**Programme Name: Post Graduate Diploma in Human Resource Management**

(Award of Degree by quantification of marks from Andhra University: to Ex-servicemen nominated by Director, State Sainik Welfare Directorate, Andhra Pradesh.)

**Detailed Syllabus**

**1ST SEMESTER**

**Course: PGDHRM 101: MANAGEMENT CONCEPTS AND PRACTICES**

Unit-1 Concept of Management, Functions, Skills of a Manager, Process of Management, Development of management ( Scientific Management- Taylor, Modern Approach- Fayol, Human Relations Approach - Mayo) Unit-2 Planning: Concept, Process, Type, Importance; Decision making: types of Decision, Process of decision making, Models & Issues. Unit-3 Principles of Organisation: structure & Types of Organisation; Departmentation, Decentralisation, Delegation, Span of management. Line & Staff Organisation, Matrix Organisation. Unit-4 Coordination and Controlling: Principle of Coordination –Process of Coordination, Control – Tools and Techniques, -MBO. Unit-5 Contemporary Issues: -Recent Trends and Challenges, -Role of Managers in Changing environment, -Contemporary Organisational Structure, Trends in Management, Challenges in today’s global environment and competitiveness.

**References** 1. Essentials of Management – Koontz, O’Donnel & Weihrich (Tata Mc.Graw)- Reading in Management Peter Ducker 2. Management – Robbins & Coulter (Pearson) 3. Principles of Management – Stoner & Freeman

**Course: PGDHRM 102: BUSINESS REGULATORY FRAME WORK**

Unit-1 Law of contract: Nature of Contract, Classification of Contracts, Offer and Acceptance, Consideration, Special Contract, Indemnity & Guarantee, Bailment and Pledge. Unit-2 Sale of Goods Act:Contract of sale, Condition and Warranties, Transfer of Ownership, Performance of the Contract, Unpaid Seller and his rights Unit-3 Negotiable instruments: Definition, Types, Parties to the Negotiable Instrument, Dishonour and Discharge of Negotiable Instruments. Unit-4 Consumer Protection Act:Definition, Consumer Protection Council, Consumer Dispute Redressal Agencies, Findings of District Forum and Appeals, Environment Protection Act. Unit-5 Foreign Exchange Management Act, Information Technology Act.

**References** 1. Mercantile Law – By N. D. Kapoor 2. Commercial Law – Chawla and Garg - Mercantile Law - Avtar singh ( for Cases) 3. Mercantile Law – S.S. Gulsan 4. Business and Corporate Law – Gyna, PPS (S.Chand).

**Course: PGDHRM 103: FINANCIAL ACCOUNTING**

 Unit-1 Accounting; The Language of Business; Accounting: An Information System; Users of Accounting information; Branches of Accounting; Financial Accounting; Generally Accepted Accounting Principles; Accounting Standards; The Accounting Equations; Financial Statements Unit-2 Recording Business Transactions: Classification of Accounts; The Double Entry System; Journal And Ledger; Process of Recording; Cash and Bank; Bank Reconciliation Statement. Unit-3 Trial Balance; Measuring Business Income: Revenue from sales, Cost of Goods Sold; Inventory valuation; Fixed Assets; Depreciation, Liabilities & Share holders Equities. Unit-4 Preparation of Financial Statements: Profit & Loss Account, Balance Sheet, Cash Flow Statement. Unit-5 ‘Analysis and Interpretation of Financial Statements, Financial Ratios, Corporate Disclosure, Annual Report.

**References** 1. Narayanaswamy – Financial Accounting: A managerial perspective (2nd Edn) – PHI. 2. Bhattacharya – Financial Accounting for Business Managers – PHI. 3. Meigs & Meigs :Accounting: The Basic for Business Decisions (McGraw Hill)Source and Negotiated Source,

**Course: PGDHRM 104: QUANTITATIVE METHODS FOR MANAGEMENT**

Unit -1 Permutation and Combination, Matrices and Determinants, Functions. Unit-2 Meaning and Classification of Quantitative techniques, Statistics: Meaning, Scope and Limitations, Collection, Classification, Tabulation and Presentation of Statistical Data, Characteristics of Frequency Distributions, Measures of Central Tendency, Partition Values, Measures of Dispersion. Unit-3 Probability: Concepts, Sample Space, Rules of Probability, Independent Events, Bayes’ Rule, Random Variable, Simple-Correlation and Regression analysis. Unit-4 Time Series: Analysis and its Components, Measurement of Secular Trend, Measurement of Seasonal Variation, Forecasting with Moving Average. Unit-5 Linear Programming, formulation and Graphical Solution, Transportation problems and Solutions by North-West Corner rule, Least Cost method and Vogel’s approximation method, Optimum Solution by MODI method, Assignment Problem and its solution.

