

Programme Guide

Diploma in Human Resource Management



Krishna Kanta Handiqui State Open University

The University deserves the right to change the rules and procedures described in this Programme Guide. Please check from time to time with the University Website for updates.

Recognition of Degrees/Diplomas/Certificates provided by Krishna Kanta Handiqui State Open University:

- Established under the provision of the 'Krishna Kanta Handiqui State Open University Act' 2005 of the State Legislature of Assam.
- The University has been recognised and its academic programmes have been approved by the UGC, New Delhi vide letter no. F.9-13/2008(CPP-I), dated March 18, 2009.
- The Government of Assam has recognised all degree, diploma and certificate programmes of the University for job and higher study vide letter no. AHE/228/2007/330, dated May 08, 2009.
- The UGC through its Public Notice vide F. No. 1-9 2018 (DEB-I) dated 23rd February, 2018 has asked for recognising and treating the Degrees/Diplomas/Certificates awarded through distance mode at par with the corresponding awards of Degrees/Diplomas/Certificates obtained through the formal system of education. URL: https://www.ugc.ac.in/pdfnews/5628873_UGC-Public-Notice---treating-all-degrees.pdf

July 2025



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1. MESSAGE FROM THE DEAN (ACADEMIC)

Dear Learner,

Greetings from the Establishment of the Dean (Academic) at Krishna Kanta Handiqui State Open University.

I heartily welcome you as a learner of the Diploma in Human Resource Management (DHRM) Programme of this prestigious state open university and I hope that you will be happy to explore the varied and up-to-date curriculum of this Programme which are compatible with the 21st century employment market. KKHSOU has been a choice-based educational destination for many who were deprived or denied or conditionally forced to remain away from their dream of education. While imparting need-based education to the fresh learners, our University also holds the promise of fulfilling the educational dreams of the socially backward, underprivileged and marginalized people of our society.

Friend, I am happy to inform you that we at KKHSOU provide diverse tracks to fulfill your learning needs. Our university is currently offering programmes in four different levels i.e. Master's Degree, Bachelors' Degree, Diploma and Certificates under six different Schools of Studies namely, S.K. Bhuyan School of Social Sciences, Padmanath Gohain Baruah School of Humanities, Maniram Dewan School of Management, Bhupen Hazarika School of Mass Communication, Guru Prasad Das School of Vocational Studies and Hiranya Kr. Bhuyan School of Science and Technology. We are having subjects right from Literature to Journalism, from Yoga to Commerce and Management. Once a learner is awarded a Degree or Certificate by KKHSOU in any of the programmes, he/she becomes eligible for employment in any government or private sector work market. Therefore, start your educational journey with confidence and hard work so that you can shine in life.

I am happy to share the fact that we are loved and embraced by a large number of learners spread across the state and beyond. During your journey in our university, you will be supported by a host of Learner Support Services about which you learn in this Programme Guide. Therefore, I urge you to make full utilisation of the resources and facilities provided by our university. Besides, our faculty members shall be always ready to assist you in advancing your knowledge, developing your creativity and discovering solutions to the pressing academic questions you might face.

I know that we have challenges to meet. However, I also assure you that through our dedication, determination and teamwork, we shall be able to overcome all problems on our way.

I wish you all the very best for your bright future.

Dean Academic
KKHSOU

2. STUDYING AT KKHSOU USING THE DISTANCE LEARNING MODE

Krishna Kanta Handiqui State Open University (KKHSOU) welcomes you to its vast community of aspiring learners. It is important to advance and upgrade your education for a productive and healthy living in contemporary society. Hence, it is important that you choose the right university to suit your learning needs. KKHSOU shall assist you in all the aspects of your educational journey.

You will note that KKHSOU is the 14th State Open University of India with a learner-base of 5,00,000 until 2022. This University has adopted the Open and Distance Learning (ODL) mode to facilitate the implementation of its different academic programmes with a view to providing timely opportunities for lifelong learning. Our flexible academic programmes shall suit the needs of all our learners as well as working individuals who are unable to study full time on-campus five-six days a week, despite having a desire for an accredited qualification and personal development.

While studying at KKHSOU, you will be supported by a meticulously prepared Self- Learning Materials (or SLMs) that are well designed and expertly written; an all-inclusive university website; an e-SLM portal and a host of other learner support services such as face- to-face counselling sessions in the University Study Centres, which act as the mirror of the University.

The SLMs in a particular programme are specially prepared by a group of experts who include the faculty members from KKHSOU as well as those drawn from different Universities and educational institutions located across the state as well as the country. The preparation and production of the SLMs of a particular department are co-ordinated by the faculty members of the concerned department following a careful scrutiny of the contents and language by experts in the field. Besides, efforts to make audio and audio-visual contents based on the syllabus are also made in the Multimedia Production Unit of the University in consultation with the course writers, editors and in-house faculty members. Such audio-visual materials are reviewed by the faculty members, media experts and the concerned authority, before they are uploaded in the University's YouTube page.

We hope that you will make full use of the resources provided by the University during your academic journey. However, you should also know that your achievement in the programme of enrolment will also depend on your performance in both the continuous assessments through assignment and the Semester-end examination. Studying in an ODL Institution for an award of degree or qualification demands great commitment on your part as a learner. Although KKHSOU provides you with a flexible way of learning, you are required to complete all the assignments in due course within a stipulated period and take the examinations according to the schedule specified. In general, besides attending the face-to- face counselling sessions and tutorials at your study centre where you have enrolled, you should be able to allocate at least 2-3 hours a day for studying your courses.

With this introductory information, you should start your programme at KKHSOU and we hope that by availing all the support services of the university, you will succeed in your educational venture. We assure you that the University fraternity shall always stand by you to help you with all your academic requirements.

3. HOW TO SUCCEED AS A DISTANCE LEARNER IN THE ODL SYSTEM

The Open and Distance Learning (or ODL) is a system of education in which education is imparted to the learners from a distance. The two basic elements in ODL are:

- a. The physical distance between the educators and the learners;
- b. The changed role of the educators who meets the learners only for selected tasks such as counselling during contact sessions, conducting tutorials and helping the learners with field-based projects and collaborating with the learners to solve their problems.

