# Post Graduate Diploma in Human Resource Management

## Syllabus

**Session - 2013-14**

**[PGDHRM]**

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OPHRM101
Principles & Practice of Management

Unit I
Management (08 Sessions)
Definition, nature, importance, evolution of management thought, contribution made by Taylor, Fayol, Hawthrone experiments Maslow; Is managing a science or art? Functions of manager, ethics in managing and social responsibility of managers.

Unit II
Planning & Control (12 Sessions)
Why Management process starts with planning, steps in planning, types of planning, barriers to effective planning, operational plan, strategic planning, Mckinsey’s 7’s Approach, SWOT analysis, Controlling- concept, Planning- control relationship, process of control, human response to control, dimensions of control, MBO.

Unit III
Decision Making & Organizing (12 Sessions)
Nature, process of decision making, decision making under Certainty and Uncertainty, decision-tree, group-aided decision, brain-storming. Organizing – concept, nature and process of organizing, authority and responsibility, delegation and empowerment, centralization and decentralization, concept of departmentation.

Unit IV
Staffing & Motivation (10 Sessions)
Concept, Manpower planning, Job design, recruitment & selection, training and development, performance appraisal, motivation, motivators and satisfaction, motivating towards organizing objectives, morale building.

Unit V
Leadership & Communication (08 Sessions)
Defining leadership and its role, should managers lead, leadership style, leadership development, Leadership behavior. Communication- Process, Bridging gap-using tools of communication, electronic media in Communication.

Suggested Readings:
2. Robbins & Caulter – Management (Prentice Hall of India, 8th Edition)
3. L.M. Prasad – Principles & Practices of Management (Sultanchand & Sons, New Delhi)
OPHRM102
Industrial Economics

Unit I
Theory of the Firm - Undifferentiated Products - Cournot, Stackelberg, Dominant firm model, Bertrand-Heterogeneous products - Chamberlin’s small and large number case-Kinked demand curve theory - Bain’s limit pricing - Sales and growth maximization hypothesis - Managerial theories of the firm - Game theoretical models.

Unit II

Unit III
Vertically Related Markets and Competition Policy - Successive and mutually related market power - Monopoly, variable proportions and price discrimination - Monopsony and backward integration - Uncertainty - Diversification, rationing and cost economics and asset specificity - Internal hierarchies: Hierarchies as information systems - Incentive structures and internal labour markets - Supervision in hierarchies - Competition policy: Need and requirements - Mergers and acquisitions - Coordination with other policies.

Unit IV
Indian Industry - Industrial growth in India: Trends and prospects - Public enterprises; efficiency, productivity and performance constrains - Small scale industries : definition, role, policy issues and performance - Capacity utilization - Industrial sickness and Exit policy - Concept of competitiveness - Nominal protection coefficients (NPC) and effective rate of protection (ERP) - Total factor productivity - Technology transfer - Pricing policies: Administered pricing and LRMC based tariffs - Industrial location policy in India; regional imbalance - Globalization and competition - Privatization.

Unit V
OPHRM103
Human Resource Management

Unit 1
Introduction to HRM (8 sessions)

Unit 2
Human Resource Planning & Audit (8 sessions)

Unit 3
Personnel Development Program (8 sessions)

Unit 4
Quality Management (8 sessions)

Unit 5
Recent Techniques in HRM (8 sessions)
Recent Techniques, Moon lighting by employees, Flexi time and Flexi work, Future of HRM, 60 hr practices for 2008, 3600 performance appraisal.

Suggested Readings:
1. Aswathappa K – Human Resource and Personnel Management (Tata McGrew Hill)
5. Edwin B. Flippo – Personnal Management (Tata Mc Grawhill)
OPHRM104
Industrial Psychology

Unit-I
Introduction to Industrial Psychology - Definitions & Scope; Major influences on industrial Psychology; Scientific management and human relations schools Hawthorne Experiments

Unit-II
Individual in Workplace
Motivation and Job satisfaction stress management; Organizational culture; Leadership & group dynamics.

Unit-III
Work Environment & Engineering Psychology-fatigue. Boredom; accidents and safety; Job Analysis; Recruitment and Selection; Reliability & Validity of recruitment tests

Unit -IV
Performance Management - Training & Development

Unit – V
Industrialization in India - Industrial Poling Resolutions – 1956

References:

OPHRM105
Industrial Management

Unit-I
Introduction: Concept, Development, application and scope of Industrial Management.
Productivity: Definition, measurement, productivity index, types of production system, Industrial Ownership.

