

BANGLADESH INSTITUTE OF MANAGEMENT

4 Sobhanbag, Mirpur Road, Dhaka-1207

POST-GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT

SYLLABUS FOR PART-I

Evaluation Criteria :

Class Attendance : 10%

Class Test : 20%

Final Examination : 70%

Name of Subjects :

1. Fundamentals of Human Resource Management
2. Organizational Behavior
3. Management
4. Economics
5. Statistics-50
6. ICT -50

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POST-GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT

Subject : **Fundamentals of HRM**

Full Marks : 100

Chapter #/ Name	Topic
HRM: Its Nature, Scope, Functions and Objectives	<ul style="list-style-type: none">• The nature and scope of HRM• Functions and objectives of HRM• Differences between HRM and PM• The evolution of HRM• Models of HRM• Context of HRM• Organization of HR department• HR management responsibilities of line and staff (HR) managers• HR's role in formulating and executing company strategy• The image and qualities of a HR manager
HR Policies	<ul style="list-style-type: none">• The importance of HR policies• Characteristics of a sound HR Policy• Tips on writing an HR Policy• Distributing and Maintaining an HR Policy
HR Planning	<ul style="list-style-type: none">• The nature and importance of HR Planning• The linkage between strategic planning and HR planning• HR Planning process• Factors that determine HR plans• Managing Human Resource Surplus or Shortage
Recruitment, Selection and Induction	<ul style="list-style-type: none">• The nature, objectives and importance of recruitment• Philosophies of recruitment• Alternatives to recruitment• Sources of Recruitment• Steps in Recruitment and Selection Process• Barriers to effective selection• The nature and Purpose of induction• Different stages in the Induction process
Performance Appraisal	<ul style="list-style-type: none">• The nature and objectives of performance appraisal• The different stages in the appraisal process• Methods of performance appraisal• Measurement errors in performance appraisal• Types of appraisal interview
Job Evaluation	<ul style="list-style-type: none">• Differences between job evaluation and performance appraisal• Job evaluation process• Methods of job evaluation

Chapter #/ Name	Topic
Managing Basic Remuneration	<ul style="list-style-type: none"> • The different components of remuneration • Theories of remuneration • Factors influencing employee remuneration • Remuneration plans and business strategy • Challenges of remuneration • The different concepts of wages
Incentive and Performance Based Payments	<ul style="list-style-type: none"> • Nature, importance and drawbacks of incentive payments • Types of incentive schemes • Steps involved in installing an incentive plan
Managing Employee Benefits and Services	<ul style="list-style-type: none"> • Nature of employee benefits and services • Types of employee benefits and services
Grievance Handling	<ul style="list-style-type: none"> • What is a Grievance? • The role of supervisor • Grievance handling procedure
Disciplining Employees	<ul style="list-style-type: none"> • Definition of discipline • Positive vs. Negative discipline • Procedure of taking disciplinary action • Separation
	Case Study

Reference :

1. Human Resource Management, Gary Dessler 12th Edition.

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Subject : **Organizational Behavior**

Full Marks: 100

Chapter #/ Name	Topic
01. FUNDAMENTAL OF ORGANIZATIONAL BEHAVIOR	1.1 Understanding Organizational Behavior. 1.2 Fundamental Concepts of Organizational Behavior. 1.3 Models of Organizational Behavior. 1.4 Social Systems and Organizational Culture.
02. INDIVIDUAL CHARACTERISTICS	2.1 Individual and Management 2.2 Values, Perceptions, Personality. 2.3 Employee Attitudes and Their Effects. 2.4 Motivating Employees. 2.5 Managing Stress in Job. 2.6 Employee Counselling.
03. SOCIAL PROCESS	3.1 Groups and Group Dynamics 3.2 Team and Team Building
04. ACCOMPLISHING ORGANIZATIONAL OBJECTIVES	4.1 Power and Politics 4.2 Leadership. 4.3 Conflict Resolution.
05. INDIVIDUAL AND ORGANIZATIONAL EFFECTIVENESS	5.1 Employee Participation. 5.2 Managing Change. 5.3 Formal and Informal Organizations. 5.4 Organizational Development
06.	Case Study

Reference :

