

**Post Graduate Diploma in Human Resource Management (PGDHRM )  
(Course code – 51)**

**I SEMESTER CURRICULUM**

<b>Sl.No.</b>	<b>Code</b>	<b>Course Title</b>	<b>Max. Marks</b>	<b>Minimum Passing Marks</b>
1	PGHR1001	Management Concepts & Organisational Behaviour	100	50
2	PGHR1002	Managerial Economics	100	50
3	PGHR1003	Business Environment and Law	100	50
4	PGHR1004	Operations Research and Management	100	50
5	PGHR1005	Strategic Management	100	50

**II SEMESTER**

<b>Sl.No.</b>	<b>Code</b>	<b>Course Title</b>	<b>Max. Marks</b>	<b>Minimum Passing Marks</b>
1	PGHR2001	Human Resources Management	100	50
2	PGHR2002	Human Resource Development	100	50
3	PGHR2003	Performance Management	100	50
4	PGHR2004	Employee Legislation	100	50
5	PGHR2005	Organisational Development and Change	100	50

**PGDHRM – I Semester**

**PAPER – I**

**MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

**Paper code: PGHR 1001**

**Objectives**

- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

**UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

**UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

**UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

**UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

**UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

**REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McG-Hill, Delhi, 2004*

**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, Delhi,*

**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*

**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *TataMcGraw-Hill, NewDelhi*

**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

**PGDHRM – I Semester**

**PAPER – II  
MANAGERIAL ECONOMICS**

**Paper Code: PGHR 1002**

**Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

**UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

**UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

**UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

**UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

**UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

**REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*  
**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*  
**Moyer & Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*  
**Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

**PGDHRM – I Semester**

**PAPER – III  
BUSINESS ENVIRONMENT AND LAW**

**Paper code: PGHR 1003**

**Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

**UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

**UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

**UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

**UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

**UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

**REFERENCES**

**Pathak**, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Co. Ltd., Delhi, 2010.

**Keith-Davis & William Frederick**, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

**M.M. Sulphery & Az-har Basheer**, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011

**Maheswari & Maheswari**, MERCANTILE LAW. Himalaya Publishing House. Mumbai

**Rudder Dutt & Sundaram**, INDIAN ECONOMY, Vikas Publishing House, New Delhi.

**Veena Keshav Pailwar**, ECONOMIC ENVIRONMENT OF BUSINESS, PHI Pvt. Ltd, Delhi, 2010

**PGDHRM – I Semester**

**PAPER – IV  
OPERATIONS RESEARCH AND MANAGEMENT**

**Paper code: PGHR 1004**

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

**Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

**Vohra**, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

**Objectives**

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

**UNIT-I**

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

**UNIT-II**

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

**UNIT-III**

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blue printing

**UNIT-IV**

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

**UNIT-V**

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

**REFERENCES**

**Azhar Kazmi**, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Vipin Gupta, Kamala Gollakota & Srinivasan**, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

**Amrita Mittal**, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**PGDHRM – II Semester**

**PAPER – VI  
HUMAN RESOURCES MANAGEMENT**

**Paper Code: PGHR 2001**

**Objectives**

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

**UNIT-I**

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

**UNIT – II**

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

**UNIT-III**

Human Resources Development – Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

**UNIT-IV**

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

**UNIT – V**

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

**REFERENCES**

- Venkata Ratnam C. S. & Srivatsava B. K.**, PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*
- Aswathappa**, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*
- Garry Dessler & Varkkey**, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*
- Alan Price**, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*
- Pravin Durai**, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*
- Snell, Bohlander & Vohra**, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

**PGDHRM – II Semester**

**PAPER – VII  
HUMAN RESOURCE DEVELOPMENT**

**Paper code: PGHR 2002**

**Objectives:**

- To understand the evolution and functions of HRD
- To identify the content, process and the outcomes of HRD applications
- To evaluate and understand diversity issues and their impact on organizations

**UNIT I**

Human Resource Development – Evolution of HRD - Relationship with HRM - Human Resource Development Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Employee Behaviour – External and Internal Influence – Motivation as Internal Influence – Learning and HRD – Learning Strategies and Styles

**UNIT II**

Frame work of Human Resource Development - HRD Processes - Assessing HRD Needs - HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs - Implementing HRD programs - Training Methods - Self Paced/Computer Based/ Company Sponsored Training - On-the-Job and Off-the-Job - Brain Storming - Case Studies - Role Plays - Simulations - T-Groups - Transactional Analysis.