In the conventional face-to-face mode of education, the teaching-learning contents are communicated directly by the teachers/educator mainly through the lecture method. In distance education however, this interpersonal communication is replaced by print, telephonic and electronic communication, broadcasting of educational programmes, online communication and others need-based methods. Hence, the philosophy of ODL is based on the idea of the ‘teacher in print’ that means the teachers are very much present in the SLMs, directly teaching each learner through printed words.

In your case, the benefit of ODL is that it provides access to education that you would not have gained otherwise. ODL allows you to study when and where it suits you and enables you to continue learning while also fulfilling your commitments to the family, work and community. You may be pursuing higher education for various reasons such as—you might be interested in changing your career or you might simply want to expand your knowledge base for personal enrichment. Whatever may be the reason, unlike in the conventional system, ODL provides you with flexi time learning experience while catering to your learning needs. It is important for you to bear in mind that in ODL, you are not pursuing your studies alone on your journey.

We encourage you to make full use of the facilities provided by the University during your study at KKHSOU. You should always make an attempt to regularly attend the counselling sessions at the study centre where you have enrolled, form study groups with your programme-mates, check for the latest academic updates in the University website: www.kkhsou.in, participate in academic discussion with your fellow learners as well as your teachers through Facebook or WhatsApp groups, contact your tutors at the study centres or the teachers at the University headquarters. Further, your tutors in the study centers shall be there to help you understand the course materials, clarify the concepts you find difficult and collaborate with you to enhance your learning experience.

Feel free to learn and enjoy learning towards successful completion of the Programme.

4. INTRODUCING THE DHRM PROGRAMME

The *Maniram Dewan School of Management* at Krishna Kanta Handiqui State Open University (KKHSOU) is committed to offering professional learning avenues to working individuals, entrepreneurs, self-employed persons, and anyone keen to develop managerial competencies. The Diploma in Human Resource Management (DHRM) programme is thoughtfully designed to provide learners with foundational and applied knowledge in Human Resource Management (HRM), enabling them to strengthen their understanding and practice of managing people at the workplace. Syllabi of DHRM Programme have been finalized after a series of deliberations and discussions with academic experts and members of the Committee on Courses of Maniram Dewan School of Management, KKHSOU. This programme has been thoroughly revised in accordance with the UGC Regulations on Open and Distance Learning, 2020. The quality of Curriculum has been so designed to accommodate the recent developments in the field of higher education in general and the subject in particular.

The DHRM programme aims to:

- Build basic managerial knowledge with a special focus on human resources.
- Develop essential HR-related skills such as recruitment, performance appraisal, motivation, employee relations, and training & development.
- Prepare learners to handle people-oriented challenges in organizations.
- Support working professionals and aspiring HR executives in enhancing their careers or initiating entrepreneurial ventures.

The overall mission of DHRM programme is to provide quality higher education at door step through barrierless, flexible ODL mode in conformity with national priority and societal need. The University strives to provide ‘education beyond barriers’. To achieve this mission, the DHRM Programme has the following objectives:

- a) To help learners understand the fundamentals of Human Resource Management and its evolving role in organizations.
- b) To enable practical learning through real-life case studies and examples from the HR field.
- c) To assist working individuals in enhancing their professional capabilities in HRM.
- d) To equip learners with the knowledge and skills needed to manage HR functions effectively or start their own small ventures.

In the spirit of reaching out to the unreached, KKHSOU endeavours to provide higher education and training in various skills using the latest educational inputs and technology. The vision of the University entails to:

1. Emerge as a premier Institute of higher education in the NE region of India, with adequate display of social responsibility
2. Equip the learners with necessary knowledge and skills
3. Enable the learners to compete and excel in their respective areas of interest, and to live a life of their choice with dignity.

With the motto “Education Beyond Barriers”, the Mission of the University entails imparting innovative and contextually relevant education and providing opportunities for lifelong learning to its learners through excellence in education, research and innovation. The University, accordingly, envisages formulating its academic programmes in such a way so as to attract learners from all sections of the society, with, however, a specific focus on the underserved, disadvantaged and marginalised. The DHRM Programme of KKHSOU offered through a network of Study Centres in different parts of Assam endeavours to contribute towards accomplishment of the mission of the University in the following manner:

- a) Ensuring that DHRM programmes are made accessible, inclusive and responsive to the needs of diverse groups of learners with special focus on learners from disadvantaged population groups, particularly youth with special needs and with various forms of disabilities, and ensuring that all enrolled learners are supported to enable them achieve the expected learning outcomes;
- b) Providing the employed and self-employed individuals with the preference for human resource management education.
- c) Ensuring social, regional and gender gaps are eliminated and gender equality and girls' and women's empowerment are promoted throughout the education system;

Programme Outcomes: The outcomes of the DHRM programme are manifold:

- understand the core functions and responsibilities of human resource professionals.
- apply HRM practices in areas such as recruitment, employee development, and workplace motivation.
- enhance their employability and explore job roles in HR departments across various sectors.
- develop interpersonal and communication skills essential for managing people effectively.
- begin or improve entrepreneurial and self-employment initiatives with a people-centric approach.
- build a foundation for higher studies in HRM or other related fields.
- cultivate leadership qualities and ethical perspectives in handling workplace dynamics.
- contribute positively to community and organizational development.
- ensuring lifelong learning opportunities for management graduates in specific and common graduates in general.

5. TARGET GROUP

The DHRM programme is especially developed for a wide range of learners who may have had limited access to conventional education or who seek career growth in HR-related domains. Keeping in line with the inclusive vision of KKHSOU, the programme reaches out to the underserved, the marginalised, and the aspiring learners from across Assam and beyond. The DHRM Programme has emphasized the following prospective target groups of learners:

- a) Women learners aiming for empowerment through skill-building in human resources and aspiring to initiate self-employment or HR-related careers.
- b) Working professionals in private, public, or non-governmental sectors who want to improve their human resource management skills for career progression.
- c) Self-employed individuals and entrepreneurs looking to enhance their people management capabilities.
- d) Learners who were unable to pursue higher education in a conventional setting due to personal, economic, or geographical constraints.
- e) Mid-career professionals in administrative, clerical, or supervisory roles who wish to re-skill themselves or overcome stagnation in their careers.