**References** 1. Gupta & Khanna –Quantitative Techniques for Decision Making (Prentice Hall of India) 2. Statistical Methods. S. P. Gupta, (S.Chand & Co.) 3. Mathematics and Statistics, N.K. Nag, (Kalyani Publishers.) 4. Quantitative Techniques, C.R. Kothari, (Vikash) 5. Statistics for Management, Levin & Rubin (Pearson) 6. S.C.Gupta : Fundamentals of Statistics- HPH.

**Course: PGDHRM 105: HUMAN RESOURCE MANAGEMENT**

Unit-1 Concept, Importance of HRM Emergence of HRM, Feature, Scopes, Relationship with line function, Role and functions of HR Managers, HRM Practices in India, Unit-2 Human Resource Planning, Concept, Need, Method and Techniques, Market and HR Planning, Recruitment: Concept, Policy and Procedures, Sources, Selections, Concept, Policy, Types, Procedures, Induction: Concept, Objective. Unit-3 Internal Mobility and Evaluation, Promotion: Purpose, types, Methods, Transfer: Concept Purpose, Types, Separation; Different Schemes and Practices. Performance Appraisal: Concept, Objective, Method. Practice with cases. Potential Appraisal: Practices with cases. Unit-4 Compensation Management: Concept, Objectives Wages & Salary and incentives: Types and Practices Impact on Motivation. Unit-5 Training & Development – Concept, Objective, Types, Methods and practices. Training Need Assessment & Evaluation Motivational impact, Skill up gradation, Competence building.

**References** 1. Pattanayak – Human Resource Management. (PHI) 2. Kandula – Human Resource Management in Practice with 300 models, Techniques & Tools (PHI). 3. Personnel Management and Industrial Relations – R.S. Davar: Vikash Publishing House Pvt. Ltd. 4. Human Resource Management – Subba Rao: HPH.

**Course: PGDHRM 106: MARKETING MANAGEMENT**

 Unit-1 Introduction to Marketing: Meaning, Importance, Scope, Core Concept, Marketing Management Process, Marketing in Economic Development Process, Marketing Environment. Unit-2 Marketing Planning: Identification of market, Market Segmentation, MIS, and M.R. Studying of Consumer Behaviour. Unit-3 Product Pricing Strategy: Product, Product Classifications, Product Strategies, Product Life Cycle and Marketing Mix Strategy, Branding, Levelling and Packaging Strategies, Methods of Pricing and Strategy. Unit-4 Promotion and Placement Management: Meaning, importance, scope and tools of Promotion and Promotional Strategy, Meaning and Importance of Distribution System, Strategic functions of whole seller and retailer. Unit-5 Strategic Marketing: in Practice, Marketing of Services, Rural Marketing, International Marketing and Cyber Marketing.

**References** 1. Philip Kotler - Marketing Management, 12th Edn , PHI 2. Sherlekar, S.A. Marketing Management, HIMALAYA. 3. Stanton : Fundamentals of Marketing. 4. Kotler & Arm Strong : Principles of Marketing ( Asian Perspective) 5. Rajan Saxena - Marketing Management, Tata - McGraw Hill 6. Ramaswarny & Namakumari - Marketing Management, McMillan.

**Course: PGDHRM 107: FINANCIAL MANAGEMENT**

Unit-1 Financial Management :Meaning, nature and scope of finance, Financial goal-Profit vs. wealth maximization, Finance functions- Investment, Financing and Dividend Decisions, Innovative finance functions. Unit-2 Capital Budgeting : Nature of investment decisions, Investment evaluation criteria- Net present value, Internal rate of return, Payback period, Accounting rate of return, Capital rationing, Risk analysis in capital budgeting. Cost of Capital:Meaning and significance of cost of capital, Calculation of cost of debit, Preference capital, Equity capital and Retained earnings, Combined cost of capital (weighted). Unit-3 Operating and Financial Leverage:Measurement of leverages, Effects of operating and financial leverage on profit, Analyzing alternate financial plans, combined financial and operating leverage. Capital Structure Theories:Traditional and M.M. hypotheses- Determining capital structure in practice. Unit-4 Dividend Policies: Issues in dividend decisions, Walter’s model, Gordon’s model, M-M hypothesis, Dividend and uncertainty, Relevance of dividend, Dividend policy in practice, Forms of dividends, Stability in dividend policy, Corporate dividend behaviour. Requirement of Working Capital & Financing :Meaning, significance and types of working capital, Calculating operating cycle period and estimation of working capital requirements, Financing of working capital, Source of working capital, Spontaneous Source and Negotiated Source, Unit-5 Management of Working Capital: Dimensions of Working Capital Management, Management of Cash, Management of receivables and Management of Inventory.

**References** 1. Van Horn : Financial Management- Pearson Education. 2. I M Pandey - Financial Management, Vikash 3. Prasanna Chandra - Financial Management, TMH 4. Khan & Jain - financial Management, Tata McGraw - Hill 5 Banerjee: Financial policy and Management Accounting (PHI) 6. Sahoo, P K - financial Management, Pen Point Communication.