1. Organizational Behavior, 12th Edition, Newstrom, John; Tata McGraw-hill

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POST-GRADUATE DIPLOMA IN **HUMAN RESOURCE MANAGEMENT**

Subject : **Management**

Full Marks: 100

Chapter #/ Name	Topic
01. INTRODUCTION TO MANAGEMENT	1.1 Concepts of Management. 1.2 The Managers' Job 1.3 The Challenges of Management
02. THE EVOLUTION OF MANAGEMENT THOUGHTS	2.1 Scientific Management 2.2 Modern Operational Management Theory 2.3 Recent Contribution to Management Thoughts.
03. MANAGEMENT PLANNING AND DECISION MAKING	3.1 Fundamentals of Management Planning. 3.2 Objectives and Strategies. 3.3 Making Operating Plans. 3.4 Planning Tools and Techniques. 3.5 Information and Decision Making Process.
04. ORGANIZING	4.1 The Nature and Purposes of Organizing 4.2 The Process of Organizing. 4.3 Organization Structure. 4.4 The Art and Process of Delegation
05. STAFFING	5.1 Human Resource Management and Selection 5.2 Performance appraisal and Career Strategy. 5.3 Managing Change Through Managers and Organization Development.
06. LEADING AND MOTIVATING	6.1 Motivation and Job Satisfaction. 6.2 Managerial Leadership. 6.3 The Process of Communication.
07. CONTROLLING	7.1 The System and Process of Controlling. 7.2 Control Techniques and Information Technology. 7.3 Operations Management: An Overview.
08. CHALLENGES IN THE DOMESTIC AND INTERNATIONAL ENVIRONMENT	8.1 Management and Society. 8.2 Comparative and International Management.
09.	Case Study

Reference :

1. Management: A Global and Entrepreneurial Perspective, 12th Edition, Wehrich, H.; Tata McGraw-hill

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POST-GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT

Subject : **Economics**

Full Marks: 100

Chapter #/ Name	Topic
1. Introduction:	1.1 Introduction to economics-some basic concepts and methodology. 1.2 Introduction to labour economics and personnel economics.
2. Understanding Market Interactions:	2.1 Concept of market and major markets in an economy; 2.2 Demand and Supply analysis; 2.3 Demand and Supply in a labour market; 2.4 Concepts of elasticity and use of labour demand elasticity.
3. Production and Cost Analysis:	3.1 Production analysis and concept of marginality; 3.2 Firm level cost concepts; 3.3 Use of marginal revenue and marginal cost in determining work force.
4. Wage Determination:	4.1 Concepts of wages; 4.2 Wage theories and reality; 4.3 Wage discrimination; 4.4 Wage determination under different Market Structure. 4.5 Wage bargaining and wage determination under collective bargaining.
5. Labour Market and Employment:	5.1 Types and stakes of a labour market; 5.2 Labour force composition; 5.3 Occupational distribution of labour 5.4 Employment theory-determinants of employment; 5.5 Public policy and employment.
6. Employment Market in Bangladesh:	6.1 Growth and composition of labour force in Bangladesh 6.2 Characteristics of Bangladesh Employment Market 6.3 Bangladesh Labour Policy
7. Personnel Economics :	7.1 Applications of economic concepts in Human Resource Management; 7.2 Outsourcing or permanent appointment; 7.3 Investing in Human Capital; 7.4 Employment Event Analysis; 7.5 Other applications.
8.	Case Study

Reference :

1. Labor Economics, George Borjas, 6th Edition, McGrawHill
2. Modern Labor Economics, Ronald G. Ehrenberg, 11th Edition, Addison-Wesley series. : Theory & Public Policy.

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POST-GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT

Subject : **Statistics**

Full Marks: 50

Chapter #/ Name	Topic
Introduction to Statistics	<ul style="list-style-type: none">- Definition and scope- Source and Type of Data- Collection of Data
Sampling Techniques	<ul style="list-style-type: none">- Probability and Non Probability Sampling
Presentation of Data	<ul style="list-style-type: none">- Frequency distribution, Tables, Chart, Diagram, Pie Chart
Measures of Central Tendency	<ul style="list-style-type: none">- Mean, Median and Mode
Measures of Dispersion	<ul style="list-style-type: none">- Range, Mean deviation, Standard deviation
Index Number	<ul style="list-style-type: none">- Price Index, Cost of Living Index
Correlation & Regression analysis	<ul style="list-style-type: none">- Concept
Probability	<ul style="list-style-type: none">- Probability Axioms- Sample Space Event- Law of Probability- Types of Probability & Probability Distribution
	Case Study

Reference :