6. INSTRUCTIONAL DESIGN

Curriculum of the DHRM programme has been designed by taking help of experts in the subject from other reputed Universities in the region like Gauhati University, Tezpur University. Their expertise are used in content development and content editing as well. The contents of the syllabi are updated. While preparing the syllabi, UGC Model Syllabi and syllabi of other Universities and recommendations of Madhava Menon Committee have been consulted. ***(Structure of the DHRM Programme is placed at Annexure-I and Detailed Syllabi are presented in Annexure-II)***

The following instructional instruments are provided to the learners of DHRM programme

- a) ***Self learning Materials (SLM):*** SLMs of DHRM programme are designed by the experts from management areas in tune with the requirements for learning through ODL mode. SLMs are specially prepared for the target group of DHRM learners. In addition to the print materials eservices are also provided. (<https://www.lmskkhsou.in/web/>). Learners can make use of eSLMs, old question papers etc. from the University website.
- b) ***Counselling sessions at the study centre:*** The counseling sessions are held in all study centers for the DHRM Programme. The counseling sessions are held on Sundays besides other days of the week as mutually agreed upon by the study centre and learners.
- c) ***Online Counselling by the University faculty :*** The Maniram Dewan School of Management (MDSOM) of the University prepares a schedule of online counseling sessions during the entire semester. The benefits of these online counseling sessions can be availed by all the DHRM learners of the University irrespective of the study centres.
- d) ***Multi media study material:*** In addition to SLMs in print form, KKHSOU has developed audio-visual materials related to management courses. These are usually made available in a KKHSOU designated Youtube channel. (<https://www.youtube.com/user/kkhsou?app>). These are prepared with the learning objectives in view for facilitating better understanding among the learners. The state-of-the-art facilities of EMPC (Electronic Multimedia Production Centre) of KKHSOU are used while preparing these videos.
- e) ***Learner Support services:*** KKHSOU facilitates its DHRM learners with the following ICT based Services: The student support services available include the following in addition to the ones as mentioned above:
 - i. Access to library services at study centres and the Central Library of the University as well;
 - ii. Community Radio Programmes on selected topics;
 - iii. Walk in Counselling for any learner in the city campus of the University during University working hours.
 - iv. Learners can also write emails to any officials/faculty members of the University. For this two general email ID: mdsom@kkhsou.in, management@kkhsou.in have been created. Moreover, the individual email ids of the faculty members and key support service providers are provided to the learners. Queries raised through email are redressed by concerned official/faculty members of the University. The telephonic calls of the learners are also responded by the faculty, key officials and Help Desk.
 - v. A cell for grievance redressal has been created by the University for all the learners of the University. The DHRM learners also can make use of the services of the cell in case of any grievance. (http://www.kkhsou.in/web_new/grievanance-redress.php)
 - vi. The University has a designated Facebook page through which also important communications are shared. (<https://www.facebook.com/kkhsouofficial/>)
 - vii. An Android App “KKHSOU” has also been designed. This Android App can be downloaded free of cost from Google Play Store. Through this App, the learners can get detail information of academic programmes available, district-wise and course-wise list of study centres, contact information of the study centres, University etc. This Android App of the University has also been widely recognised and has received an Excellence Award from IGNOU. Learners can register for a free SMS service. This SMS services keeps the learner updated on schedule of Examination, Declaration of results, Admission schedule and other important events.

6.2 Duration of the programme:

The DHRM programme has two semesters and is of minimum 1 year. The programme has 4 courses in each semester carrying 100 marks (70 marks for summative assessment and 30 marks for formative assessment). Four semesters of the programme will have 18 courses (80 credit) with two Project Study (200 marks each for a total of 16 credits). However, the maximum duration of the programme is 4 years as stated below:

- Minimum Duration : 2 semesters (1 year).
- Maximum Duration : 2 years

6.3 Credit Distribution:

As per the credit definition given in the UGC ODL Regulations of 2020, the University follows the system of assigning 30 hours of study per credit of a course. Thus, following this norm, a 4 credit course constitutes a total of 120 hours of study. Out of the total credit hours, a minimum of 10 percent, i.e., minimum 12 hours of counselling per course is offered to the learners at their respective study centres and through online counseling as well. This programme has 32 credits in total. (*Annexure-I of this Report*)

6.4 Faculty and Support Staff requirement:

The University currently has 3 full time faculty members in the Discipline of Management, viz., one Professor and two Assistant Professors. As the Programme requires support of the Economics faculty, Statistics faculty and Commerce faculty, fulltime course based services are availed from the faculty members of the other disciplines of the University. A list of faculty members and course coordinators against each course offered by the Management discipline is presented below.

6.5 Specialization:

All the courses of DHRM Programme are compulsory.

6.6 Fieldwork/Internship/Project Study:

The DHRM Programme has no fieldwork/internship/project Study

7. EVALUATION

Continuous evaluation is an important feature of DHRM programme of KKHSOU. The University adopts both ongoing and term end evaluation. Ongoing evaluation is conducted in two modes: internal and external. The internal evaluation is to be undertaken by the learner himself. For this, the University has designed some Check Your Progress questions, which would help the learners to self-check his progress of study. However, this is undertaken at the learners' end themselves and is non-credit based. Self-assessment exercises within each unit of study are provided. Continuous evaluation is conducted mainly through assignments which are tutor-marked.

For overall evaluation of a course, the University follows the two types of evaluation:

- Formative Assessment (mainly Assignments) : Weightage assigned 30%.
- Summative Assessment (Semester-end Examinations) : Weightage assigned 70%.

The learners have to submit the assignments within the schedule of a semester at the respective study centres. The counsellors at the study centres evaluate the assignments and return them to the learners with feedback. Semester end examinations are conducted on scheduled dates at selected examinations centres which are fixed by the Controller of Examinations adhering to the norms of UGC ODL Regulations of 2020. Evaluations are done by the external examiners at zonal centres. After evaluation,

further scrutiny is done, followed by moderation. Results are declared within scheduled dates as laid down in the Academic Calendar and Examination Calendar.

