

# **SYLLABUS**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**POST GRADUATE DIPLOMA IN  
HUMAN RESOURCE MANAGEMENT  
EXAMINATION, 2016**



**JAI NARAIN VYAS UNIVERSITY  
JODHPUR**

## **Teaching and Examination Scheme**

The Scheme of Examination shall be as follows :

(A) Written Examination of three hours duration in each of the following papers :

Paper I : Management Concept and Organization Behaviour	100 Marks
Paper II : Human Resource Management	100 Marks
Paper III : Organization Development and Change Management	100 Marks
Paper IV: Labour and Industrial Laws	100 Marks

**(B) DISSERTATION, SEMINAR, VIVA-VOCE**

<b>B (i)</b> Dissertation	30 Marks
<b>B (ii)</b> Seminar on Contemporary Issues in HRM	20 Marks
<b>B (iii)</b> Comprehensive Viva-Voce	50 Marks

Total 100Marks

**Grand Total 500Marks**

**POST GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT**  
**EXAMINATION, 2016**

**(A) COMPULSORY THEORY PAPERS**

**PAPER - I**

**MANAGEMENT CONCEPT AND ORGANIZATION BEHAVIOUR**  
**(100 MARKS)**

***Objective:***

*The objective of this course is to help students understand the conceptual framework of management and organization behaviour.*

Management: Meaning, Nature, Importance, Principles; Management as a profession; Functions and Levels; Managerial Roles and Skills; Contribution of Taylor and Fayol.

Planning: Meaning, Features, Importance, Process, Limitations. Decision Making: Meaning, Types and Process of Decision Making.

Organisation: Meaning, Principles; Organisation Charts, Departmentation, Span of Management; Delegation of Authority; Centralisation and Decentralisation.

Communication: Meaning, Importance, Process and Channels; Formal and Informal Communication; Barriers to Communication; Effective Communication.

Motivation: Meaning and determinants; Non-financial incentives; Theories: Maslow, Herzberg, McGregor

Leadership: Meaning and Importance; Styles, Theories: Fielder and Paul Hersey.

Coordination: Meaning, Significance, Principles and Techniques.

Control: Meaning, Features, Importance, Process, Effective control system; techniques.

Organizational Behaviour: Concepts and significance; Relationship between management and organizational behaviour; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.

**SUGGESTED READINGS**

- Drucker, Peter F.: Management Challenges for the 21st Century, Butterworth Heinemann, Oxford.
- Weihrich, A. and Koontz, et al.: Essentials of Management, Tata McGraw Hill, New Delhi.
- Fred Luthans: Organisational Behaviour, McGraw Hill, New York.
- Louis A. Allen: Management and Organisation, McGraw Hill, Tokyo.
- Ansoff, H.I.: Corporate Strategy, McGraw Hill, New York.
- Hampton, David R.: Modern Management, McGraw Hill, New York.
- Stoner and Freeman: Management, Prentice Hall, New Delhi.
- Maslow, Abraham: Motivation and Personality, Harper & Row, New York
- Harsey, Paul and Blanchard Kenneth: Management of Organisational Behaviour – Utilizing the Human Resources, Prentice Hall of India, New Delhi
- Ibancevish, .M. and Matleson, M.T.: Organisational Behaviour & Management, Irwin Homewood, Illinois.

## **PAPER - II**

### **HUMAN RESOURCE MANAGEMENT (100 MARKS)**

#### ***Objective:***

*The objective of this course is to develop ability to understand various facts and facets of managing people to create an understanding of the various policies and practices of human resource management.*

Introduction: Human Aspect of Management, Human Relations, Personnel Management

Human Resource Management: Concept, Scope, Importance and Functions. HR Organisation – Line and Staff Relationship, Human Resource Management in India, Concept of Quality Circle, TQM, Empowerment.

Human Resource Planning: Meaning, Objectives and Significance, Process, Human Resource Forecasting. Job Description and Job Specifications, Job Design Approaches.

Recruitment: Sources, Method. Selection: Process, Tests. Training and Development: Objectives, Methods and Evaluation of training and development programme. Career Planning and Development Methods.

Compensation Management: Job Evaluation: Techniques, wages and salary administration. Incentive payments. Performance Appraisal: Concept, Objectives and techniques. Job Changes, transfer, promotion and separation. Human Resource Audit.

Ethical Issues in HRM: Nature and Need, HR Ethical Issues. Challenges of HRM. International Human Resource Management. Domestic HRM and IHRM Compares, Managing International HR Activities.