1. SP Gupta & MP Gupta - Business Statistics

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POST-GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT

Subject : ICT

Full Marks: 50

Chapter #/ Name	Topic
Computer Basics :	<ul style="list-style-type: none"> - Basic Hardware Concepts - Input Device - Output Device - CPU - Operating System - Networking: - Type of Network - Components of Network - Internet and Web Applications - Terminologies
Microsoft Word and Basics of Word Processing	<ul style="list-style-type: none"> - Basic File operations - Locating and managing documents - Previewing a Document Before Printing - Printing Document
Introduction to Database	<ul style="list-style-type: none"> - Understanding of database, Record, Field and database management system - Getting acquainted with Fox-Pro. - Creating and adding Information to a database
Introduction to database Management System (DMS)	<ul style="list-style-type: none"> - Introduction and data models - Data models and system structure - Database management system structure.
Introduction to management Information system:	<ul style="list-style-type: none"> - Definition, levels and-users of information system - Data Processing System (DPS), Management Information System (MIS) and Decision Support System (DSS) - Operating Elements of Information System. - Overview of MIS Design - Design of MIS out pat - Design of MIS input and control - Design of MIS methods, Procedures and data communication.
Implementation and testing of MIS	<ul style="list-style-type: none"> - Hardware/Software selection and computer contract - System testing and quality assurance - Managing system implementation.
	<ul style="list-style-type: none"> - Human Resource Information System (HRIS) - Use of Microsoft Excel for HR Data Management - Cyber Security and Hacking Protection
	Case Study

Reference :

1. Introduction to Computer Fundamentals – Bright Sign Afribic

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POST-GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT

SYLLABUS FOR PART-II

Evaluation Criteria:

Class Attendance : 10%
Class Test : 20%
Final Examination : 70%

Name of Subject:

1. Human Resource Development
2. Strategic HR Planning
3. Labour Laws
4. Industrial Relations
5. Industrial Safety and Health (ISH)
6. Term Paper & Syndicate Presentation
7. Viva-Voce

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Subject : **Human Resource Development**

Full Marks : 100

Chapter #/ Name	Topic
1.	The role and function of the HRD specialist.
2.	Various needs assessment tools.
3.	Use of performance appraisal systems for promotions, training strategies and career planning.
4.	Differentiate and explain the various uses of training, education and career development in the workplace environment.
5.	Performance appraisal interview as a tool for coaching and employee development.
6.	Financial policies related to HRD.
7.	Discriminate between actual training needs versus problems requiring non-training solutions.
8.	Career development and its value to individual and organizational development.
9.	Various models for training and development.
10.	Discuss social issues related to HRD.
11.	Identify the factors impeding the success of the training and development effort.
12.	Role and function of an assessment center.
13.	International aspects of HRD.
14.	Appreciative inquiry to an HRD issue.
15	Case Study

Reference:

Human Resource Development – 5 Edition –
2008 R.L. Desimone and J.M. Werner

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Subject : **Strategic HR Planning**

Full Marks : 100

Chapter #/ Name	Topic
Concepts of strategy and planning	Concepts of strategy Corporate strategies and business strategies
Aligning HR with strategy	The concept and importance of strategic HRM Linking HR processes to strategy Ways to become involved in the strategic planning process Characteristics of an effective HRM strategy The strategic HR planning model.
Environmental Scanning	Environmental scanning sources and methods Challenges in environmental scanning.
Job Analysis and Design	The nature, Purposes and uses of job analysis The process of job analysis Methods of Collecting Job Analysis Information Job analysis and strategic HRM Factors affecting job design Job design approaches Contemporary issues in job design.
The HR forecasting process	Forecasting activity categories Benefits of HR forecasting Environmental and organizational factors affecting HR forecasting. Determining net HR requirements.
The Demand for Human Resources	Factors that determine the demand for human resources. Qualitative and quantitative techniques of demand forecasting.
The Supply of Human Resources	Factors that determine the future supply of human resources. Replacement chart, Markov analysis, Linear programming and Movement analysis. Measuring absenteeism and labour turnover.
Human Resources Audit	Skills inventories Management Inventories

Chapter #/ Name	Topic
Succession Management	Importance of succession management Evolution of succession management Steps in the succession management process Aligning talent management and succession planning with business strategy Advantages and disadvantages of the management development methods Employees role in the succession management process.
Downsizing and Restructuring	Defining downsizing and restructuring Why do organizations downsize? Complexity of the downsizing decision Consequences of downsizing Effective downsizing strategies Managing the changing psychological contract
Mergers and Acquisitions	Various types of mergers and acquisitions Methods used to achieve a merger
	Case study