**Course: PGDHRM 108: ORGANISATIONAL BEHAVIOUR**

 Unit-1 The Study of Organizational Behaviour: Focus and Purpose, Nature, Scope and Development, OB Models and Models of Man. Unit-2 Personality:Determinants of Personality, Theories of Personality, Individual Difference, Matching Personality and Jobs, Personality and Organization, Perception: Meaning, Perceptual process, perception and O B Unit-3 Learning and Behaviour Modification:Learning process, Theories of Learning, Attitude - Characteristics and Components of Attitude, Attitude and Behaviour, Attitude Formation, Measurement of Attitude, Attitude and Productivity Unit-4 Motivation:Nature of Motivation, Motivation Process, Theories of motivation; Need Priority Theory, Theory X and Theory Y, Two Factor Theory, E R G Model, Limitations and Criticisms of Motivation Theories. Unit-5 Leadership:Importance, Functions, Style, Theories of Leadership, Types. Communication:Importance of communication, communication Process, Barriers to Communication, Steps for improving Communication, Transactional Analysis

**References** 1. Stephen P Robbins - Organization Behaviour, (PHI ) 2. L M Prasad - Organizational Behaviour, (Sultan Chand) 3. R Aswathappa - Organizational Behaviour, Himalaya Pub House 4. Michael, V.P. : Organisational Behaviour & Managerial Effectiveness (S.Chand) 5. S.S.Khanka-Organisational Behaviour (S.Chand).

**2ND SEMESTER**

**Course: PGDHRM 201: MANAGERIAL ECONOMICS**

Unit-1 Significance and Scope of Managerial Economics: Role of Managers in Business, Economic paradigms applicable to business analysis. Unit-2 Market Demand: Determinants of Demand and Supply, Elasticity of Demand, Indifference Curve Analysis, Consumer’s Equilibrium, Price, Income and Substitution Effects, Demand Forecasting. Unit-3 Production Function: Production decision making, Short Run Long Run Production Functions. Unit-4 Market Analysis: Cost Structure, Various Cost Concepts, Cost Estimation, Pricing and Output decisions in Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly. Unit-5 Profit Analysis: Theories of Profit, Break Even Analysis, Managerial Decisions, Business Cycle.

**References** 1. Managerial Economic , Dwivedi, Vikas 2. Petersen & Lewis – Managerial Economics (PHI) 3. Maheswari – Managerial Economics (PHI) 4. Gupta G S Managerial Economics, TMH

**Course: PGDHRM 202: CORPORATE & TAX LAWS**

Unit-1 Nature of Company; Definition of Company, Characteristic of a Company, Kinds of Company, Formation of Company, MOA, AOA, Prospectus, Shares, Issue of Shares and its Forfeiture. Unit-2 Company Management, Appointment, Powers and Duties of Directors, Meetings, Proceedings, Resolution, Winding up of Company. Unit-3 Direct tax, Concept of Total Income, Agricultural Income, Assesse, Person, Income, Assessment Year. Unit-4 Corporate Tax Laws: Computation of Total income of a Company, Assessment of Companies, Computation of Tax on Income, Tax on Profits. Unit-5 Indirect Tax , VAT – Meaning and Concept, Levy of Tax on sale, Levy of Tax on Purchases, rates of VAT, TIN, SRIN, Payment of Tax.

**References** 1. Company Law – V S Datey. 2. Company Law – Tulsian 3. IncomeTax Law and Practice – Singania –Taxman.

**Course: PGDHRM 203: BUSINESS POLICY & STRATEGIC MANAGEMENT**

Unit-1 Business Planning & Strategic Management: Stages of Planning. Strategic Management: Definition, Need, Dimensions, Levels, Characteristics of Strategic Decisions and Role of Strategic Manager, Strategic Management Process: Elements & Model. Unit-2 Company Mission & Vision: Setting of Objectives, Environment Analysis, Types of Components of Environment, Importance of SWOT Analysis. Unit-3 Industry Analysis, Competitive form & Strategies, Forecasting the Business Environment: Need, Step Techniques & management Forecasts. Multinational Environment: Characteristic of MNC’s, Challenges. Unit-4 Strategy & Objective: Long term objectives, Analysis & Implementation of Strategies: Techniques. Unit- 5 Guiding, Evaluating & Controlling Strategies Challenges of Change, The key success factors.

**Reference Books** 1. Sukul Lomesh PKMishra BPSM, (Vikas) 2. Gupta, Gollakota & Srinivasan – Business Policy and Strategic Management – Concepts (PHI) 3. Russel Ackoff : Democratic Corporation. 4. Ansoff, Corporate Strategic, Polican. 5. Bhasker Chopra, Business Policy for Indian Industry, Time Foundation.

