

ENCLOSURE-I

SYLLABUS OF PGDHRM

POST GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT (PGDHRM) – 1 YEAR DURATION

TITLES OF PAPERS

- HRM 01** : Principles of Management & Organizational Behaviour.
HRM 02 : Elements of Personnel Management.
HRM 03 : Industrial Relation & Labour Welfare.
HRM 04 : Labour Legislation.
HRM 05 : Methodology of Training & Development Planning.
HRM 06 : Human Resource Development.

HRM 01

Principles of Management & Organizational Behaviour

UNIT 1

Evolution of Management & Organizational theory.
Scientific Management School, Classical Organization Theory,
Behavioural School, Management Science School, Systems
Approach, Contingency Approach.

UNIT 2

Functions of a Manager–Planning, Organizing, Coordinating &
Controlling.

UNIT 3

Motivation, Leadership, Communication–“Theories of Motivation,
Theories of Leadership, Importance of Communications,
Communication Problems, Communication Effectiveness.

UNIT 4

Individual Processes in Organizations–Perception, Attitudes and b
Personality. Factors that affect them, How they influence people.

UNIT 5

Group Processes in Organizations–Groups, Group formation, Group
Effectiveness, Group conflict.

UNIT 6

Organization Design, Organization Change, Organization
Development.

Reference Books :

1. Management by James Stoner R E Freeman and Gilbert D,
Prentice Hall 6th edition.
2. Organizational Behaviour by Stephen Robbins, Prentice Hall.
3. Organizational Behaviour by S S Khanka, S. Chand & Co.

HRM 02

Elements of Personnel Management :

UNIT 1

Evolution, Role and Status of Human Resource Management in India
– Structure and functions of Human Resources Management –
Systems View of HRM.

UNIT 2

Manpower Planning – Concept, Organization and Practices,
Manpower Planning Techniques – Short-term and Long-term
planning.

UNIT 3

Recruitment and Selection – Job Analysis – Description – Job
Specification – Selection Process – Tests and Interview – Placement
and Induction.

UNIT 4

Career Planning and Development – Career Counseling Promotions
and Transfers – Retirement and other separation Process.

UNIT 5

Wages and Salary Administration – Developing a Sound Compensation Structure – Regulatory Provisions – Incentives.

UNIT 6

Grievance Handling and Discipline – Developing Grievance Systems – Collective Bargaining – Managing Conflicts.

Reference Books :

1. Arun Monappa & Sayuddain : Personnel Management, Tata McGraw Hill.
2. Pramod Verma : Personnel Management in Indian Organisation, Oxford & IBIA.
3. Edwin B. Flippo : Personnel Management, McGraw Hill.

HRM 03

Industrial Relations And Labor Welfare

UNIT 1

Industrial Relations : Concept, Aspects – Co-operation & Conflict.

UNIT 2

Industrial Conflict : Settling industrial disputes without state intervention & with state intervention. Methods of settling dispute without state intervention – Strikes and lockouts, Collective Bargaining and voluntary Arbitration; Methods of settling disputes with state intervention – Bipartite committees, compulsory collective Bargaining, Conciliation & mediation, Adjudication. Collective Bargaining : Concept, contents & coverage, Process, Negotiation techniques, Importance, Inhibiting, factors.

UNIT 3

Machinery for settlement of industrial disputes in India : Statutory Machinery – Conciliation and Adjudication; Non – statutory machinery – Indian Labor Conference & Standing Labor Committees & Wage Boards.

UNIT 4

Labor – Management Co-operation : forms of co-operation – Information sharing, Problem sharing, Joint consultation & Worker's Participation in Management. Worker's Participation in Management : Concept, Modes, Levels, Problems, Prospects, and Evaluation of Participative Management in India.

UNIT 5

Trade Union : History of Trade Union in India, Pattern & Structure, Objects & Functions, Advantages, Problems and Prospects.

UNIT 6

Employee Grievances : Approach to Grievance machinery, Nature of Grievance, Causes, Procedure, Grievance & industrial Relations. Discipline : Judicial approach to discipline, Process of holding Domestic Enquiries, Issue of a change sheet, Notice of Enquiry, Suspension pending enquiry, Conduct of enquiry, Findings of enquiry officer, Award of punishment.

Reference Books :

1. Dynamics of Industrial Relations : Mamoria & Gankar – Himalaya Publishing House.
2. Industrial Relations : Arun Monappa – Tata Mc Graw – Hill Publishing Co. Ltd.

HRM 04

Labor Legislation :

UNIT 1

The Factories Act, 1948 – Object – Definition – Approval, – Health, Safety and Welfare – Working Hours of Adults – Employment of Women and Young Persons – Leave with Wage Penalties and Procedures – Enforcement machineries. The Trade Unions Act 1926 – Object – Definitions – Registration – Rights and Liabilities – Office Bearer – Change Of Name – Amalgamation – Dissolution – Returns.

UNIT 2

The Payment of Wages Act 1936–Object – Application – Definition – Persons Responsible to Pay Wages – Fixation of Wages periods – Time of Payment of Wages – Deduction – Maintenance of Registers and Records – Claims and Appeals

The Minimum Wages Act 1948 – Objects – Definitions – Fixations – And Revision of Minimum Wages – Payment of Minimum Wages Maintenance of Registers and Records – Enforcement – Claims.

