

DIPLOMA IN HUMAN RESOURCE MANAGEMENT

SYLLABUS

PROGRAMME : DHRM



2026 - Onwards

CENTRE FOR DISTANCE AND ONLINE EDUCATION
BHARATHIAR UNIVERSITY

**(A State University, Accredited with "A++" Grade by NAAC,
Ranked 46th among Indian Universities by MHRD-NIRF)**

Coimbatore- 641046, Tamil Nadu, India

BHARATHIAR UNIVERSITY - COIMBATORE - 641046
CENTRE FOR DISTANCE AND ONLINE EDUCATION
(CDOE)

VISION

To provide accessible, flexible, and career-oriented education in Human Resource Management through Open and Distance Learning (ODL), empowering learners with professional, administrative, interpersonal, and organizational skills required to support HR functions and effectively contribute to modern office and organizational environments.

MISSION

- 1) To offer quality and industry-relevant education in Human Resource Management through the Open and Distance Learning mode for students, working professionals, and lifelong learners.
- 2) To develop knowledge and practical skills related to human resource practices, office administration, employee relations, labour welfare, organizational communication, and workplace management.
- 3) To prepare learners to assist HR departments and support general administrative and office functions in organizations, institutions, industries, and service sectors.
- 4) To enhance learners' competencies in communication, documentation, coordination, record maintenance, teamwork, digital office practices, and professional ethics.
- 5) To integrate contemporary trends such as digital HR, employee wellbeing, workplace ethics, sustainability, and organizational effectiveness into the learning process.
- 6) To promote employability, professional growth, lifelong learning, and socially responsible workplace practices aligned with organizational and societal needs.

ELIGIBILITY

Candidates must have completed Higher Secondary (10+2)

MODE OF LEARNING

- Open and Distance Learning(ODL)
- The programme shall be conducted through remote learning using a blend of print and digital learning materials, supplemented by occasional Personal Contact Program (PCP) sessions to facilitate learner interaction and academic support.

ATTENDANCE

Particulars	Requirement for Diploma Programme
Number of Personal Contact Programs (PCPs)	20 PCPs
Duration of Each PCP	6 hours per PCP
Total Contact Hours	12 hours per course (120 hours)
Total study hours of learners	1200 hours
Mandatory Participation	75% in each course

REQUIREMENT TO APPEAR FOR THE EXAMINATIONS

A candidate enrolled in the programme shall be required to maintain the minimum prescribed attendance in both theory and practical classes, pay the prescribed examination fees, and satisfy all other conditions as stipulated by the University from time to time in order to be eligible to appear for the examinations.

CONDITIONS TO APPEAR FOR THE EXAMINATIONS

- **First Appearance:** Learners appearing for the examination for the first time shall register for all the prescribed courses of that semester by remitting the requisite examination fee.
- **Examination Centre:** Learners must specify their preferred examination center in the examination application form. Once selected, the examination center cannot be changed under any circumstances.
- **E-Hall Ticket:** Learners shall download their E-Hall Tickets from the University website and obtain the signature of the Chief Superintendent of the opted examination center upon submission of their valid identity card. This process must be completed during the three working days preceding the commencement of the examinations.

EVALUATION PATTERN

a. Distribution of Marks in Continuous Internal Assessments (CIA): 25% weightage.

The following procedure shall be followed for awarding internal marks for theory courses.

• Continuous Internal Assessment(CIA)Test-10marks	
• Assignment	-5marks
• Seminar	-5marks
• Participation	-5marks
Total	-25marks

1. CIA Test and question pattern:

Two Continuous Internal Assessments (CIA-I & CIA II) must be conducted. Better of the TWO will be counted for Test Marks (10 Marks)

- Section A– Objective Question 5*1=5marks
 - Section B– Short Essay (2outof3) 2*5=10marks
 - Section C– Essay Type (Either or type) 1*10=10marks
2. **Assignments – I and II** .Better of the TWO will be counted for Assignment Marks (5 Marks)
 3. **Seminar** will be conducted for 5Marks.
 4. **Participation**(which includes attendance)–5Marks

b. Project/Dissertation/Internship(4Credits)–At the end of Second Semester

- Major project/ Internship (100marks)
Internal–50marks & External–50Marks

c. End-Semester Examination (ESE): 75% weightage

ODL

- Examinations will be Conducted through offline at a designated physical location (University / Learner Support Centers (LSCs)) with invigilators and a fixed schedule.
- **Duration:**3hours, covering theory and applications.

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- Conducted through an online/proctored computer-based examination (an assessment conducted using a computer or other digital device, replacing traditional pen-and-paper methods).