**Course: PGDHRM 204: MANAGEMENT OF CHANGE AND STRATEGIC ISSUES**

Unit-1 Concept of Change – Relevance for Organisation Nature, Forces & Types of Changes, I Impact on Management, Organisational Vision and Strategic Planning. Unit-2 Managing Change - Concept, Transformation Planning, Managing Transitions, Change Agent-Role and Skills of a change Agent., Resistance to Change and minimising the resistance. Unit-3 Intervention Strategies: OD Model, TQM and Other Quality improvement Programmes. Unit-4 Corporate Social responsibilities Issues, Cross- Cultural Issues in management. Unit-5 Merger & Acquisition (Restructuring), LPG Model, Recent Trends, EPRG Model.

**Reference Books** 1. SEN GUPTA – Managing Change in Organisations (PHI) 2. Organisational Change and Development K.Singh Excel Books 3. Management of Organisational Change: K. Harigopal (Response) 4. Management of Change:Ramnarayan (Response) 5. Organisational Behaviour : Robbins (PHI)

**Course: PGDHRM 205: MANAGERIAL COMMUNICATION SKILL AND DEVELOPMENT**

Unit-1 Introduction to Official Documentation and Business Communication.Basic Concepts of Business Communication, Principles of Good Writing, Format and Types of Business Letter. Procedure of Filing and File movements, E-filing. Unit-2 Managerial Communication (Written) Official Letters, Memos, Notice, Circular, Letter Relating to Personnel Department, Correspondence with Banks, E-Mails, Fax, Correspondence With Media, Drafting of Advertisements, Report Writing. Unit-3 Business Etiquettes and Executive Manners. Etiquette in office, Meetings, Seminars and Conferences, How to dress up according to the occasion, Dress Code, table manners, dining etiquettes, Elevator Etiquettes, Electronics Etiquettes. Unit-4 Succeeding in Job Interviews Writing a C.V. and Cover Letter, JOB INTERVIEWS, Over-coming Common Mistakes in Interview, Confidence Building. Unit-5 Group Discussion: Basic Concepts of Group Discussion, Types of Group Discussion, Preparation for Group Discussion, Process of Group Discussion, Category of Topics in Group Discussion, What is observed in Group Discussion. Critical Success Factors in Group Discussion, Overcoming Mistakes in Group Discussion.

**Reference Books** 1. Business Communication Today- Bovee, Thill, Schwatzman, Pearson Education. 2. Business Communication Concepts, Cases and Applications- P.D. Chaturvedi, Mukesh Chaturvedi. 3. Communication for Business- Shirley Taylor, 3rd Edition, Pearson Education.

**Course: PGDHRM 206: PRODUCTION & OPERATION MANAGEMENT**

Unit-1 Introduction to Production and Operation Management, Product & Services Transmission Process. Product & Process Design. Automation, Duties and Responsibilities of Production Manager. Unit-2 Facility Location Planning, Factors Affecting Break Even Analysis for facility location planning, factors and location, Rect. Single Medial Model, Centre of Gravity model, Facility Capacity & Layout Planning – Decision Tree Unit-3 Project Management, Role, Technique (CPM & PERT) Innovation Management and its uses. Unit-4 MRP, JIT, Supply Chain Management. Aggregate Product Planning. Unit-5 Inventory Management.

**References** 1. Pannerselvam – Production and Operations Management (PHI) 2. Chary S N - Production Operations Management, Tata - McGraw - Hill 3. Mayer R R - Production Operations Management, McGraw - Hill 4. Schroeder R G - Operations Management, Decision Making in Operations Function, McGraw - Hills 5. Bedi - Production Operations Management, McGraw Oxford 6. Adam & Ebert – Production and Operations Management (PHI).

**Course: PGDHRM 207: BUSINESS ETHICS & CORPORATE GOVERNANCE**

Unit-1 Introduction – Ethics & B-Ethics, Concepts values &Ethics. Unit-2 Ethical Corporate Behaviour, its Development, Ethical leadership. Unit-3 Ethical Decision Making, Ethical Dilemmas in Organization. Social Responsibility of Business & Corporate Governance. Unit-4 Ethic in Functional Area, Marketing, Finance, HR & I. Technology. Unit-5 Environmental Ethics, Corruption, Ethical Issues –Gender Ethics, Sexual Harassment & Discrimination

**References** 1. Business Ethics by Manisha Paliwal,. Newage International press. 2. Patyrick J. A. & Quinn J. F. Management Ethics, Response 3. Sherlekar, Ethics in Management, Himalaya 4. R. C. Sekhar, Ethical Choices & Business Response, New Delhi, 1998. 5. Peter F. Drucker - Management: Tasks, Responsibilities and Practices. 6. Report of the Study Group of the Calcutta Seminar on Social Responsibilities of Business, Oxford

**Course: PGDHRM 208: ENTREPRENEURSHIP DEVELOPMENT**

Unit-1 The Entrepreneur: General concept and definition, Entrepreneur and Entrepreneurship, Entrepreneurial culture, Types of Entrepreneurship, Entrepreneurial traits and Motivation, Woman Entrepreneur. Unit-2 Environment and Entrepreneurial Development:Entrepreneurial environment, Development Programmes (EDPs) Role, Relevance and Achievement of EDPs in India, Institutions for entrepreneurial development. Unit-3 Project Appraisal and Management:Search for business ideas, Project identification and formulation, Project appraisal, Profitability and risk analysis, Sources of finance. Unit-4 Legal and Statutory Environment for Small Industry:Legal formalities in setting up of SSIs Business Laws, Governmental Setup in promoting small industries, Financial institutions, Social Responsibility of Business Unit-5 Small Scale Industrial Undertakings:Status of Small Scale Industrial Undertakings, Steps in starting a small industry, Incentives and subsidies, Problems in small enterprise management, Sickness and Preventions

**Reference** 1. S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship. 2. Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH.