Learners would be able to get their scripts re-evaluated if they are not satisfied with evaluation.

Questions for the Semester End paper would be set as per the set norms of the University to have a coverage of all the modules of the respective courses. The question papers are set in tune with the learning outcomes of the DHRM programme and respective course outcomes as well.

The University is using high security and eco-friendly synthetic (water proof and termite proof) papers for mark sheets and certificates.

A learner has to submit assignments compulsorily before taking semester-end examination from time to time to complete the DHRM programme.

8. FACULTY MEMBERS IN DEPARTMENT OF MANAGEMENT

1. 

Prof. Nripendra Narayan Sarma
 Professor, MBA, Dip T & D, Ph.D
Specialisation: Rural Marketing, Marketing Management
Email: nnsarma@kkhsou.in
2. 

Dr. Smiritishikha Choudhury
 Assistant Professor, MBA, Ph.D
Specialisation: Advertising, Branding, Marketing Management
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3. 

Chayanika Senapati
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ANNEXURES

Annexure 1

STRUCTURE OF THE DHRM PROGRAMME

The programme has been conceptualized keeping in view the core objective of helping the desired learners in developing their knowledge and conceptual skills. The programme is of one-year duration with two semesters. Each semester comprises four courses (4 credits in each course) so as to enable the learning and support the evaluation mechanism.

The semester wise-courses of the DHRM Programme are listed below. The evaluation framework for each course comprises assignments and semester- end test.

	Course Code	Title of the Course	Marks	Credit
Semester 1	Course Code 1	Management Process and Organizational Behaviour	20+80	4
	Course Code 2	Human Resource Management	20+80	4
	Course Code 3	Business Environment	20+80	4
	Course Code 4	Information Technology in Management	20+80	4
Semester 2	Course Code 1	Industrial Relation and Labour Legislation	20+80	4
	Course Code 2	Organisational Change and Development	20+80	4
	Course Code 3	Performance Management and Compensation Management	20+80	4
	Course Code 4	Manpower Planning and Resourcing	20+80	4
Total				32 credits

Annexure-II

Detailed Course wise Syllabus of DHRM Programme

DHRM DETAILED SYLLABUS SEMESTER 1

COURSE CODE 1: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

- UNIT 1:** **Introduction to Management and Management Process:** Importance and Basic Concepts of Management, Evolution of Management Thought, Principles of Management, Management Process and Functions and System View Concept of Management
- UNIT 2:** **Levels of Management and Functions of Management:** Concept of Management, Functions of Management: Planning, Organizing, Staffing, Directing, Controlling, Coordination, Levels of Management and Managerial Skills and Indian Management Style and Tradition
- UNIT 3:** **Planning and Forecasting:** Concept of Business Forecasting, Relationship between Planning and Forecasting, Methods of Forecasting, Meaning and Features of Planning, Importance of Planning, Types of Plans, Steps in Planning Process, Limitations of Planning and Terms Used In Planning Process
- UNIT 4:** **Organizing and Staffing:** Meaning and Characteristics of Organising, Importance of Organising, Types of organisation, Span of Control, Types of Departmentation, Concept of Staffing and its importance and Features of Staffing
- UNIT 5:** **Controlling:** Meaning and Importance of Control, Steps in Control Process, Types of control, Dimensions of control, Resistance to control, Techniques of Managerial Control: Budgetary Control Techniques and Non Budgetary Control Techniques
- UNIT 6:** **Appraising Human Resource :** Concept of performance appraisal, Objectives of performance appraisal, Features and advantages of effective performance appraisal, Traditional and modern methods of performance appraisal, Planning and career development, Features and benefits of career planning and Phases in the career of an employee
- UNIT 7:** **Communication:** Meaning of communication and its features, Importance of Communication, Process of Communication, Internal Communication and External communication: Internal communication and External communication, Communication Channel, Barriers to communication, Good Communication: 10 commandments and Communication in Decision Making process
- UNIT 8:** **Motivation:** Meaning of Motivation, Importance of Motivation, Early Theories in Motivation: Maslow's Need Hierarchy Theory, Mc Gregor's Theory X and Theory Y, Herzberg's Two Factor Theory, Modern Theories of Motivation: Alderfer's ERG Theory, Vroom's Expectancy Theory, McClelland's Theory of Needs, Goal Setting Theory, Reinforcement Theory, Techniques for Motivation: Financial Incentives and Non-financial Incentives
- UNIT 9:** **Introduction to OB:** Historical perspectives of OB, Approaches to OB, Importance of OB, Relationship between management process and OB, frame work for learning OB, Challenges in OB, HRM and OB, Globalisation and OB

- UNIT 10: Personality and Perception:** Concept of Personality and its determinants, Approaches to personality traits and dimensions, Personality attributes, Elements of the perceptual process, Importance and factors influencing perception and Challenges of performance appraisal
- UNIT 11: Values, Attitude and Emotions:** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence
- UNIT 12: Leadership:** Meaning and Features of Leadership, Importance of Leadership, Qualities of a Good Leader, Difference between Leader and Leadership Styles: Autocratic Leadership Style, Democratic Leadership Style and Free-Rein Leadership Style; Likert's Management System
- UNIT 13: Group and Team:** Concept of Group and Group Dynamics; Types of Groups: Formal Group and Informal Group; Concept of Group Behaviour: Group Norms, Group Cohesion Inter-Group Behaviour; Stages of Group Development, Group Decision-Making; Team, Types of Team: Team Building and Managing Effective Team
- UNIT 14: Power, Politics, conflict negotiation and stress:** Introduction, Power, Politics, Conflict, Negotiations and Stress Introduction, Power, Politics, Conflict, Negotiations and Stress
- UNIT 15 : Case Study**