#### **SUGGESTED READINGS**

- Gomez-Mejia, Luis R., D.B. Balkin and R.L. Cardy: Managing Human Resources, Prentice Hall, New Jersey.
- DÇenzo, David A. & Stephen P. Robbins: Human Resource Management, John Wiley and Sons, New Delhi.
- Ian, Beardwell and Len Holden: Human Resource Management, MacMillan, Delhi.
- Dessler, Garry: Human Resource Management, Prentice Hall of India, New Delhi.
- Saiyadain Mirza S.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi
- Chhabra, T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi
- Dwivedi, R.S.: Managing Human Resources: Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi
- Harzing, A.W. and Joris Van Ruysseveldt: International Human Resource Management: An Integrated Approach, Sage Publication, London
- Dowling, Peter J., D.E. Welch and R.S. Schuller: International Human Resource Management: Managing People in a Multiple Context, South Western College Publishing Cincinnati.
- Sharma and Surana: Sevivargiya Prabandh evam Audyogik Sambandh (Hindi)

### **PAPER - III**

#### **ORGANIZATION DEVELOPMENT AND CHANGE MANAGEMENT (100 MARKS)**

##### ***Objective:***

*The purpose of this course is to demonstrate the basic understanding of the concepts, principles, practices and language of organizational development and change. The course is designed to expose the students to develop as potential change agents and OD Professionals.*

The concept, scope and historical perspectives, values underlying of OD. External environment and OD.

Theoretical development in the context of action research, survey feedback and socio-technical systems, Technological uncertainty and interdependence and OD.

Approaches to planned change, Organisational diagnosis, Evolutionary Change, Transformational Change, Turnaround Change. Human processual, technostructural, human resource and strategic interventions.

Understanding Change: nature of change, forces of change, perspective on change: contingency perspective population ecology perspective – institutional perspective resource-dependence perspective.

Types of Change: continuous change discontinuous change participative change directive change. Implementing change: assemble a change management team, establish a new direction for change, prepare the organization for change, setup change teams to implement change, align structure, systems and resources to support change, identify and to remove road blocks to change, absorb change into the culture of the organization.

##### **SUGGESTED READINGS**

- French, W.L. Bell, Jr., C.H. and Zawacki, R.A.: Organisation Development, Universal Book Stall, New Delhi.
- Huse, E.F. and Cummings, T.G.: Organization Development and Change, West Publishing Co., Minnesota.
- Cummings, T.G. and Worley, C.G.: Organization Development and Change, USA; South Western College Publishing.
- Beer, M. and Nitin, N: Breaking the Code of Change, USA: Harvard Business School Press.
- Pettigrew. A. and Whipp, R.: Change Management for Competitive Success, New Delhi: Infinity Books.
- Schein, E.H. and Beckard, R: Addison Wesley Series on Organization Development, USA: Addison Wesley Publishing Co.

### **PAPER - IV**

#### **LABOUR AND INDUSTRIAL LAWS**

## (100 MARKS)

### **Objective:**

*The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.*

Emergence and objectives of labour laws and their socio-economic environment. Evaluation of labour legislations in India. Need and principles of labour legislation. Factories Act 1948: Provisions regarding health, welfare and security. Industrial Disputes Act, 1947: Provisions regarding Strikes, Lockouts,

Retrenchment and Layoff. Payment of Wages Act, 1936, Minimum Wages Act, 1948.

Workers Compensation Act, 1923, Employee's State Insurance Act, 1948, Employees Provident Fund and miscellaneous provisions Act, 1952.

Trade Union Act, 1926, Contract Labour Act (Abolition & Regulation Act), 1970, Maternity Benefit Act, 1961, Payment of Gratuity Act 1972.

### **SUGGESTED READINGS**

- Misra, S.N.: Labour and Industrial Laws, Central Law Publications, Allahabad.
- Malik, P.N.: Industrial Law (Volume 1 and 2), Eastern Book Depot, New Delhi.
- Garg, A: Labour Laws: One Should Know, New Delhi, NABHI Publications.
- Raza, M.A. and Anderson, A.J.: Labour Relations and the Law, Prentice Hall Inc., London.
- Saini, D.S.: Cases on Labour Law: Minimum Conditions of Employment, Oxford, New Delhi.
- Srivastava, S.C.: Industrial Relations and Labour Laws, New Delhi, Vikas Publishing House.
- Monga, M.I.: Industrial Relations and Labour Laws in India, Deep and Deep Publications Pvt. Ltd., Delhi.

**(B) DISSERTATION, SEMINAR, VIVA-VOCE**

<b>B (i)</b> Dissertation	30 Marks
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<b>B (iii)</b> Comprehensive Viva-Voce	<u>50 Marks</u>
Total	<u>100 Marks</u>

**The Diploma will have Total Weightage of 500 Marks.**

It will be essential for each candidate to submit the Dissertation before the examination for theory paper commences.

To declare pass, a candidate must secure a minimum of 36% marks in each theory paper and 40% marks in the aggregate. The division will be awarded as follows:

I Division: 60% and above of the aggregate marks

II Division: 48% and above but less than 60% of the aggregate marks, &

III Division: 40% and above but less than 48% in the aggregate marks.

No make-up supplementary examination will be held in this course of study.

The candidates who fail at the examination but obtain minimum 40% marks in Dissertation, Seminar and Viva-voce will not be required to again submit Dissertation and re-appear at the Seminar and Viva-voce while subsequently re-appearing for theory examinations.

The subject of seminar to be given by the candidate shall be approved by the Head, Department of Business Administration. Seminar will be evaluated internally by the teacher concerned and Head, Department of Business Administration or his nominee for the department.