**Syllabus for PGDHRM Program (Choice Based Credit System)**

**Introduction:** The department of Human Resource Development is playing a significant role in educating and providing a continuous stream of trained manager to industries at large. The department instituted first of its 2 years post graduate programme, Master of Labour Welfare in the academic year 1986-87. In the year 1995-96 the department instituted two year full-time Master of Human Resource Development Programme. (MHRD) the first of its kind in the Western Zone of India. Comprising of Rajasthan Madhya Pradesh, Gujarat and Maharashtra State. This course is receiving overwhelming response till date. The Department has also started 1 year Post graduate Diploma in Research Methodology course in the academic year 2007-08. In the academic year 2008-09 the department started 3 year MHRD evening course. Going a step further the department would like to start Post graduate Diploma in Human Resource Management.

**Objectives:** This One year Post Graduate Diploma in Human Resource Management is designed to
- To make students aware of the real needs of the fast growing and changing HR environment.
- To provide an opportunity to study to those who are working in HR field but do not possess a professional qualification.
- To provide an opportunity to study to those who want to make career in HR field.
- To cater the need for HR qualified person for the industries in South Gujarat.

While offering this program, a perfect balance is maintained between the intellectual stimulation, practical application and theoretical studies.

**Course duration:** One year divided into two Semester  
**Admission time:** As per the announcement by the Department of Human Resource Development.

**Eligibility criteria:** Graduate from any UGC recognized University.

**Total Seats:** 30 (thirty) Regular  
30(thirty) External  
05 (five) seats for Veer Narmad South Gujarat University Surat Teaching or Non teaching Employees working in University including post-graduate department situated in Veer Narmad South Gujarat University Campus Udhna Magdalla Road Surat.

**Medium of Instruction:** English.

**Selection Procedure:** If the number of student’s applications exceeds number of seats for this Post graduate diploma course, than Students to this course will be selected on the basis of their score in written Test and personal interview organized by the Department of Human Resource Development. Students pursuing any other course can simultaneously pursue this post graduate diploma in Human Resource Management as per the norms of the Veer Narmad South Gujarat University.
VEER NARMAD SOUTH GUJARAT UNIVERSITY
DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

Syllabus for PGDHRM Program (Choice Based Credit System)

Student can pursue this course as an external student and can appear in examination fulfilling other requirements of the course. Students found weak in certain skills will have to pursue foundation courses offered on at the Department of Human Resource Development Veer Narmad South Gujarat University Surat.

Programme Structure:
This programme will be 1 year (two Semester) programme. The Course structure will be as follows.

Semester I:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Subjects</th>
<th>No. of Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PGDHRM-01</td>
<td>Human Resource Management</td>
<td>4</td>
</tr>
<tr>
<td>PGDHRM-02</td>
<td>Organisational Behaviour.</td>
<td>4</td>
</tr>
<tr>
<td>PGDHRM-03</td>
<td>Organisational Development.</td>
<td>4</td>
</tr>
<tr>
<td>PGDHRM-04</td>
<td>Labour Laws</td>
<td>4</td>
</tr>
<tr>
<td>PGDHRM-05</td>
<td>Industrial relations</td>
<td>4</td>
</tr>
<tr>
<td>PGDHRM-06</td>
<td>Optional Paper</td>
<td>4</td>
</tr>
</tbody>
</table>

Total Credits of Semester I 24

Optional Paper: The student will have to select One optional paper from the following:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Paper</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Office Management.</td>
</tr>
</tbody>
</table>

Note: Some of the topics in the optional paper will be exclusively based on Self study.

Semester II:

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Subjects</th>
<th>No. of Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PGDHRM-07</td>
<td>project training in HR department of any company.</td>
<td>8</td>
</tr>
</tbody>
</table>

Total Credits of Semester II 8
PGDHRM-01: Human Resource Management  

Course Objectives:

- The subject will allow students with little or no prior knowledge of a working Personnel Management function to understand the methods and techniques of the discipline and to allow the students to move into a greater analysis of the specialize functions.

Course Content:

UNIT I: Introduction

UNIT II: Manpower Planning Recruitment and Selection
Meaning and Definition of Manpower Planning, 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 III: 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 IV: Performance Management
Concept of Performance appraisal, Importance of Performance appraisal, Process and methods of Performance appraisal, Limitations of performance appraisal Concept of promotion, Types of Promotion, Promotion Policy, Types of Transfer and Separation. The Concept of Career, Career Stages Effective Career Planning.