Duration: 3 hours, covering theory and applications.

Examination Integrity: Online proctoring, biometric verification

Distribution of marks in the End-Semester Examination-Question Paper Pattern:

Section	Type of question	No. of questions	Marks	Total
A	Objective Question	10(Compulsory)	1	10
B	Short Essay(300wordseach)	3 out of 5	5	15
C	Essay Type(1000wordseach)	5Questions(Either or Type)	10	50
Total				75

d. Passing Criteria:

- Minimum 40% passing marks in each component
(Internal–10 marks out of 25 & External–30 marks out of 75 separately).
- Minimum 40% passing marks in practical/ project component
- Aggregate of 40%marks required for successful completion of the diploma programme.

e. Grading System:(As per10-point UGC Credit Framework)

The following table gives the marks, grade points, letter, grades and classification to Indicate the performance of the candidate.

For the entire programme:

- $CGPA = \frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses for the entire programme.}}$
Cumulative Grade Point Average [CGPA]

RANGE	CGPA	Grade	Classification of Result
95-100	9.5-10.0	O+	First Class-Exemplary*
90-94	9.0 and above but below 9.5	O	
85-89	8.5 and above but below 9.0	D++	First Class with Distinction*
80-84	8.0 and above but below 8.5	D+	
75-79	7.5 and above but below 8.0	D	
70-74	7.0 and above but below 7.5	A++	First Class
65-69	6.5 and above but below 7.0	A+	
60-64	6.0 and above but below 6.5	A	
55-59	5.5 and above but below 6.0	B+	Second Class
50-54	5.0 and above but below 5.5	B	
45-49	4.5 and above but below 5.0	C+	Third Class
40-44	4.0 and above but below 4.5	C	
0-39	0.0 and above but below 4.0	U	Re-appear

- a. A candidate who has passed all the courses in the first appearance within the prescribed duration of the diploma programme and secured a CGPA of 9 to 10 and equivalent grades “O” or “O+” in Core and Practical/Project courses shall be placed in the category of “**First Class – Exemplary**”.
- b. A candidate who has passed all the courses in the first appearance within the prescribed duration of the Diploma programme and secured a CGPA of 7.5 to 9 and equivalent grades “D” or “D+” or “D++” in Core and Practical/Project courses shall be placed in the category of “**First Class with Distinction**”.
- c. A candidate who has passed all the courses of the Diploma programme and secured a CGPA of 6 to 7.4 and equivalent grades “A” or “A+” or “A++” in Core and Practical/Project courses shall be declared to have passed in “**First Class**”.
- d. A candidate who has passed all the courses examination of the Diploma programme and secured a CGPA of 5.0 to 5.9 and equivalent grades “B” or “B+” in Core and Practical/Project courses shall be declared to have passed in “**Second Class**”.
- e. A candidate who has passed all the courses examination of the Diploma programme and secured a CGPA of 4.0 to 4.9 and equivalent grades “C” or “C+” in Core and Practical/Project courses shall be declared to have passed in “**Third Class**”

DIPLOMA IN HUMAN RESOURCE MANAGEMENT
SCHEME OF EXAMINATIONS

SEMESTER- I

Code No.	Subject	Credits	Duration (Hrs)	CA	CE	Total
26DHRM01	Foundations of Human Resource Management	4	3	25	75	100
26DHRM02	Employee Welfare	4	3	25	75	100
26DHRM03	Industrial Relations	4	3	25	75	100
26DHRM04	Organizational Behavior	4	3	25	75	100
26DHRM05	Research Methodology for Management	4	3	25	75	100

SEMESTER- II

26DHRM06	Organizational Development	4	3	25	75	100
26DHRM07	Labour Legislations	4	3	25	75	100
26DHRM08	Human Resource Development	4	3	25	75	100
26DHRM09	Employee Well-Being and ESG	4	3	25	75	100
26DHRM10	Project Report	4	3	40	60	100

BHARATHIAR UNIVERSITY
DEPARTMENT OF SOCIAL WORK
DIPLOMA IN HUMAN RESOURCE MANAGEMENT
SYLLABUS
SEMESTER I

26HRM01 – FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT

Block I
Unit-1: Meaning and concept of Human Resource Management, importance of human resources in organizations, Nature and characteristics of HRM, scope and functions of HRM, objectives of HRM Unit-2: Artificial Intelligence Integration in HRM, Redefining gig workers Unit-3: Welfare approach to HRM, scientific management approach, human relations approach, strategic human resource management
Block II
Unit-4: Concept of Personnel Management, concept of Human Resource Management, differences between Personnel Management and HRM, changing role of HR in organizations. Unit-5: HRM as a strategic partner, alignment of HR strategies with business goals, HR policies and organizational performance, HRM and competitive advantage. Unit-6: Managerial functions of HRM, operative functions of HRM, administrative responsibilities of HR managers, emerging roles of HR managers.
Block III

Unit-7:

Concept and importance of human resource planning, HR demand forecasting, HR supply analysis, HR planning process and outcomes.

