



**KRANTIGURU SHYAMJI KRISHNA VERMA**

**KACHCHH UNIVERSITY**

**BHUJ**

**SYLLABUS**

**Post Graduate Diploma  
in Human Resource Management**

**SEMESTER I & II**

**[Choice Based Credit System]**

**FROM JUNE 2016**

**Krantiguru Shyamji Krishna Verma**

**Kachchh University**

**Mundra Road, Bhuj-Kachchh**

**Pin 370001**



**Krantiguru Shyamji Krishna Verma**  
**Kachchh University**  
**Post Graduate Diploma in Human Resource Management**

**Syllabus**  
**(CBCS)**

Total Semester: Two Semesters

Total Credit: 40 Credits

Total Marks: 1000 marks

**Semester -I**

Sr.No.	Code	Course	Credit	Internal Exam	External Exam	Total Marks
01	CC101	Human Resource Management	4	30	70	100
02	CC102	Human Resource Development	4	30	70	100
03	CC103	Principles of Management	4	30	70	100
04	CC104	Employment Welfare Practices	4	30	70	100
05	EL101 A or EL101 B	Managing Research in HRM Or Research Analysis and Application	4	30	70	100
		Total Sem I	20	150	350	500

**Semester -II**

Sr.No.	Code	Course	Credit	Internal Exam	External Exam	Total Marks
01	CC201	Legislation for Social Security and Wages	4	30	70	100
02	CC202	Legislation for Industrial Relation and Labor Welfare	4	30	70	100
03	CC203	Organisational Behavior	4	30	70	100
04	EL 201 A or EL201 B	Corporate Social Responsibility Or Co-Operative Management	4	30	70	100
05	DS 201	Dissertation	4	30	70	100
		Total Sem I	20	150	350	500
		Total Sem I+II	40	300	700	1000



**K.S.K.V. Kachchh University**  
**Post Graduate Diploma in Human Resource Management**  
**Semester-I**  
 With Effect From Academic Year 2016-17  
**CC101 : Human Resource Management**

**Course Contents:**

Unit	Description in detail
<b>1</b>	<b>Evolution of HRM</b> Concept, Definition Functions Past-Present & Future of HRM, Nature and Scope. HRM Process, Recent trends in HRM <b>Analyzing Work &amp; Designing Jobs</b> Job Design, Job Analysis, Job Description, Job Specification. Method of collecting job data, Impact of recent developments on job design & Analysis
<b>2</b>	<b>Human Resource Planning</b> Objective, HRP Process, HRP at different level. Manpower estimation Control & Review Mechanism <b>Human Resource Recruitment &amp; Selection</b> Definitions, Objectives, Process of Recruitment, Sources and techniques Of Recruitment. Selection Procedure, Barriers to effective selection Placement & Induction.
<b>3</b>	<b>Employee Training and Development</b> Objective, Need, Training and Development. Inputs of training and development. Training process, Method of training, Effectiveness of training programme. Training and development for International Assignment
<b>4</b>	<b>Performance management system</b> Meaning, past & future of performance. Appraisal, performance appraisal process. Different methods of performance Appraisal Edward Deming's philosophy of performance appraisal, performance Interview, performance counseling

**Basic Text & Reference Books:**

- Personnel management - Edwin Flippo
- Personnel management - Sayadiu & Monappa
- Personnel management - C.B.Mamoria & Ganfer
- Human Resources Management - K Aswathappa
- Hand book of strategic HRM: The key to improved
- Business Performance - Michel Armstrong & Angela Barons 2005
- HRM Practices - VSP Rao 2000
- Readings in HRD Oxford and IBH Pub. - Rao TV

## Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
OR		
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
Q-2(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
OR		
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
Q-3(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
OR		
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
Q-4 (A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)
OR		
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)

**Note.** - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



**K.S.K.V. Kachchh University**  
**Post Graduate Diploma in Human Resource Management**  
**Semester-I**  
With Effect From Academic Year 2016-17  
**CC102 : Human Resource Development**