COURSE CODE 2: HUMAN RESOURCE MANAGEMENT

- UNIT 1: Introduction to Human Resource Management:** Concept of Human Resource Management, Evolution of Human Resource Management, Functions of Human Resource Management, Scope of Human Resource Management, Difference between Human Resource Management and Personnel Management, Role of HR Executive and Challenges of Human Resource Management
- UNIT 2: Human Resource Planning:** Concept of Human Resources Planning, Features of Human Resource Planning, Objectives of Human Resource Planning, Importance of Human Resource Planning, HRP Process, Methods of Demand Forecasting, Methods of Supply Forecasting, Labour Wastage and Essentials for the success of Human Resource Planning.
- UNIT 3: Recruitment and Selection:** Concept of Recruitment, Factors affecting Recruitment, Sources of Recruitment, Recruitment Policy, Concept of Selection, Selection Process, Selection tests, Concept of Evaluation, Placement and Induction, Concept of Evaluation and techniques of Evaluation, Concept of Placement and Induction
- UNIT 4: Training and Development:** Concept of Training and Development, Meaning and significance of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences between Training and Development and Evaluation of Training and Management Development
- UNIT 5: Performance Appraisal:** Concept of Performance Appraisal, Need for performance appraisal, Types

- UNIT 6: Compensation Management:** Wage and Salary Administration, Definitions and Concepts, Need for sound salary administration, Objective of wage and salary administration, Guiding principles of wage and salary administration, Factors influencing wage and salary administration, Methods of payment of wages, Concept of Rewards and Incentives, Types of wage incentive plans and Fringe Benefits
- UNIT 7: Job Evaluation :** Concept of Job evaluation, Objectives of Job Evaluation, Techniques of Job Evaluation, Advantages of Job Evaluation, Limitations of Job Evaluation and Competency
- UNIT 8: Job Analysis and Design:** Concept of Job Analysis, Purpose of Job Analysis, Process of Job Analysis, Methods of Job Analysis and Concept of Job Design
- UNIT 9: Grievance and Grievance Procedure:** Concept of Grievance, Causes of Grievance, Forms and effects of grievance, Grievance handling procedure, Grievance handling procedure in Indian Industry and Need for Grievance Redressal Procedure
- UNIT 10: Employee Misconduct and Disciplinary Procedure:** Meaning and objectives of discipline, Principles for maintenance of discipline, Essentials of a good disciplinary system, Disciplinary Action, Punishment for disciplinary action and Procedure for disciplinary action
- UNIT 11 : Human Resource Information System:** Concept of Human Resource Information System, Components of Human Resource Information System, Types of Human Resource Information System, Applications of Human Resource Information System, Implementation of Human Resource Information System and Benefits of Human Resource Information System
- UNIT 12: Contemporary Challenges in HRM:** The Job and Challenges, The New Professional Approach, Challenges in Human Resource Management, HR in Mergers and Acquisitions, New Organisational Forms, HR Professional as Change Agent.
- UNIT 13: Human Resource Management: Case Studies:** Case 1: Baibhab International, Case 2: Coca Cola, Case 3: Hindustan Unilever, Case 4: When an employee says he is HIV Positive, Case 5: Training - so difficult!!!

COURSE CODE 3: BUSINESS ENVIRONMENT

- UNIT 1: Introduction to Business Environment:** Nature, scope and objectives of business, business system, characteristics of business, classification of business, meaning of business environment, types of business environment, environmental analysis and forecasting
- UNIT 2: Composition and scope of business environment:** External Environment, Economic Environment, Natural Environment, Political and legal Environment, Socio-cultural Environment, Technological Environment, Demographic Environment
- UNIT 3: Social Responsibility of Business and Corporate Governance:** Social orientation of business, factors affecting social orientation, CSR, social audit, meaning of corporate governance, importance

of corporate governance, regulatory and voluntary actions, legal environment of corporate governance in India

- UNIT 4: Industrial Policies:** Meaning of Developed Economy and Mixed Economic System, concept of economic reforms, evolution of Industrial Policy in India, Industrial Policy Resolution up to 1991, New Industrial Policy 1991, evaluation of the New Industrial Policy 1991, meaning of privatization, meaning of disinvestment, Insurance Regulatory and Development Authority (IRDA)
- UNIT 5: Village and Small Industries:** Definition of small enterprise and village industries, characteristics of small enterprises, relationship between small and large enterprises, khadi and village industries, state industrial policies, role of small enterprises in economic development, problems of small scale units
- UNIT 6: Industrial Sickness:** Meaning of Industrial Sickness, warning Signals of industrial sickness, causes of industrial sickness, factors responsible for sickness of small business, consequences of industrial sickness, preventive and curative measures
- UNIT 7: Patents and Trademarks:** Meaning and definition of Patents, Patent protection in India, meaning and definition of Trade Marks, objectives of Trade Marks Act 1999, registration of Trade Marks, prevention of the use of fraudulent Trade Marks, Patents, Trademarks and international business
- UNIT 8: Financial Environment:** Meaning of monetary and fiscal Policy, meaning of financial market, types of financial markets, meaning of capital market, features of capital market, functions of capital market, meaning of money market, organized and unorganized money market in India, features of Indian money market, functions of money market in India
- Unit 9: Labour Environment:** Concept of labour market, labour legislations, principles of labour legislations, classification of labour legislations, concept of labour welfare, concept of industrial relations, scope, objectives and need of industrial relations, meaning and definition of trade union, concept of workers' participation in management, levels and forms of workers' participation in management, VRS and golden handshakes
- UNIT 10: Natural and Technological Environment :** Natural environment, emerging trends in natural environment, technological environment, innovation, technology and competitive advantage, IT and Business Environment.
- UNIT 11: Economic Development :** Industrial development in India, public sector in India, private sector in India, exports and imports of India
- UNIT 12: Economic Planning:** Definition of economic planning, features of economic planning, stages of economic planning, economic planning in India, objectives of planning in India, Planning Commission and the National Development Council, summary of Five Year Plans in India, the Twelfth Five Year Plan, NITI Aayog , Economic Survey, Union Budget
- UNIT 13: Globalisation of Business:** Concept and evolution of GATT, objectives of GATT, importance of GATT, different rounds of GATT, evolution, structure, objectives and functions of WTO, relevance of Uruguay Round, GATT and WTO - a comparison, evaluation of WTO, meaning, characteristics and importance of international business
- UNIT 14: Multinational Corporations:** Concept of MNCs, structure of MNCs, types of MNCs, objectives of multinational corporations, characteristics of Multinational Corporations, reasons for growth of Multinational Corporations, significance of Multinational Corporations, arguments in favour of Multinational Corporations, arguments against Multinational Corporations, MNCs in India