Unit-8:

Concept and process of job analysis, job description, job specification.

Unit-9:

Concept and objectives of job design, techniques of job design, concept and objectives of job evaluation, Concept of Job Enlargement

Block IV

Unit-10:

Concept and objectives of recruitment, internal sources of recruitment, external sources of recruitment

Unit-11:

Selection process, selection tests, interview techniques, selection challenges and errors.

Unit-12:

Concept of placement, placement process, induction and orientation programmes, importance of induction

Block V

Unit-13:

Concept of performance management, performance planning and goal setting, performance monitoring and feedback, performance improvement.

Unit-14:

Concept of performance appraisal, traditional appraisal methods, modern appraisal methods

Unit-15:

HR Analytics and Digital HR – concept, importance of HR analytics, use of technology in HR functions, digital transformation in HRM, future trends in Human Resource Management.

26HRM02 – EMPLOYEE WELFARE

Block I
Unit–1: Concept of employee welfare – meaning, definitions, objectives and scope of employee welfare. Unit–2: Importance of employee welfare – welfare and productivity, morale, employee satisfaction and organizational effectiveness. Unit–3: Employee welfare as a function of Human Resource Management.
Block II
Unit–4: Types of employee welfare – statutory and non-statutory welfare measures. Unit–5: Intramural welfare facilities – health, safety, working conditions, canteen, rest rooms and sanitation. Unit–6: Extramural welfare facilities – housing, transport, education, recreation and medical facilities
Block III
Unit–7: Statutory welfare provisions under the Factories Act, Mines Act and Plantation Labour Act. Non-statutory welfare measures. Unit–8: Social security measures – Employees’ State Insurance, Provident Fund, Gratuity and Insurance schemes. Unit–9: Objectives and salient features of Tamil Nadu Labour welfare fund .
Block IV
Unit–10: Employee welfare administration – role of government, employers and trade unions. Unit–11: Welfare officer – qualifications, duties and challenges. Unit–12: Employee welfare policies and practices in Indian organizations.
Block V
Unit–13: Employee welfare and Quality of Work Life (QWL). Unit–14: Job satisfaction and employee retention. Unit–15: Contemporary Trends in Employee Welfare – flexible work arrangements, employee wellbeing programmes, work-life balance initiatives, welfare challenges in the digital workplace.

26HRM03 – INDUSTRIAL RELATIONS

Block I
Unit–1: Concept and evolution of Industrial Relations – meaning, definitions, nature, scope and importance of industrial relations. Unit–2: Objectives of industrial relations and its role in promoting industrial harmony and productivity. Unit–3: Parties to industrial relations – employers, employees and trade unions; role and responsibilities of each party
Block II
Unit–4: Industrial disputes – meaning, nature and types of industrial disputes. Unit–5: Causes of industrial disputes – economic, organizational, psychological and political factors. Unit–6: Consequences of industrial disputes on workers, management and society.
Block III
Unit–7: Trade unions – meaning, objectives, functions and importance of trade unions. Unit–8: Growth and development of trade union movement in India. Unit–9: Problems and challenges faced by trade unions in India.
Block IV
Unit–10: Collective bargaining – concept, features and objectives of collective bargaining. Process and types of collective bargaining. Unit–11: Grievance handling procedures, discipline management and maintenance of industrial harmony. Unit–12: Workers’ participation in management – forms, advantages and limitations.
Block V
Unit–13: Machinery for prevention and settlement of industrial disputes workers committee– conciliation and mediation. Unit–14: Voluntary arbitration and compulsory adjudication – labour courts, industrial tribunals and national tribunals. Unit–15: Emerging Trends in Industrial Relations – impact of globalization, technology and gig economy on industrial relations, future challenges in labour-management relations.