**Course Contents:**

<b>Unit</b>	<b>Description in detail</b>
<b>1</b>	<b>HRD: CONCEPT AND SYSTEM</b> The Process and System of HRD Career System Competency Mapping Performance Management System Coaching and Mentoring Development System
<b>2</b>	<b>HRD SYSTEMS AND PROFESSION</b> Reward System Self Renewal System HRD for Workers Professionalisation of HRD HRD Strategies and Experiences
<b>3</b>	<b>COMPARATIVE HRD</b> HRD in the Government and Public Systems HRD in Health Sector HRD in other sectors (Defence, Police, Voluntary Organisations and Panchayati Raj Institutions) International Experiences in HRD
<b>4</b>	<b>HRD ISSUES AND EXPERIENCES</b> HRD Audit Multi Source Feedback System Knowledge Management Technology and HRD Diversity Management Managing Globalization

**Basic Text & Reference Books:**

- HRD - Udai Parikh

## Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
OR		
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
Q-2(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
OR		
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
Q-3(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
OR		
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
Q-4 (A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)
OR		
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)

**Note.** - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



**K.S.K.V. Kachchh University**  
**Post Graduate Diploma in Human Resource Management**  
**Semester-I**  
 With Effect From Academic Year 2016-17  
**CC103 : Principles of Management**

**Course Contents:**

Unit	Description in detail
<b>1</b>	<b>Introduction to Management:</b> Definition, Need and Scope, Key terms in management, Nature of management, Process of management, Significance of management, Different levels of management. Managerial Skills, Types of managers
<b>2</b>	<b>Development of Management thought:</b> Introduction, Classical Theories: F. W. Taylor, Modern theories, Behavioural Approach, Quantitative School of Management, Systems management theory, Contingency School of Management, Quality School of Management Modern Management Concepts – Peter Drucker: , Peter Senge:, Gary Hamel, " Malvin Toffler, Tom Peters, " Michael Hammer, ", C. K. Prahalad, Michael E. Porter
<b>3</b>	<b>Functions of Management – I:</b> Planning: Introduction, Nature, Factors affecting planning, Myths about Planning , Tools for Planning: Importance/Need/of Planning: Benefits of planning/ disadvantages of Planning, Steps in Planning, Function, Types of Plans, MBO Organizing: Organizing – concept, name , importance, principles, centralization, decentralization, organization structures,, line and staff authority, functional, product matrix, geographical, customer, virtual, - Organizations as networks, - types of network , Organizational design for change and innovation. Introduction to decision making, meaning, nature, Components , steps in decision making
<b>4</b>	<b>Functions of Management – II:</b> Staffing: Nature and Importance of Staffing Function, Steps in Staffing Process: Manpower planning, Need of Manpower Planning, Types of Recruitment, Selection, Placement, Training, Remuneration, Concept of Knowledge Directing: Concept , Nature/Characteristics , importance, Role of a supervisor, Functions of a supervisor Leadership, Motivation – Supervision and communication Controlling: Concept: Features, nature, importance, process, techniques, Co-ordination , Planning and Controlling

**Basic Text & Reference Books:**

- Harold Koontz & Heinz Weihrich :Essentials of Management, Tata McGraw Hill
- Principles & Practice of management: L.M.Prasad.
- Management Concepts & Practices – HannaganManagement, 11/E Stephen P. Robbins, San Diego
- State University, Mary Coulter, Missouri State University – Pearson
- Principles of Management – Tony Mordem, Ashgate Publishing, Ltd
- Peter Drucker, Widely recognized as the father of modern management. "Concept of the Corporation"
- Gary Hamel, author of "Leading the Revolution"