REFERENCES
The objective of this paper is to familiarize the students with basic behavioral process in the organization.

Course Content:

UNIT I: Introduction
Organization as Social System, Definition and Scope of Organizational behavior, Discipline contributing to Organizational Behavior, Historical perspective of Organizational Behavior,

UNIT II: Causes of human behavior
Biological foundations of behavior, Causes of human behavior, inherited characteristics of behavior, Environmental effect on behavior,

UNIT III: Personality
Meaning & Determinants of Personality — Approaches to Personality — Types of Personality — Attitudes & Values - Job Satisfaction, - Organizational Culture — Impact of Organizational Culture — Meaning and

UNIT IV:

REFERENCES

PGDHRM-03: Organizational Development

Course Objectives:

- The main objective is to acquaint the students with the theoretical aspects of organizational change and development and to develop the skill of applying the knowledge acquired to the practical problems of the change mechanism in an organization. It also aims at enabling them to take up research in the same field if necessary.

Course Content:

UNIT I

Organizational Change: Introduction, Nature and characteristics of organizational change, Definition, Meaning of organizational change, Importance of effective change in an organization, Forces to change, Models Kurt Levin's three step model and Action Research Model, Resistance to change: resistance to change and forces for resistance to change, overcoming resistance to change.

UNIT II

Organizational Development: Introduction, Historical development of the concept of Organizational Development. Nature, Definition, Meaning of organizational development, characteristics of organizational development, objectives of OD, assumptions and values of OD, OD process, OD in present context. Diagnosis: Process of Diagnosis. Marvin Wizboards’ Six Box Model for Diagnosis

UNIT III

OD interventions: Need for intervention, Factors to be considered when planning and implementing an OD intervention, Classification of OD Interventions, Results of OD interventions, sensitivity training, grid organization development, survey feedback, Process consultation, Third party peacemaking, system 4 management, transactional analysis, success and future of OD. Strategies for success of OD program.

UNIT IV

Competencies of an OD consultant, International Organisational Development code of Ethics, Ethical issues and guidelines for OD professionals, Issues in consultant client relation ships. OD in context of liberalization. OD in Public Sector Cases:

(1) OD activities at Maruti Udhyog Ltd.
(2) OD activities at Brooke Bond India Ltd.
(3) OD at HMT
REFERENCES

(4) French Wendell and Bell,2001: Organizational Development- Prentice Hall of India Ltd., New Delhi
### Course Objectives:
The objective of this paper is to familiarize the students with basics of Labour Laws.

### Course Content:

#### UNIT I:

**1 Child Labour Prohibition Act**

#### UNIT II:

**2 Payment of Bonus Act, 1965**
Introduction, Scope and Application, Definitions Concept of Bonus – Computation of Bonus Offences by Companies

**3 Workmen’s Compensation Act, 1923**
Introduction; Main features of the Act; Definitions; Employer’s liability for compensation; Workmen’s compensation; Commissioners Rules;

**4 Maternity Benefit Act, 1961**
Extent and Commencement,; Application; Definitions; Women Labour: Maternity Benefit-Equal Remuneration, Protective Provisions for women

#### UNIT III:

**5 Payment of Gratuity Act, 1972**
Introduction Scope and Application; Definitions Payment of gratuity; Inspectors; Recovery of gratuity; Penalties; Protection of gratuity.

#### UNIT IV:

**6 Equal Remuneration Act**
Introduction; Definitions; Act to have overriding effect; Payment of Remuneration at Equal Rates to Men and Women; Workers and Other Matters; Duty of employers; Inspectors; Penalties Offences by companies.

**7 Domestic Inquiry and Principles of Natural Justice**
Enquiry; Nemo in popria causa judex; esse debet; Audi alteram partem;
REFERENCES

Course Objectives:

- The main objective is to introduce concept, system, and practices of Industrial Relations in Indian context and to make students understand major industrial Relations functions at various levels of organization and to develop their skill to analyze present and future trends in Industrial Relations practices. It also focuses on providing knowledge and skills necessary for HR managers to work competently in changing organizational and social environment.

UNIT I

**Industrial Relations**: Definition, Three players in Industrial Relation System, Approaches to Industrial Relations Importance, Scope and Components of Industrial Relations, Factors affecting Industrial Relations, Characteristics of Indian Industrial Relations System. Impact of Globalization on Industrial Relations.

