



**PSG College of Arts & Science**  
*An Epitome of Quality Learning*

**PGDHRM**

**(POST GRADUATE DIPLOMA  
HUMAN RESOURCE MANAGEMENT)**

**2015 – 2016**

**POST GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT  
SCHEME OF EXAMINATIONS  
(for students admitted from 2014-15 & onwards)**

Code No.	Subject	Lecture Hours/Week	Duration (Hrs)	Max. Marks		
				CA	CE	Total
<b>First Semester</b>						
14HRM01	Employee Welfare	3	3	40	60	100
14HRM02	Human Resource Management	3	3	40	60	100
14HRM03	Industrial Relations	3	3	40	60	100
14HRM04	Research Methodology for Project Work	3	-	50	-	50
<b>Second Semester</b>						
14HRM05	Organisational Behaviour & Organisational Development	3	3	40	60	100
14HRM06	Labour Legislations	3	3	40	60	100
14HRM07	Human Resource Development	3	3	40	60	100
14HRM08	Project Report**	3	-	50	50	100

CAS  
Since - 1947

**UNIT-I**

Characteristic features of Indian Labour- Concept and Scope of Labour Welfare- Classification of Labour Welfare- Theories of Labour Welfare- Development of Labour Welfare in India.

**UNIT-II**

Labour Problems: Absenteeism- Labour Turn Over- Alcoholism and Drug Addiction- Indebtedness- Automation and Rationalization- Environmental Issues.

**UNIT-III**

Productivity and Efficiency of Labour- Labour and Five Year Plan- the Conditions of Labour during (NCL Report)-Major Recommendations of ILO\_ Workers Education.

**UNIT-IV**

Introduction to Labour Legislation: the need and Importance of Legislations regulating Wages: The Payment of Wages Act 1936- The Minimum Wages Act 1948- The concept of Bonus- The Payment of Bonus Act 1965.

**UNIT-V**

The concept of Gratuity- The Payment of Gratuity Act 1972- The Workmen's Compensation Act 1923- The Maternity Benefit Act 1961- The Employee State Insurance Act 1948- The Employees Provident Fund Act 1952.

**Reference Books:**

- |                             |      |  |
|-----------------------------|------|--|
| 1.Murthy M.V.               | 1968 | Principles of Labour Welfare, New Dehli:<br>Oxford IBH Publications                              |
| 2.Punekar S.D.etal          | 1995 | Labour welfare, Trade Unionism and Industrial<br>Relations, Mumbai: Himalaya Publishing<br>House |
| 3.Sarma A.M                 | 1995 | Aspects of labour Welfare and Social<br>Security,<br>Mumbai: Himalaya Publishing House           |
| 4.Sarma.A.M                 | 1996 | Labour administration Mumbai: Himalaya<br>Publishing House                                       |
| 5.Saxena R.C                | 1994 | Labour Problems and Social Welfare, Meerut:<br>K Nath &Co  |
| 6.Subramaniam B<br>1,2,3&4) | 1996 | Factory Laws applicable in Tamil Nadu (Vol<br>Chennai: Madras Book Agency                        |
| 7.TyagiB.P.                 | 1992 | Labour Economics and Social Welfare Meerut:<br>Jai Prakash Nath & co.                            |

**UNIT-I**

An introduction to Human Resource Management- Definition-Meaning-Nature and Scope of Human Resource Management-HRM Strategies-HRM Experiences.

**UNIT-II**

Human Resource Planning- Methods and Techniques- Job Analysis and Job Description- Job Evaluation Methods- Scope and Limitations- Recruitment-Selection-Induction and Placement.

**UNIT-III**

Performance Management- Functions of Performance Appraisal- Criteria for a Good Appraisal System- Appraisal Methods- Enhancing the Measurement of Employee Performance- Feed Back of Results- Performance Review and Counselling- Appraisal Practices in India- Promotion and Transfer- Reward and Recognition.

**UNIT-IV**

Potential Appraisal and Career Planning- Potential Appraisal Methods- Job Rotation for Potential Identification and Career Development, Assessment Centers and Potential Appraisal, Career Paths, Career Counselling- Career Information and Career Planning- Organising Potential Appraisal and Career Development System – Indian Experiences and practices- Career Development Strategies.

**UNIT-V**

Compensation System Development-Economic Background- Methods- Principles- Wages and Salary Surveys- Wage Differentials- Legal Regulations of Compensation System- Administration of Compensation System- Incentive Compensation and Benefits- Profit Sharing- Employee Stock Option Schemes.