26HRM04: ORGANISATIONAL BEHAVIOUR

Block I
Unit–1: Organizational Behaviour – meaning, definitions, nature, scope and importance of organizational behaviour in organizations. Unit–2: Foundations of individual behaviour – concept of individual behaviour and its significance in organizations. Unit–3: Personality – meaning, determinants of personality and major personality theories.
Block II
Unit–4: Perception – meaning, process of perception and factors influencing perception. Unit–5: Learning – concept and theories of learning. Unit–6: Attitudes – meaning, components of attitude, attitude formation and attitude change.
Block III
Unit–7: Motivation – meaning and importance of motivation in organizations. Unit–8: Theories of motivation – Maslow’s Need Hierarchy, Herzberg’s Two-Factor Theory. Unit–9: Contemporary theories of motivation – McClelland’s Theory of Needs and Vroom’s Expectancy Theory.
Block IV
Unit–10: Group behaviour – meaning, types of groups and group dynamics. Unit–11: Leadership – meaning, leadership styles and theories of leadership. Unit–12: Communication – concept, process, barriers to effective communication and need for communication.
Block V
Unit–13: Organizational culture and organizational climate – meaning and importance. Unit–14: Stress management – causes and consequences of stress; techniques of stress management– sources of conflict, conflict management strategies and managing change. Unit–15: Emotional Intelligence and Workplace Behaviour – meaning, components of emotional intelligence, role of emotional intelligence in organizational effectiveness.

26HRM05– RESEARCH METHODOLOGY FOR MANAGEMENT**Block I****Unit 1:** Meaning, Objectives, and Significance of Management Research

Definition of research and management research

Objectives: exploration, description, explanation, prediction

Significance for decision-making, policy formulation, and organizational improvement

Unit 2: Types of Research, Descriptive, Exploratory, Diagnostic, and Causal research Qualitative vs Quantitative approaches**Unit 3:** Research Process in Management

Steps: Problem identification → Literature review → Hypothesis formulation →

Research design → Data collection → Analysis → Reporting

Block II**Unit 4:** Research Design, Meaning and purpose, Features of a good research design

Types: Experimental, Descriptive, Case study, Survey design

Unit 5: Sampling, Probability sampling: Simple random, Stratified, Cluster

Non-probability sampling: Convenience, Judgment, Snowball

Sample size determination

Unit 6: Hypothesis, Types: Null, Alternative, Directional, Non-directional**Block III****Unit 7:** Primary Data, Tools: Observation, Interviews, Questionnaires, Focus groups

Designing effective instruments

Unit 8: Secondary Data, Sources: Books, Journals, Government reports, Online

databases, Evaluating reliability and validity

Unit 9: Scaling and Measurement, Levels of measurement: Nominal, Ordinal, Interval, Ratio

Scaling techniques: Likert, Semantic differential, Thurstone

Block IV**Unit 10:** Data Preparation, Editing, coding, classification, tabulation, Checking for consistency and accuracy, Data cleaning and handling missing data**Unit 11:** Statistical Tools, Descriptive statistics: Mean, Median, Mode,**Unit 12:** Interpretation of Data, Understanding results in context

Identifying trends, patterns, and relationships Presenting findings: Graphs, Charts, Tables, Reports

Block V

Unit 13:

Literature review, Methodology, Results, Conclusion, References Style, formatting, and citation (APA/MLA)

Unit 14:

Ethical Considerations in Management Research

Informed consent, confidentiality, and privacy

Avoiding plagiarism and bias

Ethical issues in corporate and organizational research

Unit-15: Research Report Presentation and Dissemination – presentation of research findings, use of visual aids, academic publication, seminar presentation

SEMESTER- II**26HRM06 – ORGANIZATIONAL DEVELOPMENT**

Block I
Unit–1: Organizational Development (OD) – meaning, definitions, nature, scope and importance of OD. Unit–2: Evolution of Organizational Development and its relevance in modern organizations. Unit–3: Values, assumptions and characteristics of Organizational Development.
Block II
Unit–4: OD process – diagnosis of organizational problems and need for change. Unit–5: Action planning and implementation of OD interventions. Unit–6: Evaluation and institutionalization of change efforts
Block III
Unit–7: OD interventions – individual-level interventions. Unit–8: Group and team-level interventions – team building and inter-group development. Unit–9: Organization-wide interventions – survey feedback and process consultation.
Block IV
Unit–10: Change management – planned change and models of change. Unit–11: Resistance to change – causes and methods of managing resistance. Unit–12: Role, competencies and ethics of OD practitioners.
Block V
Unit–13: Corporate Social Responsibility(CSR) and Social Auditing Unit–14: OD and organizational effectiveness and performance, Future trends and challenges in Organizational Development Unit–15: Technology and Organizational Development – digital transformation, virtual organizations, AI and automation in OD, challenges of technological change in organizations.