UNIT II

**Grievances**: Meaning, Definition, Causes of grievances, Procedure for Settlement and Model grievance procedure.

**Industrial Disputes**: Definition, Classification of Industrial Disputes, Causes of Industrial disputes, Impact of Industrial dispute.

**Industrial Unrest**: Strike, Lockouts, Typology of Strikes, Illegal strikes, Prevention of strikes.

UNIT III

**Tripartite Bodies**: The Indian Labour conference, Its importance and role in maintaining industrial relations, code affecting industrial relations, Impact of International Labour Code in industrial relations.

**Bipartite Bodies**: Work committee and Joint, Management councils-its compositions and Functions.

**Standing Orders**: Meaning, Objectives and Evolution of Standing orders.

UNIT IV

**Collective Bargaining**: Meaning, Main Features of Collective bargaining, Importance, Principles of Collective Bargaining, Collective Bargaining agreements at different levels.

**Settlement Machinery**: Conciliation, Arbitration and Adjudications.

**Labour Welfare**: Concept, Features and Need of Labour Welfare officers, His contribution in Industrial Relation maintenance.

Optional Paper: The student will have to select One optional paper from the following:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Paper</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Office Management.</td>
</tr>
</tbody>
</table>

Note: The optional paper will be exclusively based on Self study
Optional subject -01: Communication skills  Semester – I

Course Objectives:
- To enable the students to become aware of their communication skills and sensitise them to their potential to become successful managers
- To introduce them to some of the practices in managerial communication that are in vogue
- To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising.
  - To help them in maintaining one’s poise in private and in public To build their confidence and to install competitiveness by projecting a positive image of themselves and of their future.

Course Content:

UNIT I
**Introduction:** Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis.

**Non-Verbal Communication:** barriers to communication – non–verbal communication

**Listening:** Effective Listening – Telephone and Teleconferencing

UNIT II

**Business Letters and Reports:** Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of reports- writing reports

UNIT III
**Case Method of Learning:** Understanding the case method of learning – different types of cases – overcoming the difficulties of the case method – reading a case properly (previewing, skimming, reading, scanning) – case analysis approaches (systems, behavioral, decision, strategy) – analyzing the case – dos and don’ts for case preparation.

UNIT IV
**Presentation Skills:** What is a presentation – elements of presentation – designing a presentation; Advanced visual support for business presentation- types of visual aid.

**Negotiations Skills:** What is a negotiation – nature and need for negotiation – factors affecting negotiation – stages of negotiation process – negotiation strategies.


Business etiquettes.

REFERENCES

1. Basic Business Communication – Lesikar Flatley
2. Essentials of Business Communication – Rajendra pal, J.S. Korlahalli, Sultan chand & sons
Optional subject 02 - Foundations of statistical analysis  

Course Objectives:
The course aims at providing the student an opportunity to understand the use of statistics. It give an overview and understanding of the basics of statistics.

Course Content:

**UNIT I**
statistics in social science research; The nature of Social Science Research; Different stages of Social Science Research; Functions & limitations of Statistics
Basic Statistics; Classification of data; Diagrammatic and Tabular presentation; Proportions, Percentages, Ratios and Rates

**UNIT II**
Descriptive Statistics; Measures of Central Tendency; Obtaining the Mean, Mode, Median and its illustrations; Comparing the Mean, Mode, Median; Measures of dispersion; The Range, Mean Deviation, the variance and Standard Deviation; Comparing the Measures of Variability and their applications

**UNIT III**
Economic Statistics; Correlation and Coefficient of correlation; Different methods of measuring correlation: Scatter Plot, Pearson and Spearman Correlation coefficient; Simple linear Regression, \( R^2 \)

**UNIT IV**
Probability distributions; Meaning and use of probability distributions; Basic probability distributions: Binomial, Poisson, Normal; Testing of Hypothesis; Null and alternative hypothesis; Level of significance; Role of Probability distribution; Student’s t-test, F-test and Z-test; Exposure to statistical packages like Minitab, SPSS & E-views etc.

**REFERENCES**

Optional Subject 03 - Foundations of Computer Application  

**Course Objectives:**
The course aims at providing the student an opportunity to understand the use and applicability of computer. It gives an overview and understanding about computer, and will give students the opportunity to learn use and applicability of computer software.