UNIT 3

Industrial Disputes Act 1947–Scope And Object – Definitions – Authorities – Conciliation, Adjudication and Arbitration, – Reference of Disputes – Procedures, Power and Duties Of Authorities – Award and Settlement – Strikes and Lockouts – Layoff and Retrenchment.

UNIT 4

Labor Welfare Legislations–The Workmen’s Compensation Act 1923–Objects – Definition – Employer’s Liabilities for Compensation – Amount of Compensation – Commissioners – Appeals.
The Payment Of Gratuity Act 1972–Object – Extent and Application – Definition – Controlling Authority – Payment of Gratuity – Forfeiture of Gratuity – Nomination – Determination of Gratuity – Appeal – Recovery of Gratuity – Miscellaneous.

UNIT 5

The Payment of Bonus Act, 1965–Object – Application – Definition – Method of Computation of Gross Profits – Payment of Bonus – Inspectors.

The Employee’s Provident Fund and Miscellaneous Provisions Act 1952–Object – Application – Definitions – Employee’s Provident Fund – its Administration Contribution – Employee’s Family Pension Scheme – Employees Deposit Linked Insurance Scheme – Miscellaneous.

UNIT 6

The Employees State Insurance Act 1948–Object – Application – Definition – Employee’s State Insurance Corporation – Standing Committee – Medical Benefit Council – Principle Officers and Staff

– Finance and Audit – Contribution – Benefits – Adjudication of Disputes and Claims Penalties.

UNIT 7

Other Labor Legislations–Industrial Employment (Standing Orders) Act 1946–Need for Standing Orders – Applicability – Definitions – Procedures for Submission and Certificates of Draft – Standing Orders – Appeals – Date for Operation – Register of Standing Order – Posting of Standing Orders – Duration and Modification – Powers – of Certifying Officers – Penalties and Procedures – Interpretation of Standing Orders – Rule Making Powers – Model Standing Order.

Reference Books :

1. R.C. chawla & K.C. Garg : Industrial and Commercial Law.
2. N.D. Kapoor : Elements of Industrial Law.
3. P.C. Malik : Industrial Law.
4. B.R. Dolia : Labour And Industrial Law.
5. K.R. Bulchandani : Industrial Law.

HRM 05

Methodology of Training and Development Planning

UNIT 1

Performance Appraisal and its importance, capabilities and limitations of different appraisal system, traits sum – performance appraisal system. Human error in rating, employee participation in performance appraisal, assessment of potential, self – appraisal, Peer – appraisal, frequency of appraisal, performance counseling, designing and installing a new performance appraisal system.

UNIT 2

Education – training – employment – development cycle. Psychology of learning and learning learner’s motivation.

UNIT 3

Assessment of training needs, training methods & aids, designing of a training programme, career planning, training and organization development.

UNIT 4

Instructional Objectives and Lesson Planning. Training climate and pedagogy.

UNIT 5

Development Training Modules. Training methods and techniques, Facilities planning and Training aids.

UNIT 6

Training Communication. Training Evaluation, Training and development in India.

Reference Books :

1. Lynton R and U. Pareek, Training and Development, Vistar New Delhi 1990, 2nd Edition.
2. Rae L, How to measure Training Effectiveness, Aldershot Gower, 1986.
3. Pepper, Allan D, Managing Training & Development Functions, Aldershot Gower, 1984.

HRM 06

Human Resource Development :

UNIT 1

Management Development Techniques Analysis of Development Process Development of Self – Assessment. Management Development – Definition – Need – The system concept – Essential Ingredients of the Management Development Programmes. Techniques of Management Development – Selection of Techniques.

UNIT 2

Self Development Process and Managerial skills.

Self Development – Phases of Development – Change – Transience – Modular Man Managerial Skills – Development of Perceptual skills – Personality Trait Analysis.

UNIT 3

Rationalisation and automation in Industry. Concept of Rationalisation – Aims of Rationalisation – Stages, components and benefits of Rationalisation. Criticism of Rationalisation – Rationalisation in India. Input of Automation on employment – Govt policy on automation.

UNIT 4

Quality of Work Life and Quality Circles. Quality of Work Life – Specific Issues in QWL QWL benefits – Productivity – Barrier to QWL. Strategies for improvement in QWL. Quality Circles – Participation – Essential process – definition – structure and goals of QC.

UNIT 5

Computer Applications and Human Resource Management – Extent of Electronic Data Processing use – Types of applications – some specific applications – Do's and Don'ts – managing data.

UNIT 6

Human Engineering and Research. Meaning and definition of Human Engineering. Work Improvement – Work improvement Vs Work measurement – Work study – Method study – Techniques – Motion study – Principles – Time study – procedures of time study. Human Resource Research – types of Research – Objects and coverage of research area.

Reference :

1. M.G. Rao, B.S. Minty & K.K. Rao : Personnel Management and Cases.
2. P. Subba Rao & VSP Rao : Personnel / Human Resource Management Text, Cases and Games.
3. M.N. Rudrabasavaraj : Dynamic Personnel Administration.