**3RD SEMESTER**

**Course: PGDHRM 301: INTERNATIONAL BUSINESS**

Unit-1 International Business: and overview; International Business Theories Liberalization: trade and tariff, regional blocks and world trade organization Unit-2 Foreign Exchange and National Economy; Registration on International Competitions The Competitive and Technological Environment Unit-3 Multinational Enterprises and National Institutions; The Foreign Sector of the Developing Economies; Multi-cultural Management Unit-4 World Monetary and Financial System; Foreign Investment Management. Unit-5 Intergovernmental Agreements on Trade and Investment; Restraints on International Competitions; New Economic Policy and Foreign Investment in India.

**References** 1. International Business Concept, Eaw & Strategy . V.Sanam (Person). 2. Cherunilam – International Business: Text and Case (PHI) 3. Justin Paul – International Business (2nd Edition) -PHI 4. International Business, Bhalla, V K and Ramu, S Shiva, Anmol Publications.

**Course: PGDHRM 302: PROJECT MANAGEMENT**

Unit – 1 Basic Concept: Concept of a Project; categories of project; project life cycle phases; Role and responsibility of project managers; project organization; team building; contract: tendering and selection in Contractors. Unit – 2 Project Formulation: Feasibility Report - areas of study; project selection models nonnumeric and numeric preparation of cost estimates; Time estimation; Project evaluation under high uncertainty preliminary ideas. Unit – 3 Project Planning and Scheduling: Design of project management systems; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual: project scheduling; bar charts, Line of Balance (LOB) and Network Techniques (PERT/CPM) Resource allocation. Unit – 4 Project Monitoring & Control: Planning monitoring control Design of monitoring system; computerized PMIS (Project Management Information System). Coordination; procedure, meetings, control, scope/progress control, performance control schedule control, cost control. Unit – 5 Project Performance: Performance Indicators; The project audit; project audit life cycle, Responsibilities of evaluator/auditor, project termination, varieties of project termination, the termination process.

**References** 1. Meredit & Mantel - Project Management : A Managerial Approach, John Wiley 2. S.Choudhury - Project Management, Tata McGraw-Hill. 4. H. A. Levine - Project Management, Using Micro Computer, Tat McGraw-Hill 5. P. Chandra - Project Appraisal, Tata McGraw-Hill 6. Schewalbe, Information Technology & project management, Vikas.

**Course: PGDHRM 303: EVENT MANAGEMENT**

UNIT-I Meaning & Scope of Marketing, Modern Concepts of Marketing, Difference Between Marketing of Products and Services, An Overview of Indian Markets, Marketing strategy, Target marketing, Positioning, 8 p’s of Marketing, Market Research & it’s Procedure, Demand Forecasting, Promotion Mix-Advertising, Advertising Sales Promotion & Publicity, Pricing Policy, Distribution System in Travel & Tourism UNIT-II Managing the sales force, Selecting sales strategy, Salesmanship, Motivating Professional Sales Force, Marketing evaluation & Control, Intimating to the concept Travel & Insurance Agency & Embassy UNIT-IIIEvent Management: Importance of Event Management., Introduction to Meeting, Meeting incentives, conventions & exhibition , UNIT-IV Definition of Conference & Components of Conference, Corporate Meetings, Festivals & Cultural Events : Organising, planning & Managing of Different types of Festivals like New Years Day, Christmas Celebration, Holi, Diwali etc. , knowledge of different marriage events & it’s celebrations. UNIT-V Trade shows & Exhibitions , principal Purpose, Types of shows, Benefits, Participants, Organisation & Membership, Evaluation of Attendees, Residential Conference Arrangement and making their check list and other requirements, Cruisers event management.

# References. 1. The Business of Event Planning: Judy Allen 2. A Text book of Event Management – Logan Gaspar, Paperback pub.

**Course: PGDHRM 304: RESEARCH METHODOLOGY**

Unit-1: Research: Meaning, Objectives & Importance of Research ; Role of research in Functional Areas : Finance, Marketing, HRD ; Research Methodology ; Process of Research . Unit-2: Defining Research Problem: Process of formulating Hypothesis; Research Design ; Sampling Design. Unit-3: Collection , Processing & Analysis of Data , Design of Questionnaire; Testing of Hypothesis ; Parametric and Non-parametric Tests ; T-test, Z-test and chi-square test. Unit-4: Multivariate Analysis Techniques; Multiple Regression Analysis; Discriminat Analysis; Factor Analysis, ANOVA. Unit-5: Interpretation & Report Writing ; Importance & Techniques of Interpretation ; Significance of Report Writing ; Steps in Writing Report ; Lay-our of the Research Report ; Types of Report.