UNIT 15: Case Studies**COURSE CODE 4: INFORMATION TECHNOLOGY IN MANAGEMENT**

UNIT 1 : Basics of Computer: Computer– Definition; Components of a Computer; Evolution of Computer; Generation of Computers; Classification of Computer; Applications of Computer

UNIT 2 : Data Storage Techniques: Storing Data in Computer; Binary Number System: Binary to Decimal Conversion, Decimal to Binary Conversion; Computer Memory: Random Access Memory, Read Only Memory, Cache Memory and Virtual Memory, Secondary Memory

UNIT 3 : Software and Multimedia: Computer Software Basics; System Software; Application Software; Integrated Software; Multimedia Computing; Legal Restriction on Software

UNIT 4 : MS Word – I: Starting MS-WORD; Basic Components of MS Word; Entering and Saving Text in a Document; Closing the MS-Word document and Closing MS-Word; Opening of an Existing Document; Copy and Cut (Move); Formatting the Document; Find a Particular Pattern; Insertion; Implementing Formula on Table Contents; Header and Footer; Page Setup; Indents; Tabs; Columns; Change Case

UNIT 5: MS Word – II: File Needed to Work with Mail Merge, Creating a Mail Merge Document, Inputting the Data, Printing the Merged Document, Modifying the Records in the Data Source

UNIT 6: MS Excel – I: Starting of Microsoft Excel, Part of MS-Excel Window, Components of an Excel Work Book, Closing the Excel Work Book, Worksheets within Work Book, Enter an Edit Data, Saving and Creating the Work Book, Cell Contents

UNIT 7: MS Excel – II: Ranges and Common Excel Functions, Custom List, Alignment, Database, Charts

UNIT 8 : MS PowerPoint: Starting of Microsoft Power Point, Part of Power Point, Creation of Power Point Presentation, To Include a Chart in the Slide, To Impart a Data Sheet, Formatting Options, Slide Transaction, Different Views of the Presentation

UNIT 9 : Information Technology: Areas of Information Technology, Advantages and Disadvantages of Information Technology, Application of Information Technology

UNIT 10: Working with Internet: Introduction to Internet, Internet Architecture, Evolution of Internet, Basic Internet Terminologies, Getting connected to Internet, Application of Internet

UNIT 11: Internet Tool: Web Browsers, Web Server, Electronic Mail, Search Engines, World Wide Web, Internet Security, Types of Attack and Malicious Software

UNIT 12: Management Issues in MIS: Concept of MIS, Information Security and Control, Quality Assurance, Ethical and Social Dimensions, Intellectual property rights as related to IT services/IT products and Managing global Information systems.

Lab : Internet Surfing, MS Office, MS Word, MS Excel, MS PowerPoint

SEMESTER 2

COURE CODE 1: INDUSTRIAL RELATIONS AND LABOUR LEGISLATION

- UNIT 1: Industrial Relations: An Introduction:** Meaning and definition of Industrial Relations (IR), Evolution of Industrial Relations (IR), Approaches to Industrial Relations (IR), Trade unionism, Bipartite and Tripartite bodies, Causes of Industrial Disputes, Nature of Industrial Dispute and Classification of Industrial Dispute
- UNIT 2: Influencing Factors of Industrial Relations (IR):** Factors Influencing IR, Employment Structure, Social Partnership and Role of Social Partners
- UNIT 3: Trade Unions:** Growth of Trade Union in India, Legal Framework of Trade Unions In India, Distinctive Feature of Indian Labour and Employment Laws , Trade Union Recognition, Problems of Trade Unions, Employee Association: Membership and Financial Status and Trade Union Act
- UNIT 4: Industrial Dispute and Prevention & Settlement of Industrial Dispute:** Nature and Scope Of Industrial Dispute, Causes and Consequences Of Industrial Dispute, Prevention and Settlement Of Industrial Dispute In India, Machinery for Settlement of Industrial Disputes, Nature and Cause Of Grievance and Grievance Redressal Procedure
- UNIT 5: Industrial Workers:** Industrial Workers – Background, Education, Skills and Adjustments, Characteristics of Industrial Worker, Absenteeism and Influence of Trade Unions Trade Unions
- UNIT 6: Collective Bargaining:** Meaning and Concept of Collective Bargaining, Objectives of Collective Bargaining, Features of Collective Bargaining, Strategies and Approaches to Collective Bargaining, Collective Bargaining Process, Impact of Collective Bargaining and Workers’ Participation In Management
- UNIT 7: Worker’s Participation in Management:** Concept of Workers Participation in Management (WPM), Features and Objectives of Workers Participation in Management, Forms of Workers Participation in Management (WPM), Methods of Workers’ Participation in Management, Merits and demerits of Workers Participation in Management, Workers Participation in Management in India and Making Workers Participation in Management Effective
- UNIT 8: labour Welfare and Social Security:** Introduction to Labour Welfare, Evolution of Social Security Measures and Health and Safety Programmes
- UNIT 9: Labour Legislation: An Introduction:** Labour Legislation -Its Background, Labour Legislation in the Pre-Independence Period, Labour Legislation in the Post Independence Period, International Labour Organisation-its structure, Objectives and principles of ILO
- UNIT 10: The Indian Factories Act,1948:** Statutory agencies and their powers for enforcement of the Act, Health, Safety and Welfare Provisions, Provisions regarding Hazardous Work, Employment of young person and Penalties and Provisions
- UNIT 11: The Industrial Disputes Act, 1947(Part A):** Objectives of the act; Important definitions; Illegal