- Michael Hammer, co-author of "Reengineering the Corporation" .
- C. K. Prahalad, co-author of "Competing for the Future:
- Breakthrough Strategies for Seizing Control of Your Industry and Creating the Markets of Tomorrow"
- Michael E. Porter, author of "Competitive Strategy: Techniques for Analyzing Industries and Competitors"
- Edgar Schein, inventor of the term "Corporate Culture"
- Peter Senge, MIT professor and author of The Fifth Discipline:The Art and Practice of the Learning Organization

### Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
OR		
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
Q-2(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
OR		
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
Q-3(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
OR		
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
Q-4 (A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)
OR		
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)

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**K.S.K.V. Kachchh University**  
**Post Graduate Diploma in Human Resource Management**  
**Semester-I**  
With Effect From Academic Year 2016-17  
**CC104 : Employment Welfare Practices**

**Course Contents:**

<b>Unit</b>	<b>Description in detail</b>
<b>1</b>	<b>Industrial Development</b> Historical Background of Industrial development and emergence of industrial working class in India, Guild system. Industrialization: Concept and Factors leading to Industrialization.
<b>2</b>	<b>Labor welfare</b> Concept and need of labour welfare Constitutional provisions: Fundamental Rights and Directive principles. Welfare state and approaches to labour welfare. Principles of labour welfare, labour welfare practices in India <b>Labor Welfare and Industrial Social work</b> Labour Welfare and Industrial Social work, Labour welfare officer-need, duties and functions
<b>3</b>	<b>Labor Welfare and Trade Union</b> Trade Union - Concept and History Labour welfare activities of Trade Union Labour welfare funds act.
<b>4</b>	<b>Welfare Provisions</b> Statutory and Non statutory welfare programs Welfare programs of special categories of labour <b>General legal awareness for H.R. Functioning</b> Indian contract Act. Companies Act, 1956 R.T.I. with reference to P.S.U and co-operative sector, Consumer Protection Act Income tax Act

**Basic Text & Reference Books:**

- Tripathi P. C.: **Essentials of Management**
- S. A. Sherlekar: **HRD Management**
- S. P. Jain: **Industrial Labor Laws**, Dhanpat Rai and Co. 2007.
- Taxman's 2004: **Labor Laws**, Taxman Allied Services Pvt. Ltd.
- A.M. Sharma 1990: **Welfare of Special Categories of Labor**
- Krishna Arora, 2005: **Labor and Industrial Law**, Manual Professional Book Publishers New Delhi

## Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
OR		
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
Q-2(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
OR		
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
Q-3(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
OR		
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
Q-4 (A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)
OR		
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)

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**K.S.K.V. Kachchh University**  
**Post Graduate Diploma in Human Resource Management**  
**Semester-I**  
 With Effect From Academic Year 2016-17  
**EL101 A: Managing Research in HRM**

**Course Contents:**

Unit	Description in detail
1	<b>The Scientific Approach:</b> Science and common Sense, Empiricism(Posihusm)v/s Philosophical Approach Scientific research Characteristics of scientific research, Aims of Social research, Steps in Scientific Research, Types and methods of scientific research, value of scientific research – Value free Scientific research
2	<b>Structural Parts of knowledge:</b> Facts, Concept, Constructs, Variable, Hypothesis, empirical, Generalization and Theory Hypothesis: Types, Characteristics, sources and importance of Hypothesis
3	<b>Problem formulation:</b> Science & Logic, Elements of Logical, Analysis, validity and truth, Types of Reasoning Strategies in Research <b>Research design:</b> Meaning, Function / Goals of research design, Characteristics of Good Research Design, Quantitative & Qualitative Research, Design of different Types of research in the field work HRM
5	<b>Measurement in Social Research:</b> Concept, level of measurement & indicating level of measurement Prominent scale procedure <b>Sampling and sampling design:</b> Basis concepts, Purpose of sampling, Principles of sampling, Types of sampling, Sampling in Qualitative Research, sample Size

**Basic Text & Reference Books:**

- Research Methodology - C. R. Kothari .
- Research Methodology in Management - V. P. Michael
- Statistics of Management - Levin .Richard. I .
- Research Methodology - L. N. Kohli
- Methods and Techniques of Social Research - Dr. Kumar.

## Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
OR		
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
Q-2(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
OR		
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
Q-3(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
OR		
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
Q-4 (A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)
OR		
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)

**Note.** - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



**K.S.K.V. Kachchh University**  
**Post Graduate Diploma in Human Resource Management**  
**Semester-I**  
With Effect From Academic Year 2016-17  
**EL 101 B : Research Analysis and Application**

**Course Contents:**

<b>Unit</b>	<b>Description in detail</b>
<b>1</b>	<b>Method of Data Collection:</b> Sources of data collection. Quantitative Research: Concept & difference Qualitative Research: Concept & difference
<b>2</b>	<b>Data processing, Classification and analysis plan and use of statistics.</b> Definition, concept, and need of statistics in research. Coding, Editing, Master-sheet, categorization and tabulation. Level of Measurement Reliability and Validity measures: Concept and Difference. Co-relation- Karl Pearson Measures of Central tendency: Mean, Median, Mode Test & Hypothesis: Introduction, t and Chi-square tests
<b>3</b>	<b>Introduction to SPSS</b> Theory for data feeding and analysis.
<b>4</b>	<b>Reporting in research</b> Research proposal. Research Synopsis. Research report

**Basic Text & Reference Books:**

- Gupta S. G 23rd Edition/Gupta CB, Vijay Gupta/ Vikash Pub. House: **Statistical Methods**
- Lewin Richard 7th Edition/2008/Dorling Kindersley (India Pvt. Ltd.): **Statistics and Management**
- D. Laldas (2000): **Practise of Social Research** Jaipur; Rawat Publications
- Ahuja Ram (2005): **Research Methods** Jaipur; Rawat Publications
- C. R. Kothari: **Research Methodology : Methods and Techniques** New Age International Publisher, 2007

## Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
OR		
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
Q-2(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
OR		
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
Q-3(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
OR		
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
Q-4 (A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)
OR		
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)

**Note.** - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



**K.S.K.V. Kachchh University**  
**Post Graduate Diploma in Human Resource Management**  
**Semester-II**  
With Effect From Academic Year 2016-17  
**CC201 : Legislation for Social security and Wages**

### Course Content

Unit	Description in detail
1	Concept and definition of Social Security. Wage Concepts and Definition of Wages Under Various Labor Legislation. Constitutional Perspective, International Labour Standards, and Norms for Wage Determination
2	Minimum Wages act 1948. Payment of Wages act 1948.
3	Workmen's compensation act 1923. Employees state insurance act 1948. Payment of Bonus act 1965.
4	Employee's provident fund and miscellaneous provisions act 1952. Payment of Gratuity act 1972. Maternity benefit act 1961. Unorganized workers social security act 2008

### Reference

- N.D.Kapoor- Labor laws- Jain book publications
- P.S.Patel - Majoor kaydani saral samjuti ( Gujarati) Meet public. Ahmedabad
- Sharma, A. M.-Principles of Labour welfare, Himalaya Publication, Mumbai
- Radha Gupta - Wage And Salary Administration, Anmol Publisher (2007) ,
- Alka Gupta, -Wage And Salary Administration In India. Anmol Publishers, 2000



## Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
OR		
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
Q-2(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
OR		
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
Q-3(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
OR		
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
Q-4 (A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)
OR		
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)

**Note.** - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



**K.S.K.V. Kachchh University**  
**Post Graduate Diploma in Human Resource Management**  
**Semester-II**  
With Effect From Academic Year 2016-17  
**CC202: Legislation for Industrial Relation and Labour Welfare**