**Reference Books:**

- |                                   |      |   |
|-----------------------------------|------|---|
| 1. Bell D.J.                      | 1974 | Planning Corporate Manpower<br>London: Longman                                      |
| 2. Davar R.S.                     | 1976 | Personnel Management and Industrial Relations<br>Delhi: Vikas Publishing House Ltd. |
| 3. Flippo, Edwin B                | 1981 | Personnel Management<br>Tokyo McGraw Hill   |
| 4. Goyal R.C &<br>Mayars C.A      | 1967 | Management of Personnel<br>Bombay: Manaktalas                                       |
| 5. ILO Job Evaluation             | 1986 | ILO Geneva  |
| 6. Indian Institute<br>Management | 1971 | Personnel Management in India of personnel<br>Bombay: Asia Publication House        |
| 7. Rao T.V.                       | 1988 | Strategies of Developing Human Resources<br>Ahmedabad: IIM                          |
| 8. Udai Pareek & Rao              | 1981 | Designing and Managing Human Resource System<br>New Dehli: Oxford & IBH             |

**UNIT-I**

Concept of Industrial Relations-Need- Objectives-Directive Principles of State Policy and Industrial Relations- The Role of Government-Approaches to Industrial Relations. Psychology, Sociological and Human Relation Approaches to IR.

**UNIT-II**

Industrial Conflict-Industrial Unrest- Industrial Dispute- Causes-Effects-Strike-Lockout-Layoff-Retrenchment-Closure. Industrial Dispute- Settlement Machinery- Works Committee-Mediation-Arbitration-Conciliation- Adjudication-Reference to Labour Court- Tribunal and National Tribunal

**UNIT-III**

Standing Orders-Need and Importance- Contents-Grievances and Grievance Handling, Disciplinary Proceedings-Principals of Natural Justice. Role of Ethical Codes in IR

**UNIT-IV**

Collective Bargaining- Meaning- Process-Objectives-Need-Types-Tactics-Negotiation Techniques-Productivity Bargaining. Worker's participation in Management-Need-Importance-Worker's participation in different levels-Prerequisites to make Worker's Participation meaningful in Indian Industries.

**UNIT-V**

Trade Union- Meaning- Types-Functions-Theories-Problems of Trade Unions-The Ways and Means to Overcome the Problems. Labour Administration Machinery- Central/State.

**Reference Books**

1. Arun Monappa Industrial Relations  
New Delhi: Tata McGraw Hill Book Company
2. Memoria C.B. 1994 Dynamics of Industrial Relations in India  
Mumbai:Himalaya Publishing House
3. Sarma A.M Industrial Relations: Conceptual and Legal Framework  
Mumbai: Himalaya Publishing House
4. Tripathi P.C & GuptaC.B Industrial Relations and Labour Laws  
New Delhi: Sultan Chand

**UNIT-I**

Concept of Social Research- Definition and Objectives of Social Research – Methods and Types of Research- Research Process- Limitations of Social Research- Scientific Attitude and Scientific Method

**UNIT-II**

Criteria for the selection of Research Problem; Problem Formulation- Research Design- Hypothesis: Meaning, importance, Types, Uses and Requirements.

**UNIT-III**

Source of Data Collection- Tools of Data Collection: Observation, Interview, Schedule and Questionnaire-Sampling Procedures.

**UNIT-IV**

Processing of Data-Coding and Tabulation of Data- Diagrammatic, Graphic Presentation of Data; Use of Computers for Data Processing- Content of Research Report, Report Writing-References.

**UNIT-V**

Statistics-Definition- Importance- Functions-Limitations. Mean, Median and Mode and Standard Deviation, Chi-square Test.

**Reference Books:**

1. Goode & Hatt 1952 Methods in Social Research, New York, McGrew Hill.
2. Gupta SP 1984 Statistical Methods, New Delhi, Sultan Chand & Sons.
3. Polansky NA 1960 Social Work Research, Chicago, University of Chicago Press.
4. Wilkinson & Bhandarkar 1977 Methodology and Techniques of Social Research, Mumbai, Himalaya Publishing House.
5. Selltitz, et.al. 1952 Research Methods in Social Relations, New York, Holt, Rine hart & Winston.

**UNIT-I**

Organisational Behaviour-Definition-Concept and Scope- Role of Psychology in Understanding Behaviour-Learning – Perception- Personality- Human Relation Management in Organisation- Theories of Organisation

**UNIT-II**

Management of Organisational Behaviour- Group Dynamics-Communication- Job Satisfaction-Motivation-Theories of Motivation- Morale

**UNIT-III**

Leadership –Functions- Theories and Training – Leadership Style in Various Organisation- Organisational Processes: Groups in Organisation- Principles of Organisation

**UNIT-IV**

Organisational Structure- Job Design- Performance Evaluation and Review – Organisational Climate and Culture- Organisational Development- Organisational change- Managing Change- Manager as a change agent. Organisational Power Structure and Organisational Behaviour.

