of the act, Definitions, Inventions Not Patentable, Applications for Patents, Provisions for Secrecy of Certain Inventions, Grant of Patents and Rights conferred thereby, Restoration of Lapsed Patents , Surrender and Revocation of Patents , Patent Office and Its Establishment, Penalties. IPR and ethics.

Unit II

Maternity Benefits, Sexual Harassment at Workplace Acts

(8 Hrs)

The Maternity Benefit Act, 1961: Scope of the act, Definitions Child, Delivery, Employer, Establishment, Miscarriage, Wages, Prohibition of Employment, Right to Maternity Benefit, Payment of maternity benefit in certain cases, Dismissal during absence of pregnancy, Leave and nursing breaks, Penalties. Domestic Enquiry: Definition, Preliminary investigation, Rules of natural justice, procedure.

The Sexual harassment of women at work place (Prevention, Prohibition and Redressal) Act, 2013

Definitions, Constitution of Internal Complaints Committee, Constitution of Local Complaints Committee, Complaint, Inquiry and complaint, Duties of Employer, Duties and powers of District Officer, Penalties and Provisions

Unit III

Provident Funds and Miscellaneous Acts

(8 Hrs)

The Employees Provident Funds and Miscellaneous Provisions Act, 1952: Objectives, Definitions Authorized officer, Basic Wages, Contribution, Controlled industry, Employer, Employee, Exempted Employee, Recovery officer], Employee Provident Fund Schemes, Contributions, Statutory rate of contribution, retaining allowance, calculation, Employees Pension Scheme: Establishment of Employees

Pension Fund, Grant By central Government, Employees Deposit Linked Insurance Scheme, Framing and its functioning, circumstances under which employers contribution can be recovered, Attachment of properties, Penalties: Offences by companies.

The Employee State Insurance Act, 1948: Objectives, Definitions Benefit period, confinement, Contribution period, dependant, employment injury, Employee, Exempted Employee, Immediate employment, Disablement (partial and permanent, wages, exclusion of wages, Applicability of the act, Contribution and Contribution calculation, Registration of establishments, Benefits, Restrictions, Protection, Penalties

Unit IV Compensation and Gratuity Acts: (8 Hrs)

The Employees Compensation Act, 1923: Scope of the act, Definitions Dependant, Employer, Disablement, Wages, Workman and Contract of Employment], Rules regarding employment Personal injury by accident, Theory of notional extension], Occupational Diseases, Amount of compensation, Calculation of Compensation for death, permanent total disablement, permanent partial disablement, temporary disablement, Compensation when due, distribution of compensation.

The Payment of Gratuity Act, 1972: Scope of the act, Applicability of the act, Definitions Completed years of service, Employee, Wages, Retirement, Controlling authority, employer, employee, Superannuation, Family, Payment of gratuity on termination, forfeiture of gratuity, compulsory insurance and payment of gratuity, nomination, determination and recovery of gratuity, Penalties.

Unit V Inter state workmen act (8 Hrs)

The Inter-State Migrant Workmen (Regulation of employment and conditions of Service) Act, 1979 Definitions, Registration, Licensing of contractors, Revocation and suspension of licenses, Duties of contractors, Welfare activities, Responsibility of payment of wages, Duties of inspecting staff, Contraventions of provisions of the act and Penalties.

The Building & Other Construction Workers (Regulation of employment and conditions of Service) Act, 1996

Definitions, registration of establishments, Licensing of contractors, duties and obligations of contractors, Wages and welfare, Responsibility of inspecting staff, Penalties.

{NOTE: All modules will be evaluated through CASE STUDIES, presentations, group discussions and industry related written assignments. Due emphasis will be given to ethics, environmental protection, court procedures and steps to take remedial actions where required.}

References

- Padhi P.K., (2015) Labour and Industrial Laws(2nd edition), New Delhi, Prentice Hall of India.
- Sarma A.M., (2013). *Industrial Relations and Labour Laws (2nd ed.)*. Mumbai: Himalaya Publishing House.

PGDHRM - 10: DISSERTATION and VIVA-VOCE

(i)	Dissertation	140 Marks
(iii)	Viva-Voce Examination	60 Marks
	Total	200 Marks

Objective:

- During the research process, the student is expected to learn about the organization and analyse and suggest solutions of a live problem.
- The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions

Learning outcomes:

- The course is designed to acquaint the students with methods of conducting systematic inquiry in the Human Resource Management.
- The course familiarizing the students with the different research methods and techniques will also focus on the considerations which enter into every step of the research process and understand the usage and limitations of techniques in data analysis.
- Equip students with skills and knowledge needed to undertake the research project competently.
- The course will also enable the students to critically evaluate empirical literature in the field of management.

It will be essential for each candidate to submit the Dissertation before the examination for theory paper commences. The candidates who fail at the examination but obtain minimum 40% marks in Dissertation and Viva-voce will not be required to again submit Dissertation and re-appear at the Viva-voce while subsequently re-appearing for theory examinations. The subject of seminar to be given by the candidate shall be approved by the Coordinator, PGD evening course. Seminar will be evaluated internally by the teacher concerned and coordinator of PGD course or his/her nominee for the department.

Evaluation:

The research project report will carry 200 marks. The evaluation of the project report will be done by two external examiners and will consist of

- (1) Evaluation of project report (140 marks)
- (2) Viva on Project (60 marks).

The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.

Report Presentation:

The report will contain the objectives and scope of the study. Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography.

A certificate of the supervisor and the College certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the College. The number of pages in the report will be minimum 75 to 100 max pages. The report should be typed in A-4 size paper.

Comprehensive Viva

The comprehensive viva voce is scheduled at the end of it at the end of the second semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of the semester of the course. This is also to see the articulation of what is being learnt by them. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full semester and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 60 marks each to be conducted by the external examiners appointed by the Controller of Examinations.