### Course Content

Unit	Description in detail
1	Constitutional Provisions for Workers and Employers, Bombay Industrial Relation Act-1947 With Gujarat Rules, Industrial Dispute act 1947 with Gujarat Rules, Trade Union Act 1926,
2	Model Standing orders (Gujarat State) and industrial employment standing order act 1946, Apprentice act 1961, Contract labour (abolition and regulation) act 1970, Employment Exchange (Notification of Vacancies) act 1959, Mines act.
3	Factory act 1948 with Gujarat Rules, Bombay labour welfare fund act 1953,
4	Child labour (regulation and abolition) act 1986, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

### Reference

- D.D.Basu; Introduction to the Constitution of India, Wadhava Publication, Nagpur
- N.D.Kapoor- Labor laws- Jain book publications
- P.S.Patel - Majoor kaydani saral samjuti ( Gujarati) Meet public. Ahmedabad

## Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
OR		
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
Q-2(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
OR		
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
Q-3(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
OR		
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
Q-4 (A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)
OR		
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)

**Note.** - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



**K.S.K.V. Kachchh University**  
**Post Graduate Diploma in Human Resource Management**  
**Semester-II**  
With Effect From Academic Year 2016-17  
**CC203 : Organizational Behavior**

### Course Content

Unit	Description in detail
1	<b>Basic Understanding of the context of OB:</b> <ul style="list-style-type: none"><li>• What is Organizational Behaviour</li><li>• Understanding Organizational Culture and changing it for effectiveness</li><li>• Basic Theories of Leadership</li><li>• Contemporary Issues in Leadership Practice</li></ul>
2	<b>Understanding dynamics of Individual behavior:</b> <ul style="list-style-type: none"><li>• Understanding Personality, Values, Attitude and their impact on behaviour at work</li><li>• Transactional Analysis</li><li>• Understanding Motivation at work</li></ul>
3	<b>Understanding dynamics of Group behavior</b> <ul style="list-style-type: none"><li>• Understanding the process of Perception: How we make sense of Our environment</li><li>• Understanding Groups and Teams, Group Dynamics</li><li>• Resistance to Change and Change Management</li></ul>
4	<b>Understanding Organizational dynamics of behaviour:</b> <ul style="list-style-type: none"><li>• Managing Conflict</li><li>• Stress and Negotiation</li><li>• Understanding Decision-making</li><li>• Understanding Power and Organizational Politics</li></ul>

### Reference

Udai Pareek

Understanding Organizational Behavior (2nd Ed), by, Oxford University Press, New Delhi

Stephan Robbins

Organizational Behavior, Pearson Education.

Fred Luthans

Organizational Behavior, McGraw-Hill

## Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
OR		
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
Q-2(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
OR		
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
Q-3(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
OR		
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
Q-4 (A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)
OR		
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)

**Note.** - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



**K.S.K.V. Kachchh University**  
**Post Graduate Diploma in Human Resource Management**  
**Semester-II**  
 With Effect From Academic Year 2016-17  
**EL201 A: Corporate Social Responsibility**

**Course Content**

Unit	Description in detail
<b>1</b>	<b>Building Blocks of Corporate Social Responsibility</b> Overview of CSR / Sustainability The Triple Bottom-line Approach Philanthropy - Conventional and Strategic Environmental and Social issues Labour and related issues Ethical and Governance issues Human Rights - UN Charter
<b>2</b>	<b>Company Act 2013 and CSR</b> Applicable to Companies as per clause 135 of company act 2013, Eligible activities under Scheduled VII, Role of the board and the CSR committee CSR Planning and strategies
<b>2</b>	<b>Standards and Codes</b> ISO - 14001 OHSAS - 18001 SA - 8000 OECD Guidelines for Multinational Companies Global Compact AA - 1000 BS / ISO Guideline on CSR Management (ISO-26000)
<b>3</b>	<b>Engaging the stakeholder</b> Global Reporting Initiative Guideline G-3 NGO and CSR Programmes for the neighborhood Markets at the BOP Communication Dilemmas Dow Jones Sustainability Index / FTSE4GOOD Index