Strikes and Lock-outs; Unfair Labour Practices

- UNIT 12: The Industrial Disputes Act, 1947 (Part-B):** History of the law of industrial disputes; Authorities under the Act and their duties; Reference of disputes; Procedure and powers of authorities; Award and settlement
- UNIT 13: Workmen's Compensation Act, 1923:** Object and scope of the Workmen's Compensation Act, 1923; Important definitions; Disablement; Employer's liability for compensation; Employer's liability when contractor is engaged; Commissioner; Compensation
- UNIT 14: Employees' Provident Funds and Miscellaneous Provisions Act, 1952:** Scope and Applicability of the Act; Various schemes provided under the Act; Central Board and its constitution, functions and powers; State Board and their constitution; Duties and Powers of Inspectors appointed under the Employee's Provident Funds and Misc Provisions Act, 1952; Constitution and working procedure of Employees' Provident Fund Appellate Tribunal

COURSE CODE 2: ORGANISATIONAL CHANGE AND DEVELOPMENT

- UNIT 1: Introduction to Organisation Development:** Organisation Development: Meaning and Definition, History of Organisation Development, Relevance of Organisation Development for Managers, Characteristics of OD and Assumptions of OD
- UNIT 2: Change Process and Models:** Introduction to Organisational Change, Forces of change – External and Internal, Strategies for change, Theories of Planned Change, Action Research as a Process and Resistance to Change
- UNIT 3: Role of OD Practitioner:** OD Practitioner, Role of OD Professional in Organisations, Competencies Required for an OD Professional and Scope of the Role of an OD Professional
- UNIT 4: Process of OD:** Process of OD: Introduction, Components of OD Program and OD program phases
- UNIT 5: Designing Interventions:** Characteristics of OD Interventions, Levels of Diagnosis in Organizations: Organization-Level Diagnosis, Group –Level Diagnosis, Individual-Level Diagnosis, OD Map and Factors Affecting Success of Interventions in Organizations
- UNIT 6: Values and Ethics in OD:** Professional Values in OD, Value Conflict and Dilemma , OD Values and Changing Themes over Time ,Ethics in OD ,Ethical Dilemmas in Practicing OD and Factors that Influence Ethical Judgement
- UNIT 7: Issues faced in OD:** Client-consultant Relationship, Issues Related to Client Relationships, Power, Politics and Organization Development, Operating in a Political Environment and Role of Power and Politics in the Practice
- UNIT 8: Issues faced in Consultant Client Relations:** Organisational Consultants and the client system, Entry and Contracting, Diagnostic Skills, Consultant Client Relationship, Implication's for Consultant's Behaviour, The dependency issue and Terminating the Relationship and Ethical Standards in O.D.
- UNIT 9: Team and Intergroup Development Interventions:** Team Building Interventions: Introduction, Types of Team-Building Interventions and Intergroup Interventions
- UNIT 10: Human Resource Interventions :** HRM Interventions, Goal Setting its Characteristics, Application, Management by Objectives, Effects of Goal Setting and MBO, Performance Appraisal, Reward Systems ,Structural and Motivational Features of Reward Systems, Career Planning and

- UNIT 11: Structural Intervention** : Socio-technical Systems, Self-Managed Work Teams, Stages of Socio-Technical Systems, benefits of Socio-technical Systems, Techno-structural Interventions, Types of Techno-structural Interventions and Physical Settings and OD
- UNIT 12: Strategic Interventions:** Integrated Strategic Change, Trans-organisational Development, Merger and Acquisition, Culture Change, Self-Designing Organisations, Organisation Learning and Knowledge Management, Confrontation Meetings, System 4 Management and Learning Organisations
- UNIT 13: Organisational Learning:** Learning Organization, Senge's Approach, Nonaka and Takeuchi's Approach, Executive View on Organizational Learning, Reality Checklist and Seven Steps of Initiating Organizational Learning
- UNIT 14: Training Experience:** Sensitivity or T group training, Behavioural Modeling, Career Planning Intervention and Coaching and Mentoring
- UNIT 15: Strategic Evaluation and Control** : Organisation Development and Globalization, Emerging Trends in OD, Creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning and Trends within the Organization

COURSE 3: PERFORMANCE MANAGEMENT AND COMPENSATION MANAGEMENT

- UNIT 1: Introduction to Performance Management:** Meaning and Concept of Performance Management, Prerequisites of Performance Management, Importance of Performance Management, Benefits of Performance Management system and Linkage of Performance Management to Other hr Processes
- UNIT 2: Process of Performance Management:** Performance Management Process, Performance Management Planning Process, Mid-Cycle Review Process, and End-Cycle Review Process
- UNIT 3: Performance Appraisal:** Meaning of Performance Appraisal, Benefits of appraisal, Conflict and confrontation, Process of performance appraisal, Methods of performance appraisal: Traditional Methods and Modern Methods of Performance Appraisals
- UNIT 4: Performance Appraisal Feedback:** Introduction to Performance Appraisal Feedback, objectives of Performance Appraisal Feedback, Role and Importance of Performance Appraisal Feedback, types of Feedback, Principles of Performance Appraisal Feedback, situations Demanding Performance Appraisal Feedback, Components of a Feedback Process and Steps in Constructive Feedback
- UNIT 5: 360-Degree Appraisal:** Concept Of 360-Degree Appraisal, Purpose Of 360-Degree Appraisal, Impact Of 360 Degree Appraisal, Methodology Of The Appraisal System, Advantages and Disadvantages Of 360 Degree Appraisal and Process Of 360 Degree Appraisal
- UNIT 6: Introduction to Compensation Management:** Compensation Management, Compensation and Non-compensation Dimensions, Motivation and the Dimensions, 3P Concept in Compensation Management, Compensation as a Retention Strategy, Compensation for Special Groups and Significant Compensation Issues
- UNIT 7: Wage and Salary Administration at Macro Level:** Wage Components, Types of Wages in India, Theories of Wage Determination, Factors Influencing Wage Compensation, Wage Policy, Institutional Mechanism for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay

Revision and ILO and Collective Bargaining and Union Role in Salary and Wage Administration