**UNIT-V**

Organisational Effectiveness-Interpersonal Effectiveness- Management of Conflict and stress- Health and Yoga- Creativity and Problem Solving Methods in Organisation-HR Strategy and Organisational Change- Organisational Assessment Diagnosis- Skills and Framework- Designing and Evaluating HRD and OD Intervention

**Reference Books:**

1. Ghosh P.K. 1980 Industrial Psychology  
Mumbai: Himalaya Publishing House
2. Cesbert T Pascal 1972 Fundamentals of Industrial Sociology  
New Delhi: Tata McGraw Hill Book Company
3. Harrel W.J 1961 Industrial Psychology  
Calcutta: Oxford and IBH Publishing Co.
4. Keith Davis 1982 Human Behaviour at work  
New Delhi: Tata McGraw Hill Book Company
5. Luthans F 1975 Organisational Behaviour  
London:McGraw Hill Book Company
6. Narayana Rao S 1984 Counselling Psychology  
New Delhi: Tata McGraw Hill Book Company
7. Schneider E.V 1969 Industrial Sociology  
New Delhi: Tata McGraw Hill Book Company

**UNIT-I**

The Factories Act 1948. The Plantations Labour Act 1951- Tamil Nadu Shops and Establishment Act 1947

**UNIT-II**

The Tamil Nadu Catering Establishment Act 1958- The Mines Act 1952- The Motor Transport Workers Act 1961

**UNIT-III**

The Contract Labour (Regulations and Abolitions) Act 1970-The Apprentice Act 1961- The Employment Exchange (Compulsory Notification of Vacancies) Act 1959- The Child Labour (Prohibition and Regulation) Act 1986- The Conferment of Permanent Status Act 1981

**UNIT-IV**

The Equal Remuneration Act 1976- The Tamil Nadu Industrial Establishment (National and Festival Holidays) Act 1958- The Tamil Nadu Subsistence Allowance Act 1981- The Inter-State Migrant Workmen (Regulation of Employment and Condition of Service) Act 1979-The Water(Prevention and Control pollution) Act 1974. The Air(Prevention and Control Pollution)Act 1981-The Environment(Protection) Act 1986- The Tamil Nadu labour Welfare Fund Act 1972.

**UNIT –V**

The Industrial Employment Standing Orders Act 1946- The Trade Unions Act 1926-The Industrial Disputes Act 1947.

**Reference Books:**

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|------------------|------|---|
| 1. Gupta.C.B     | 1995 | Industrial Relations and Labour Laws.<br>New Delhi:Sultan chand & Sons.               |
| 2. Misra. S.N    | 1986 | Labour and Industrial Laws<br>Ahmedabad: Ahmedabad Law Agency.                        |
| 3. Sarma.A.M     | 1995 | Industrial Jurisprudence and labour legislation<br>Mumbai: Himalaya Publishing House. |
| 4. Subramanian V | 1996 | Factory Laws applicable in Tamil Nadu<br>Chennai: Madras Book Agency( Vol 1,2,3 & 4)  |
| 5. Tripathi. P.C | 1995 | Personnel Management and Industrial Relations<br>New Delhi:Sultan Chand & Sons.       |

**UNIT-I**

HR System and Design – Intergrating HR with Corporate Plan – HR and Indian Culture – Personnel Management and HRD Functions – Differences – Components of HRD, Role of HRD – Technological changes and Role of HRD – Organisational Restructuring, Re-development, Multi-Skill: Internal Customer Orientation – Strategy for Improving HRD Activities in the Organisations.

**UNIT-II**

HRM Functions – Role and Responsibilities of HR Department- linkages with other functions – Responsibility of HR Manager – Role of HR Managers in an organisation – HRD for Workers – Meaning and Methods for Blue-Collared Workers – Performance Development for Workers – Motivation and Development for Workers.

**UNIT-III**

HR in Service Industries – HR in IT Industries – HR in Government and Public Systems – Educational Institutions – HRM and Work Culture – Team Work – Total Quality Management – Quality Systems – ISO 9000 / 14000, SA 8000.

**UNIT –IV**

Training and Development as HR Strategy – Conceptual Framework for Training/Development – learning Principles – Identifying the Training Needs – Importance and Training / Development Methods – Training Methodology – Training Evaluation – Follow up.

**UNIT – V**

HRM International Experiences – Issues in HRM – Emerging Trends of HRM in India and HRM in Future. Human Resource Audit and Human Resource Accounting and Research – Maintenance of Human Resource Records and Registers – Need and Objectives – Human Resource Information Systems and its Application in HR.

**Reference Books:**

1. Alison Hardingham 1997 Designing Training, Hyderabad :Orient Longman Ltd.
2. Cynthia Fishcer Human Resource Management  
Lyle F Schoemfeldt  
Chennai : All India Publication and Distribution  
And James B Shaw regd.
3. Gupta C B 1996 Human Resource Management  
New Delhi: Sultan Chand & Sons
4. Jacquigongh 1997 Developing Learning Materials  
Hyderabad : Orient Longman Ltd.
5. Michael V.P 1992 Human Relations and Human Resource Management  
Mumbai: Himalaya Publishing House.
6. Penny Hackett 1997 Introducing to Training  
Hyderabad : Orient longman Ltd.
7. Peter Brandley 1997 Evaluating Training, Hyderabad : Orient Longman Ltd.
8. Rao T.V 1988 Strategies of Developing Human Resources  
Ahmedabad: IIM