**Basic Text & Reference Books:**

- Subhabrata Bobby Banerjee Corporate Social Responsibility: The Good, the Bad and the Ugly, 2009, Sage Publications
- CSR for HR: A Necessary Partnership for Advancing Responsible Business Practices, Author: Elaine Cohen (Author), 2009
- Small Giants: Companies that choose to be great instead of big - Bo Burlingham, Penguin 2007
- The Southwest Airlines Way: Using the power of relationships to achieve high performance Jody Hoffer Gittel, McGraw-Hill Professional 2005
- The Halo Effect: How managers let themselves be deceived - Phil Rosenzweig, Pocket Books 2008
- Confederation of India: Handbook on Corporate Social responsibility in India

## Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
OR		
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
Q-2(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
OR		
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
Q-3(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
OR		
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
Q-4 (A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)
OR		
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)

**Note.** - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)





**K.S.K.V. Kachchh University**  
**Post Graduate Diploma in Human Resource Management**  
**Semester-II**  
With Effect From Academic Year 2016-17  
**EL201 B: Co-operative Management**

### Course Content

Unit	Description in detail
1	<b>Co - operative Administrations</b> Meaning & Significance Global perspective Ecology of Co-operative Administrations
2	<b>Co - operative Management</b> Nature & Functions Professionalised management for cooperatives
3	<b>Co - operative Management</b> Role of Leadership in Cooperative Management Placement and the Role of the Board of Directors in Cooperative Management Effect of Cooperative law on management
4	<b>Role of Various Department in Coperative Management</b> Marketing Management Financial Management Human Resource Management Procuring & Distributions Management Coordination's between Trading Cooperatives & Public sector Trading Agencies

### Basic Text & Reference Books:

- Ansari, A.A. "Cooperative Management Patterns" Amol Pub, Delhi, 1990.
- Akmat, J.S. "New Dimensions of Cooperative Management", Himalaya Pub. House, 1978
- Goel, B.B. "Cooperative Management and Administration" Deep & Deep Pub, 1984.
- Kamra, Pawan Kr. "Cooperative Management" Deep & Deep Pub, 1987.
- Sah, A.K. "Professional Management for the Cooperatives", Vikas Pub, House P. Ltd, 1984
- Taimni, K.K. "Managing the cooperative enterprise ed", Minarva Associates P.Ltd, 1978.

## Structure of Course Examination

The external evaluation pattern would be based on the written examination taken at the end of the semester. The format includes subjective, objective and applications questions so the test of students can be done on parameters like conceptual knowledge, its application in actual sense, his or her memory and presence of mind. The structure is as under:

Q-1(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
OR		
Q-1 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 1)	(15)
Q-2(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
OR		
Q-2 (B)	Answer two short questions carrying 7 and 8 marks respectively OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 2)	(15)
Q-3(A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
OR		
Q-3 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 3)	(16)
Q-4 (A)	Two objective questions carrying one mark each. (It can include: definitions, FIBs, True or false, one line answers, MCQs etc)	(02)
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)
OR		
Q-4 (B)	Answer two short questions carrying 8 marks each OR Any one question which could be a long question, case study, application of concepts, practical problem etc carrying 15 marks (Unit No. 4)	(16)

**Note.** - University examination will be of 70 Marks and 135 minutes (2.15Hrs.)



**K.S.K.V. Kachchh University**  
**Post Graduate Diploma in Human Resource Management**  
**Semester-II**  
With Effect From Academic Year 2016-17  
**DS 201 :Dissertation**

- It is mandatory for every student to conduct a dissertation during semester II on the topic selected under the guidance of a faculty and submit two copies of it to the College at the end of semester II.
- The dissertation will be 4 credits of 100 marks.

**Evaluation of dissertation**

- There will be 50% internal evaluation and 50% external evaluation for dissertation.
- External evaluation there will be a viva voce at the end of Second semester. Such viva-voce shall be conducted by a panel of two referees appointed by the University.
- Evaluator will be any faculty member of related departments or post-graduate colleges of university.