**References** 1. Panneerselvam – Research Methodology (PHI) 2. Research Methodology : Methods and Techniques, by C R Kothari 3. Quantitative Techniques for Managerial Decisions, Wiley Eastern Ltd , by U K Srivastava 4. Statistics for Management by Levin (PHI).

**Course: PGDHRM 305: HUMAN RESOURCES PLANNING & DEVELOPMENT**

Unit-1 HRP concepts, importance, objective, type of HR plan, HRP approaches, (Social demand approach, rate of return approach and man power requirement approach). Unit-2 HRIS importance, types, sources, and procedure of maintaining HRIS, Human Resource reporting, HR audit and HR accounting. Unit-3 HRD, Concept system, HRD matrixes climate, elements, Unit-4 HRD Interventions, Quality of Work life, Models Unit-5 Career planning concept objective process Career planning and Career development, Career planning Vs Succession planning.

**References** 1. Pattanayak – Human Resource Management – PHI 2. Manpower Planning and Development –Excel Publisher. 3. Kandula – Strategic Human Resource Development – PHI. 4. Arthur, M Career Theory Handbook Englewood cliff, Prentice Hall Inc 1991 5. Belkaoui, A R and Belkaoui, J M Human Resource Valuation; A Guide to Strategies and Techniques Greenwood, Quorum Books, 1995.

**Course: PGDHRM 306: MANAGING EMPLOYEE RELATION & RELATED LAWS**

Unit-1 Industrial relations concept and scope, approaches to IR, Different actors & role of state in IR, legal frame work of IR, Collective Bargaining, concept scope and values, Collective Bargaining in India, worker participation management, concept approaches factors promoting WPM and Practice of WPM in India, Quality Circle Unit-2 Labour legislation, need, objective, scope, growth, growth of labour legislation in India, impact of ILO & LL Protective and regulative labour legislations, factory Act 48, Mines Act-1952. Unit-3 Legislation concerning wages and bonus, Payment of Wages Act -1936, Minimum Wages Act-1948, Payment of Bonus Act-1965,Equal Remuneration Act-76, Unit-4 Legislation concerning Industrial Relations: Industrial Dispute Act -1947, Trade Union Act1926, Industrial Employment and standing order Act 46 Unit-5 legislation concerning social security, Workmen’s compensation act 1923, Employee state insurance act 1948, Employees Provident fund act 1952, Maternity Benefit act 1961, Payment of gratuity act 1972,and Misc. Act 1996.

**References** 1. Gomez –Mejia – Managing Human Resource –PHI 2. Seperich & Mccalley6 – Managing Power and People – PHI.

**Course: PGDHRM 307: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Unit-1 IHRM Difference between Domestic and International Manager, Issues in IHRM, Developing International Strategy, Understanding Culture, its coverage, determinants, Cross Cultural Theory (Halls & Lorange). Unit-2 Cross Cultural Negotiations, Planning and preparation parameter, Types and Strategy of Organisational Culture. Unit-3 International Business and IHRM: Approaches, Globalisation Approaches, Globalisation and the strategie, the competency required for International Managers. Unit-4 International Labour Market, Sources, Recruitment and Selection, Training, Types of Cross Cultural Training. Multinational performance management, Developing International staff and Multinational Team. Unit-5 International compensation system, Objectives, Approaches and practice, Expatriation and Repatriation process, Managing people in International Firms.

**References** 1. S.C.Gupta Text Book of IHRM. McMillan. 2. Punnett- International Perspectives on Organisational Behaviour and Human Resource Management (PHI).

**Course: PGDHRM 308: HUMAN RESOURCE DEVELOPMENT**

Unit -1 Concepts of training and Development, comparison between training and development, concept of skill up gradation different aspects of trainings Concept of learning, techniques of learning, adult learns principles and pedagogy, designing a learning environment Unit-2 Concept of training need; identification of training need, methods of training and techniques of training, on the job, off the job, lecture, role play , case study, vestibule training, simulation techniques, in basket exercise, syndicate method, T group training, psychological lab, business game, activity based training, programme instruction training Choosing the right training techniques. Unit-3 Training aids; different type of training aids choosing the appropriate training aids Training module; concept, dimension and designing an appropriate training module. Unit-4 Administrative procedure for training; Training file, need assessment form, feedback form, format for request letter for trainers and trainees, there certificate of participation and learning diary Training Calendar, Training Policy Unit-5 Evaluation of Training effectiveness, assessment criteria

**References** 1. FORD- Bottom Line Training – How to Design and Implement Successful Programs that boost profits –PHI. 2. Dr. B. Rathan Reddy “Effective HR Training and Development Strategy” HPH.