**Course Content:**

**UNIT I**  
Fundamentals of Computer  
Introduction, Need of computers, Parts of a computer, Components of a pc, Storage media – the disk, the printer, the scanner, the modem, Different types of computers, Hardware and software, Installing software, setting up a printer, Buying a good computer  
Introducing windows 7  
Windows 7 requirement, Desktop in windows 7, Opening an icon from the desktop, Short-cut for program

**UNIT II**  
Managing files in Explorer  
Opening the explorer program, Parts of the explorer window, Working in explorer, Opening and closing a folder in explorer, Opening and closing file in explorer, Saving file, Printing file, Creating new sub-folder through explorer, Copying a file renaming a file, Copying and renaming sub-folder, Moving file and folder, Deleting file and folder, Removing content of Recycle Bin, Closing explorer  
Familiarizing Accessories  
Opening WordPad Program, Entering text in WordPad, Editing text in WordPad, Saving WordPad Document, Printing document, Opening Paint program, Work in paint, Selecting tools, Choosing a Font, Choosing a Font size, Choosing a form for d text, Adding styles in the text, Selecting colors, Saving a paint file, Printing a paint file, Quitting a paint program, Calculator  
Working in DOS  
Working DOS, Types of commands, Versions of DOS, Directories and files, Path, DOS commands

**UNIT III**  
Microsoft Word  
Word processor Basics, Tabs in Microsoft Word, Saving the document, Printing document, Changing the size of document, Saving changes made to the document, Checking spelling in the document, Automatic correction of errors, Creating well formatted document, Setting of Margins, Previewing and printing document, Setting the page number in document, Specifying text at the top and bottom of each page, Creating table, Insert rows and columns, Delete rows and columns, Formatting text, Changing font size, Creating mail merge document, Creating main document, Modifying records into database  
Microsoft PowerPoint 2007  
Starting PowerPoint, Creating presentation, Saving presentation
UNIT IV

Microsoft Excel 2007
Introduction to spreadsheets, Formatting spreadsheet, Functions of Microsoft Excel, Changing the size of workbook and window, Cell and cell address, Formula bar, Status bar, Component of an excel, Selecting a command, Types of data, Entering data at a cell Address, Making changes
to the entry, Saving workbook, Formulas using numbers, Formulas using cell address, Define
function, Copying data, Relative and absolute cell address, Copying values, Inserting rows and columns, Deleting rows and columns, Automatic filling of entries, Aligning data, Erasing a
content of a sheet, Values formatting, Drawing a graph, Naming the sheet, Saving workbook,
Printing graphic sheet, Opening saved graphic sheet, Sorting of data, Adding sheet to workbook,
Renaming sheet, Moving a sheet, Protecting the workbook, Deleting sheet, Saving workbook,
Recovering deleted workbook

Microsoft Access 2007
Defining database, Objects of rational database, Macros, Functions of DBMS, Understanding
database, Creating database, Creating a tables, Saving tables, Defining primary key, Adding
validation to a table, Modifying a table, Selecting a field and multiple field, Editing records in
table, Viewing a table before printing, Printing table, Creating relationship between table,
Creating a form using form wizard, Changing size and view of form, Moving through the
records, Adding new field, Edit name of the field, Editing field data in the form, Deleting record
from the form, Renaming form, Creating query on a table, Sorting record, Hiding and Unhiding
fields, Setting and deleting criterion, Saving and closing query, Creating report with report
wizard

REFERENCES
Optional subject - 4: Office Management  

Semester – 1

**Course Objectives:**
- The subject will allow students with little or no prior knowledge of a working office Management function to understand the methods and techniques of the discipline and to allow the students to move into a greater analysis of the specialize functions.

**Course Content:**

**UNIT I:**

**UNIT II:**

**UNIT III:**
Office Automation: Uses and abuses of labour saving appliances. A study of various types of commonly used appliances i.e. typewriter, duplicator, accounting machines, addressing, machines, calculator, franking machine, weighting and folding machine, Dictaphone, cash register, coin sorter, time recorder, photocopier, telephone, facsimile, computer, scanner, printer, letter opener, time and date stamps etc.

**UNIT IV:**

**REFERENCES**
Reference Books:
1. Arora S. P; Office Organization and Management; Vikas Publishing house 2009
2. Basu M. L; Office Methods and General Knowledge of Commerce; Basu Publishers, 1972
3. Terry G. R.; Office Automation Bombay Taraporevala publishing co.
5. Ghosh P. K; Office Management Principles & Practice Edition : 12th edn., 2010
15. Office Organization and Management - C. B. Gupta, Sultan Chand and Son's, New Delhi.