26HRM07 – LABOUR LEGISLATION

Block I
Unit–1: Labour legislation – meaning, objectives and importance of labour laws in India. Unit–2: Principles and classification of labour legislation. Unit–3: Labour administration and enforcement machinery in India.
Block II
Unit–4: New Labour Codes Unit–5: Factories Act – safety and welfare provisions. Unit–6: Industrial Employment (Standing Orders) Act – objectives and provisions
Block III
Unit–7: Industrial Disputes Act, 1947 – objectives and definitions. Unit–8: Authorities and machinery for settlement of industrial disputes. Unit–9: Lay-off, retrenchment and closure – provisions under the Act
Block IV
Unit–10: The POSH Act refers to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, Unit–11: Payment of Wages Act and Minimum Wages Act – objectives and provisions. Unit–12: Payment of Bonus Act – objectives and applicability.
Block V
Unit–13: Employees’ State Insurance Act – objectives and benefits. Unit–14: Employees’ Provident Fund and Gratuity Act – provisions and benefits. Unit–15: Workplace Safety & Rights

26HRM08: HUMAN RESOURCE DEVELOPMENT

Block I
Unit–1: Human Resource Development – meaning, definitions, nature, scope and importance of HRD. Unit–2: HRD concepts and evolution – HRD functions and objectives. Unit–3: HRD system and subsystems – training, performance appraisal, career development and potential appraisal
Block II
Unit–4: HRD climate and organizational culture – factors influencing HRD climate. Unit–5: Learning organization – concept, characteristics and importance. Unit–6: Role of HRD in organizational effectiveness.
Block III
Unit–7: Training and development – need, objectives and methods of training. Unit–8: Management development programmes and executive development. Unit–9: Evaluation of training programmes and training effectiveness.
Block IV
Unit–10: Career planning and career development. Unit–11: Succession planning and talent management. Unit–12: Competency mapping and skill development initiatives.
Block V
Unit–13: Performance management system – concept and process. Unit–14: Coaching, mentoring and counselling in HRD Unit–15: Digital Learning and E-HRM Development – e-learning platforms, virtual training methods, online skill development.

26HRM09- EMPLOYEE WELLBEING AND ENVIRONMENTAL SOCIAL GOVERNANCE

Block I
Unit–1: Employee wellbeing – meaning, concept, objectives and importance. Unit–2: Dimensions of employee wellbeing – physical, mental, emotional and social wellbeing. Unit–3: Diversity , Equity and Inclusion (DEI), Flexible working hours, Work-Life Balance, Quality of Work Life
Block II
Unit–4: Occupational health – concept, importance and role of occupational health services. Unit–5: Workplace safety – causes of accidents and accident prevention measures, Emergency, Preparedness, and Response Unit–6: Industrial safety measures – safety committees, safety training and safety culture.
Block III
Unit–7: Occupational stress – meaning, causes and consequences. Unit–8: Burn out, Stress management techniques and coping strategies. Unit–9: Employee engagement, Need for employee engagement and importance
Block IV
Unit–10: Employee health Programmes – wellness initiatives and health promotion activities. Unit–11: Counselling services and Employee Assistance Programmes (EAPs). Unit–12: Mental health at workplace – policies and practices.
Block V
Unit–13: Employee wellbeing and organizational performance. Unit–14: Role of HR in promoting EHS (Environment, Health and Safety) and Environmental Social Governance. Unit–15: Sustainable Workplace Practices – green HR initiatives, sustainable employee wellbeing strategies.

26HRM010: PROJECT REPORT & VIVA VOCE

This course is designed to provide learners with practical exposure to Human Resource Management practices through a project-based learning approach. Learners are required to undertake an individual project related to any area of HRM, labour welfare, industrial relations, organizational behaviour, HRD, employee wellbeing, or labour legislation. The project may be based on field visits, organizational observations, interviews, case studies, surveys, or secondary sources of data suitable for Open and Distance Learning (ODL) learners.

The learner shall prepare a project report under the guidance of a faculty member and submit the same for evaluation. The project report shall be followed by a Viva Voce examination to assess the learner's understanding, analytical ability, presentation skills, and practical knowledge.

COMMON COURSE OUTCOMES –DIPLOMA IN HUMAN RESOURCE MANAGEMENT (DHRM)

After completing the program, students will be able to:

1. Demonstrate a comprehensive understanding of human resource management principles, practices, and emerging trends.
2. Apply HR strategies and tools to recruit, train, develop, and retain talent effectively.
3. Ensure compliance with labour laws and ethical HR practices while promoting a positive organizational culture.
4. Analyze and solve workplace issues using data-driven decision-making and HR analytics.
5. Foster employee wellbeing, engagement, and industrial harmony through effective HR interventions.
6. Exhibit professional communication, leadership, and interpersonal skills in diverse workplace settings.