Reference:

“Strategic HR Planning”, Monica Belcourt & Kenneth McBey-4th Edition & Onwards

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Subject : **Labor Laws**

Full Marks : 100

Course Objective:

Labor Law is a foundation course in the discipline. The course will help students/ Participants/ Practicing managers, HR Professionals and those intending to make Human Resources Management/ Personnel as career, in developing a comprehensive understanding of the Labor Law issues and their implementation in a practical situation.

Chapter #/ Name	Topic
1.	Introduction to Bangladesh Labour Laws
2.	Employment & Conditions of Service
3.	Maternity Benefit
4.	Provision of Maintaining Health
5.	Welfare Measure
6.	Working Hours and Leave
7.	Payment of Wages
8.	Compensation for injury by Accident
9.	Workmen participation in company profit.
10.	Case Study

Reference:

- 1) Labor Law-2006 (Student Edition) by Nirmalendu Dhar
- 2) Bangladesh Labor Law-2006, Govt. Gazette

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Subject : **Industrial Relations**

Full Marks : 100

Chapter #/ Name	Topic
1.	Introduction to the course
2.	Industrial Relations-Concept, development and changing pattern.
3.	Trade Unionism-nature, objectives and types, Impact on Management
4.	History of Trade Union movement in the Indian Sub-Continent and Bangladesh
5.	a. Collective Bargaining-nature, objectives, features and bargaining structure b. Economic Issues in Bargaining – wage and collective bargaining. c. Non-economic issues in bargaining.
6.	Industrial Dispute-nature, effects and prevention, methods of settling industrial disputes.
7.	Strike-Nature, causes, effects and prevention.
8.	Lockout-Nature, causes and effects, Distinction between lock-out, lay-off, and closure.
9.	Union management cooperation – Workers Participation in Management.
10.	Causes of weak trade union movement – Impact in Industrial Relations.
11.	Challenges to collective bargaining.
12.	Legal Environment : Bangladesh Labour Act 2006, Chapter 13: Trade Union and Industrial Relations-Section: 175-208.
13.	Case Study

Reference:

1. Industrial Relations: Aroon Monoppa
2. Industrial Relations: Prof. Matiur Rahman
3. Bangladesh Labor Law-2006, Govt. Gazette

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Subject : **Industrial Safety and Health (ISH)**

Full Marks : 100

Chapter #/ Name	Topic
Fundamentals of Safety Management	Definition of Accident causes of Accident Means of preventing accident, Definitions of terms related to accident and Safety Management. Functions of Safety Management, Role of Safety Manager, Safety Planning, Safety Audit etc.
Control of the Causes of Major Accidents	Component failure, Deviation from normal operating conditions, Human and organizational error, outside accidental interference, natural forces, Acts of mischief and sabotage.
Concept of Personnel Protective equipment (PPE)	Ergonomics and their uses in Industries.
Emergency Planning	Emergency Management Cell, Identification and analysis of hazard, Formulation of the plan, Alarm & communication, Resource requirement for emergency center, Appointment of personnel and definition of duties, Job responsibilities of Site Incident Controller and Site Main Controller.
Different Methods of Accident Prevention	Causes of Industrial Accident and their prevention. Unsafe working condition, Unsafe acts, Accident proneness, Direct and indirect losses form accident, Measurement of accidents. Frequency Rate, Severity Rate , Function of Safety Manager/Officers, Measures against occupational hazards, measures for protection against accidents to be taken by management.
Fundamentals of Industrial and Labour Welfare	Scope, classification, need, characteristics and principles of labour welfare services, labor welfare activities / services in Bangladesh
Social Security	Concept of Social Security definition, types and importance and principles.
	Social security programs in Bangladesh
	Community Development
	Fundamentals of occupational diseases. Its sources, causes and remedies.
	Different types of occupational diseases and their prevention techniques.
	Case Study

Reference :

1. Industrial Safety, Writer : William Hardly

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Marks Distribution of Term Paper, Syndicate Presentation & Viva-Voce for all Diploma Courses

Part-II

Subject	Approved Marks	Remarks
Term Paper	75	
Syndicate Presentation	25	
Viva-Voce	100	