**4TH SEMESTER**

**Course: PGDHRM 401: INDUSTRIAL RELATIONS**

Unit I: Industrial relations: Concept, Determinants and Approaches; Evolution of IndustrialRelations in India; Economic Reforms and IR; Comparative Analysis of IR Systems in UK and USA.

Unit II: State Policy on Industrial Relations: Tripartism; Indian Labour Conference; Standing

Labour Committee; Industrial Committees; Wage Boards and other committees; Code of Conduct; Code

of Discipline; Joint Consultation and workers Participation in Management; ILO.

Unit III: Industrial Conflict: Causes, Trends, Manifestations and Effects; Methods and Machinery

for settlement of Industrial Disputes in India. Discipline Management: Disciplinary Procedure;

Redressing Employee grievances.

Unit IV: Trade Unions: Concept, Objectives and Functions; The Role of Trade Union in IR;

Structure of Trade Union; Theories of Trade Unionism: National Trade Union Federations, Employers

Association.

Unit V: Trade Unionism in India; Problems of Trade Unions: Recognition, Leadership, Political

involvement, Inter and Intra Union Rivalry, Finance; Emerging Trends in Unionism in India; Trade

Union Movement in India, UK & USA.

Case Analysis:

***Suggested Readings:***

1. Dunlop, J.T., Industrial Relations System, Henry Holt & Company, New York, 1958.

2. Beatric Web & Sydney, Industrial Democracy, Routledge, London,1958.

3. J.H.Richardson, An Introduction to the Study of Industrial Relations, Taylor & Francis Group,

London, 2010(Reprint).

4. Ratnasen, Industrial Relations,Macmillan,New Delhi,2009.

5. Jerome Joseph, Industrial Relations, Response Books, New Delhi.

6. ArunMonappa,Industrial Relations, Tata McGraw Hill,New Delhi.

**Course: PGDHRM 402: EMPLOYEE WELFARE AND LABOUR ADMINISTRATION**

Unit I: Concept of Social Welfare; Labour Welfare: Concept, Scope and Philosophy of Labour

Welfare; Principles of Labour Welfare; Role of Welfare in Commitment and Structuring of Labour Force;

Indian Constitution and Labour Welfare.

Unit II: Historical Development of Labour Welfare in India; Impact of ILO on Labour welfare in

India; Agencies of Labour welfare and their roles: State, Management, Trade Unions and Voluntary

Agencies.

Unit III: Labour welfare Programmers: Statutory and Non-Statutory, Extra Mural and Intra

Mural: Financing of Welfare Program; Welfare Officer: Role, Status and functions. Workers Education

Schemes in India.

Unit IV: Social Security Concept and Scope; Social Assistance and Social Insurance,

Development of Social Security in India, Social Security Measures for Industrial Employees.

Unit V: Labour Administration: Central Labour Administrative Machinery in India: Chief Labour

Commissioner, Director General of Employment and Training; Director General of Factory Advice

Service; Employee Provident Fund Organization, ESI Corporation; Labour administration in A.P.

***Suggested Readings:***

1. Moorthy, M.V., Principles of Labour Welfare, Oxford & IBH Pub. Co., New Delhi.

2. Vaid, K.N., Labour Welfare in India, Sree Ram Centre for Industrial Relations and Human

Resources, New Delhi.

3. Sharma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Pub. House, Mumbai.

4. Ram Chandra P. Singh, Labour Welfare Administration in India, Deep & Deep Pub., New Delhi.

**Course: PGDHRM 403: INFORMATION TECHNOLOGY & HUMAN RESOURCE INFORMATION SYSTEMS.**

Unit I: Introduction to Computers: Origin, Growth, Development and Importance of Computers;

Generations and Classification of Computers; Input and Output Devices; Storage Devices; Central

Processing Unit; Computer Configuration; Binary System and Data Representation; Hardware and

Software.

Unit II: Management Information Systems; Concept and Definition, role of MIS; impact of MIS

on management; Functions; Basics of MIS: Decision, Making, Information Systems Analysis and Design,

Development of MIS and Choice of Information Technology.

Unit III: Enterprise Resource Planning: Introduction to ERP; Concept and Variables; Introduction

to ERP; Decision Support systems; Basic concepts of Technology for MIS: Database Management

System; Client Server Technology and Net works; Application of MIS: Application in Manufacturing

Sector and in Service Sector.

Unit IV: Human Resource Information Systems: Introduction, Concept and Definition;

Information needs in HRM; HRIS Models; Acquiring and implementing HRIS; Computers and HRIS and

uses to HRM; Database in HRIS.

Unit V: Theory and Lab: MS Office; MS Word; MS Excel; MS Power Point and MS Access

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***Suggested Readings:***

1. Jawedkar, W.S., Management Information Systems, Tata McGraw Hill, New Delhi.

2. Kumar, Muneesh, Business Information House Pvt. Ltd., New Delhi.

3. Gorden Davis, B., Management Information Systems: Conceptual Foundations, Structure and

Development, McGraw Hill Book Company, New Delhi.