Unit-II
Unit-III
Inventory control: Inventory, cost, Deterministic models, Introduction to supply chain management.

Unit-IV
Quality control: Meaning, process control, SQC control charts, single, double and sequential sampling, Introduction to TQM.

Unit-V
Environmental Issues: Environmental Pollution – various management techniques to control Environmental pollution – Various control acts for Air, Water, Solid waste and Noise pollution.

Reference Books
1. Khanna O.P.: Industrial Engineering
2. T.R. Banga: Industrial Engineering and Management

OPHRM106
E-Commerce and Information Technology Enables

UNIT 1
Introduction (10 Sessions)

UNIT 2
Infrastructure (07 Sessions)

UNIT 3
Electronic Payment System (08 Sessions)
Types of Electronic Payment Systems, Smart Cards, and Credit Card Based Electronic Payment Systems, Risk and Electronic Payment System, Designing Electronic Payment

UNIT 4
Electronic Data Interchange (08 Sessions)

UNIT 5
IT Act and Enabled Services (07 Sessions)
Laws Related to IT Security, Data Communication etc, IT Enabled Services - Call Centre, Technical Writing, Tele-Marketing, On – Line Banking, E -Shopping, E – Governance, Payment Gateway.

Suggested Readings:
1. E. Commerce - Ravi Kalakutta
2. E. Commerce - Krishnamurti
3. Computer Fundamental - V Rajaraman
4. E – Commerce - Kamlesh K. Bajaj (Tata Mc Graw Hill)

OPHRM107
Research Methodology

Unit 1
Introduction (07 Sessions)
Concept and Objectives of Research; Its application in various functions of Management, Types of Research, Types of Problems encountered in Research, Problems and Precautions, Taken while Conducting Research.

Unit 2
Data Collection (08 Sessions)
Sampling, Types, Sampling Methods, Sample size, Types of Data, Methods of Collection, Scaling Techniques – Concept, Type, Rating scales & Ranking scales, Diff. Scaling Methods, Multi Dimensional scaling, Preparation of Questionnaire & Schedule.

Unit 3
Research Process and Design (07 Sessions)
Steps Involved in research process and problems, Methods of Research Design, Hypothesis, Null Hypothesis Methods, Testing Hypothesis (Z test, T test, Chi Square test).

**Unit 4**
Analysis of Data (10 Sessions)
Coding, Editing and Tabulation of Data, Various kinds of charts and Diagrams used in Data Analysis, Statistical Software in analysis of data Measurement of Central Tendency and Dispersion- Meaning and their Advantages, ANOVA.

**Unit 5**
Interpretation & Report Writing (08 Sessions)
Types and layout of Research Report, significance of Report, Drawing conclusions, Suggestions, Recommendations, Bibliography & Annexure.

**Suggested Readings:**
1. Cooper and Schindler – Business Research Methods (Tata McGrew Hill)
3. Beri CC- Marketing Research (Tata McGrew Hill)
4. Kothari CR – Research Methodology Methods and Technique (New Age International Publisher)
5. Boyd Jr./ Westfall, starch, Marketing Research, A.I.T.B.S.
7. Wek, Rubin, Marketing Research, Prentice – Hall India
8. Hair, Bush, Ortinau, Marketing Research, (Tata McGraw – Hill)
10. N. Thanulingom, Research Methodology – (Himalaya Publishing House)

**OPHRM108**

**Business Communication**

**Unit I**
Communication in Business (08 Sessions)
Meaning, Dimensions, importance and objectives of business communication, Process of communication, Various approaches to effective communication.
Unit II
Channels of Communication (10 Sessions)
Channels- their effectiveness, limitations, Media of communication, barriers to communication, 7 C’s of communication, Types of Communication, Oral and written communication, formal & informal communication.

Unit III
Business Letters and Reports (12 Sessions)
Types of Business letter, layout of business letter. Reports- Meaning, purpose, kind and objective of writing reports, planning and organizing long/formal reports, characteristics of good business Reports.

Unit IV
Presentation Skills (08 Sessions)
Meaning, Speech and Oral Presentations, elements of presentation, designing a presentation, advanced visual support for presentation.

Unit V
Group Communication Strategies (12 Sessions)
What is a Group? Factors influencing group communication, process of group communication, group communication through committees, conference and other formal communication with public at large, interviews, press conference, workshop, etiquettes.

Suggested Readings:
1. Pal Rajendra – Business Communication (Sultan chand & Sons Publication)