- UNIT 8: Job Evaluation:** Compensation Strategy at the Micro Level, The Concept of Equity, Job Evaluation, Process of Job Evaluation, Methods of Job Evaluation and Problems of Job Evaluation
- UNIT 9: Incentive Schemes:** Pay for Performance or Wage Incentives, Types of Wage Incentive Schemes, Prerequisites of Effective Incentive System and Merits and Demerits of Incentives
- UNIT 10: Benefits and Services:** Concept and nature of benefits, Classification of employee benefits, Employee benefit programs, Long term incentive plans, Strategic perspective on benefits, Factors influencing choice of benefit program, Administration of benefits and services and designing a Benefit program
- UNIT 11: Voluntary Retirement Scheme:** Concept of Voluntary Retirement Scheme(VRS), Procedure for a VRS Scheme, Challenges Of VRS Implementation, Approaches to deal with workforce redundancy, Costs and benefits to the company and VRS for Central Public Sector
- UNIT 12: Pay Structures:** Pay based and Performance based structures, Designing pay structures, Comparison in evaluation of different types of pay structures, Designing pay ranges and bands, Significance of factors affecting pay levels, Confrontation Meetings, System 4 Management affecting pay levels, Confrontation Meetings, System 4 Management and Learning Organisations
- UNIT 13: Performance Linked Compensation:** Performance management system (PMS), Importance of a PMS, Performance Appraisal, Purpose of Performance Appraisal, Performance Appraisal measurement system, Pay for performance, Pay for performance plans and Internal and external equity.
- UNIT 14: Compensation Strategy: New Thinking for the New Millennium :** Pay the person, Reward excellence, Individualizing the pay system, Organizational and external factors affecting compensation strategies, Compensation strategies as an integral part of HRM and Compensation Policies
- UNIT 15: Rewards and Recognition :** Concept of reward management, Reward and recognition policies, Reward strategy, Total reward approach, Reward management in service sector, Total reward framework of service industries in India, Factors affecting reward management policies in service sector and Designing reward strategy

COURSE CODE 4: MANPOWER PLANNING AND RESOURCING

- UNIT 1: Introduction to Manpower Planning:** Definition and meaning of manpower planning, Levels of Manpower Planning, Relationship between human resource management and human resource development, HRD mechanisms, processes and outcomes, HRD matrix
- UNIT 2: Manpower Planning and Resourcing:** Need for manpower planning, Importance of manpower planning, Factors affecting manpower planning, Steps in manpower planning, Advantages of manpower planning, Obstacles to manpower planning and successful manpower planning
- UNIT 3: Manpower Forecasting:** Forecasting, Necessity for forecasting, Steps in forecasting, Demand forecasting techniques, Supply forecasting techniques, Forecasting accuracy and Benefits of forecasting
- UNIT 4: Planning and Organizing the HRD System:** HRD Planning: HRD Philosophy, HRD Sub-systems, HRD Objectives, HRD Policies, HRD Action plan and Strategy; Organising the HRD System and

Forms of HRD Organisation

- UNIT 5: Human Resource Accounting:** Concept of Human Resource Accounting (HRA), Objectives of Human Resource Accounting, Advantages of HR Accounting, Limitations of HR Accounting, Approaches or Methods of Human Resource Valuation and Cost of Human Resources
- UNIT 6: Sourcing and Recruitment:** Meaning of Recruitment, Forces influencing Recruitment, Sources of Recruitment, Recruitment Process and e-recruitment
- UNIT 7: Selection:** Concept of Selection, Selection Process, Preliminary Interview, Application Blank, Selection Tests, types of Selection Tests, Validity of Tests, Employment Interview, Reference Checks, Medical Examination and Selection Decision
- UNIT 8: Induction:** Concept of Induction, Benefits of an Induction Program, Types of Induction, Designing an Induction Program, Documentation and On-the-job Training
- UNIT 9: Training and Development:** Meaning of training, Training objectives, Importance of training and development and Methods of training
- UNIT 10: Individual Development:** Evolution of Individual Development, Role in Individual Development, Responsibilities in Individual Development, Understanding Employees' Learning, Learning organization and Improving Individual Development through Learning
- UNIT 11: Career Management:** Concept of Career Management, Career Stages, Career Dynamics, Career Management Process, Career Management Policies, Career Planning Process, Talent Management and Succession Planning
- UNIT 12: Employee Turnover:** Employee turnover, its causes and remedies, Cost of employee turnover, Importance of employee turnover, Employee exit process
- UNIT 13: Introduction to Human Resource Development :** Meaning of HRD, Characteristics of HRD, Objectives and Benefits of HRD, Difference Between HRD and HRM and HRD Methods
- UNIT 14: Human Resource Research:** Meaning of HR Research, Characteristics of HR Research, Objectives of HR Research and Importance and Methods of HR Research
- UNIT 15: Recent Trends in Human Capital Development :** Concept of Competency Mapping, Methods of Competency Mapping, Knowledge management, Concept of Training Outsourcing, Meaning and Importance of Management Development, Objectives of Management Development, Steps in Management Development Process and Methods of Management Development.

Course-wise Faculty allotment of DHRM Programme

Semester	Course	Title of the Course	School	Discipline	Faculty/Course Coordinator
Semester 1	Course Code 1	Management Process and Organizational Behaviour	MDSM	MGT	Dr Smritishikha Choudhury
	Course Code 2	Human Resource Management	MDSM	ECO	Dr. Chayanika Senapati
	Course Code 3	Business Environment	MDSM	COM	Dr Dipankar Malakar
	Course Code 4	Information Technology in Management	HCBSS	MGT	Dr Tapashi Kashyap Das

Semester 2	Course Code 1	Industrial Relation and Labour Legislation	MDSM	MGT	Dr. Chayanika Senapati
	Course Code 2	Organisational Change and Development	MDSM	MGT	Dr. Chayanika Senapati
	Course Code 3	Performance Management and Compensation Management	MDSM	COM	Dr. Chayanika Senapati
	Course Code 4	Manpower Planning and Resourcing	MDSM	MGT	Dr. Chayanika Senapati