4. O’Brien, James, A., Management Information Systems – A Managerial End User Perspectives,

Galgotia, New Delhi.

**Course: PGDHRM 404: MANAGEMENT OF UNORGANIZED LABOUR**

UNIT I: Unorganized Labour: Concept, Nature, Size, Structure and Problems. Its role in the

Indian Economy. Unorganized labour in primary sector: Nature, Size, Structure, Wages and legal

Implications of Agriculture Labour; Plantation Labour; Fisheries Labour; Forest and Tribal Labour.

UNIT II : Unorganized Labour in Secondary Sector: Nature, Size, structure, Employment Status,

Wages and Legal Implications of construction labour; Home based and domestic workers, Beedi

Workers, Small and Medium Scale industries, Mines and Quarry Labour.

UNIT III : Unorganized labour and Employment classes, Nature, Size and structure, Employment

Status, wages and legal enactments of contract and Casual labor, bonded labour, Inter – State Migrant

labour, women labour, child labour, scavengers.

UNIT IV : Unorganized Labour in Service Sector: Nature, Size, Structure, Wages and Legal

Implications of Shops and Establishments, Hotels, Loading and Unloading workers.

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UNIT V : HRD Interventions for Unorganized Labour; Human Rights and Unorganized labour.

ILO and Unorganized labour; Important features of second National Labour Commission Report on

Unorganized Sector; social Security for Unorganized Labour, Social Security Act, 2008; Organizing the

Unorganized labour: Role of Trade Unions, CBWE, Cooperative Organizations, Jana SikshanaSamsthan,

NGO’s and Government.

***Case Analysis :***

***Suggested readings :***

1. Government of India, Report of the National Commission on Labour, New Delhi,1969.

2. Government of India, Report of the Second National Commission on Labour, New Delhi,2002.

**Course: PGDHRM 405: PERFORMANCE MANAGEMENT SYSTEM**

Unit 1

*Introduction to Performance Management:*Definition of Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. What a Performance Management System Should Do? Importance of Performance Management, Linkage of Performance Management to Other HR Processes

Unit 2

*Theoretical Framework of Performance Management:*Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management, Organisational Justice Theory and its Application in Performance Management

Unit 3

*An Overview of Performance Management:*Aims of Performance Management, Purpose of Performance Management, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management

Unit 4

*Process of Performance Management:*Overview of Performance Management Process, Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance

Unit 5

*Performance Management Planning and Development:*Introduction, Performance Management Planning, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process

Unit 6

*Mechanics of Performance Management Planning and Documentation:*The Need for Structure and Documentation, Manager’s Responsibility in Performance Planning Mechanics and Documentation, Employee’s Responsibility in Performance Planning Mechanics and Documentation, Mechanics of Performance Management Planning and Creation of PM Document

Unit 7

*Performance Appraisal:*Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process, Mistakes made by Human Resource Department

Unit 8

*Performance Appraisal Methods:*Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach

Unit 9

*Performance Appraisal Feedback:*Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback

Unit 10

*360-Degree Appraisal:*Introduction, the Impact of 360-Degree Feedback on Organisations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback, Operating 360-Degree Appraisal

Unit 11

*Issues in Performance Management – I:* Team Performance, Performance of Learning Organisations and Virtual Teams: Team Performance Management, Performance Management and Learning Organisations, Performance Management and Virtual Teams

Unit 12

*Issues in Performance Management – II: Role of Line Managers, Performance Management and Reward:*Role of Line Managers in Performance Management, Performance Management and Reward, Concepts related to Performance and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward

Unit 13

*Facilitation of Performance Management System through Automation:* Improving Quality of Planning and Design of Performance Management, Improving the Objectivity of Performance Management, Improving Execution Aspects of Performance Management, Automation in Performance Management, Automation Process

Unit 14

*Ethics in Performance Appraisal:*Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management

**References:** Performance Management System -by Srinivas Kandala.

**Course PGDHRM 406:. WAGE AND SALARY ADMINISTRATION**

Wage and salary administration in private and public organizations;

Total compensation systems;

Interrelationship among employee performance,

Intrinsic and extrinsic rewards,

Perceived equitable payments,

Employee satisfaction;

Employee benefits;

Employee incentive programs.

**References:** Wage and salary administration by Radha Gupta – Anmol Publisher

**Course PGDHRM 407:. PROJECT – DISSERTATION**

 Student shall be required to submit the dissertation part, after taking necessary guidance and approval from the Guide, the dissertation report shall be submitted neatly printed and in book form for double valuation.

**Course PGDHRM 408: COMPREHENSIVE VIVA-VOCE:**

1. No student shall be permitted to take up the comprehensive viva-voce Examination unless he

Completes all the course requirements including examinations and field/Industrial Visit work.

2. The viva-voce committee shall consist of the Head of the Department, Chairman, Board of studies and a senior faculty member on rotation and two external examiners (one academician and one Industrial Experts).

3. The viva-voce shall cover all the papers of all years and project work dissertation.

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