



Post Graduate Diploma in Human Resource Management
Syllabus
Session - 2013-14
[PGDHRM]

S. No.	Paper Code	Paper
1	OPHRM101	Principles & Practice of Management
2	OPHRM102	Industrial economics
3	OPHRM103	Human resource management
4	OPHRM104	Industrial psychology
5	OPHRM105	Industrial Management
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7	OPHRM107	Research Methodology
8	OPHRM108	Industrial Relation & Trade Union
9	OPHRM109	Project Report & Viva





OPHRM101

Principles & Practice of Management

Unit I

Management (08 Sessions)

Definition, nature, importance, evolution of management thought, contribution made by Taylor, Fayol, Hawthorne 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:

1. Koontz - Principles of Management (Tata McGraw Hill, 1st Edition 2008)
2. Robbins & Caulter - Management (Prentice Hall of India, 8th Edition)
3. L.M. Prasad - Principles & Practices of Management (Sultan Chand & Sons, New Delhi)
4. Parag Diwan - Management Principles and Practices (Excel Books, New Delhi)
5. Stoner, Freeman, Gilbert, Jr. - Management (Prentice Hall of India, 6th Edition)



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

Investment Decisions - Conventional and modern methods - Risk and uncertainty - Sensitivity analysis - Financial statements and ratio analysis - Inflation accounting - Project appraisal methods - Industrial finance - Sources of finance - Capital structure - Incentive, signaling and control arguments - Separation of ownership and control.

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 constraints - 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

Technical Change and Market Structure - The Economics of patents - Adoption and diffusion of innovations - Innovations and rivalry : Kamien and Schwartz - Measures of concentration - Concentration ratio - Hirschman - Herfindahl index - Entropy measure - Structure conduct performance paradigm - Contestable markets - Fixed costs, Sunk costs and contestability - Stackelberg - Spence - Dixit model.



OPHRM103

Human Resource Management

Unit 1

Introduction to HRM (8 sessions)

Meaning, Nature and Scope, Difference between HRM and Personnel Management, Evolution of HRM, Human Resource Development- Evolutions & Principles.

Unit 2

Human Resource Planning & Audit (8 sessions)

Meaning of Human Resource Planning, Features, Methods and steps in Human Resource Planning, Human Resource Information System, HR Accounting & Audit, Job Analysis, Job Description, Job Specification, Job Compensation, Recruitment and Selection.

Unit 3

Personnel Development Program (8 sessions)

Objectives of Training, Identification of Training needs, Executive Development and Career Planning, Performance Counseling, Potential appraisal, Performance Appraisal.

Unit 4

Quality Management (8 sessions)

Features Tenets of TQM, Features of quality, Quality circles and Quality control: Social security, Health and Safety, Employee Welfare, Human Relations- Definition, Objectives, Employee Grievances and Discipline, Collective Bargaining.

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 McGraw Hill)
2. Rao VSP - Human Resource Management Text & Cases (Excel Books 2nd Edition)
3. Bernard - Human Resource Management (Tata McGraw Hill 4th Edition)
4. Desster - Human Resource Management (PHI 10th Edition)
5. Edwin B. Flippo - Personnel Management (Tata Mc Grawhill)
6. S. S. Khanka - Human Resource Management (S. Chand)
7. Mirza S Saiyadain - Human Resource Management (Tata McGrawhill)



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:

1. Miner J.B. (1992) Industrial/Organizational Psychology. N Y : McGraw Hill.
2. Blum & Naylor (1982) Industrial Psychology. Its Theoretical & Social Foundations CBS Publication.
3. Aamodt, M.G. (2007) Industrial/Organizational Psychology : An Applied Approach (5th edition) Wadsworth/Thompson : Belmont, C.A.
4. Aswathappa K. (2008). Human Resource Management (fifth edition) New Delhi : Tata McGraw Hill.

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

Management Function: Principles of Management- Management Tools - time and motion study, work simplification- process charts and flow diagrams, Production Planning, Specification of Production requirements.



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
3. Sharma B.R.: Environmental and Pollution Awareness.

OPHRM106

E- Commerce and Information Technology Enables

UNIT 1

Introduction (10 Sessions)

Definition of E - Commerce, Comparison with Traditional Commerce, Framework of Electronic Commerce, The Anatomy of E-Com Applications, Plastic/ E - Money Market Forces Influencing The I-WAY, Public Policy Issues Shaping The I- WAY, Global Information Distribution Networks.

UNIT 2

Infrastructure (07 Sessions)

Architectural Framework for Electronic Commerce, www as Architecture, Network Equipments, Broadband communication (ATM, ISDN, VSAT OFC), Web Background- Hypertext Publishing, Security and the Well, Mobile commerce -Wireless Protocol, WAP, Mobile Computing Applications, Blue tooth.

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



System. Web security – Firewall, Transaction security, Secured Socket layout, Security Threats, Network security.

UNIT 4

Electronic Data Interchange (08 Sessions)

EDI Applications in Business, Legal Security and Privacy Issue, EDI and Electronic Commerce, Encryption – Techniques, Digital Signatures, Public and Private key, Virtual Private Network.

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 McGraw Hill)
2. Saunders – Research Methods for Business Students (Pearson Edition)
3. Beri CC- Marketing Research (Tata McGraw Hill)
4. Kothari CR – Research Methodology Methods and Technique (New Age International Publisher)
5. Boyd Jr./ Westfall, starch, Marketing Research, A.IT.B.S.
6. M. N. Mishra, Modern Marketing Research , (Himalaya Publishing House)
7. Wek, Rubin, Marketing Research, Prentice – Hall India
8. Hair, Bush, Ortinau, Marketing Research, (Tata McGraw – Hill)
9. Tull, Hawkins, Marketing Research, Measurement & Method, (Prentice – Hill India)
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)
2. Chaturvedi P.D. - Business Communication (Pearson Education, 1st Edition 2006)
3. Tayler Shinley - Communication for Business (Pearson Education, 4th Edition)
4. Sharma R.C. Mohan Krishna - Business Correspondence & Report writing (Tata McGraw Hill, 3rd Edition)
5. Raymond, Marie - (Tata Mc Graw Hill, 10th Edition)