**UNIT III**

Evaluating HRD programs - Models and Frame Work of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Fundamental Concepts of Socialization - Realistic Job Review - Career Management and Development.

**UNIT IV**

Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.

**UNIT V**

Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development.

**REFERENCES**

- Werner & Desimone**, HUMAN RESOURCE DEVELOPMENT, *Cengage Learning*, 2006  
**William E. Blank**, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, *Prentice-Hall, New Jersey*, 1982.  
**Uday Kumar Haldar**, HUMAN RESOURCE DEVELOPMENT, *Oxford University Press*, 2009  
**Srinivas Kandula**, STRATEGIC HUMAN RESOURCE DEVELOPMNET, *PHI Learning*, 2001



**PGDHRM – II Semester**

**PAPER – VIII  
PERFORMANCE MANAGEMENT**

**Paper code: PGHR 2003**

**Objectives:**

- To understand the importance of employee performance to achieve the organisational goals
- To identify the process of performance management applications.

**UNIT-I**

Quality Performance Management - Concept - Dimensions - Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance – Job Analysis

**UNIT-II**

Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.

**UNIT-III**

Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices and Work Schedules - Related Performance Appraisal Systems – Reward Based – Team Based – Competency Based- Leadership Based -Quality Circle - Features - Process.

**UNIT-IV**

Industrial Restructuring - Reward System and Employee Productivity – Performance Counseling – Performance Evaluation & Monitoring – Methods of Performance Evaluation - Performance Management in Multi National Corporations

**UNIT-V**

Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management

**REFERENCES**

**Srinivas Kandula**, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2006*

**Dewakar Goel**, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *Prentice Hall India, NewDelhi, 2008*

**Robert Cardy**, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2004*

**S.K. Chakravarthy**, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE – INDIAN INSIGHTS, *Tata-McGraw Hill , New Delhi*

**PGDHRM – II Semester**

**PAPER - IX  
EMPLOYEE LEGISLATION**

**Paper code: PGHR 2004**

**Objectives:**

- To enable the students to familiarise the legal frame work governing the Human Resources within which the industries function
- To make the students understand the importance and ideology of legal structure prevailing in India

**UNIT -I**

Introduction to the Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice - System of Economic Governance - Principles of Labour Legislation – Labour and the Constitution

**UNIT -II**

Factories Act 1948 – Maternity Act 1961 - Contract Labour Act 1970 – The Shops and Establishment Act 1947 – The Trade Union Act 1926 – The Industrial Disputes Act 1947.

**UNIT -III**

Payment of Wages Act 1936 – Payment of Bonus Act 1965 – Payment of Gratuity Act 1972.

**UNIT -IV**

The Role of Human Capital – Organised and Unorganised Labour – Unorganised Labour Act - Workmen’s Compensation Act – The Employees Pension Scheme.

**UNIT –V**

Quality of Life of Workers - Governance of Enterprises – Views on the Role of Labor Legislation - Gender Dimensions of Labor Laws – Pros and Cons of Legal System

**References**

*P.L. Malik, INDUSTRIAL LAW, Eastern Book Company, New Delhi, 2011*

**C.S. Venkata Ratnam, GLOBALIZATION AND LABOUR-MANAGEMENT RELATIONS - DYNAMICS OF CHANGE, Response Books,2001**

**Biswajeet Pattanayak, HUMAN RESOURCE MANAGEMENT, PHI Learning,New Delhi**

**Vipin Gupta Et al , CREATING PERFORMING ORGANIZATIONS: INTERNATIONAL PERSPECTIVES FOR INDIAN MANAGEMENT, Response Books**

**PGDHRM – II Semester**

**PAPER – X**

**ORGANIZATIONAL DEVELOPMENT AND CHANGE**

**Paper Code: PGHR 2005**

**Objectives:**

- To emphasise and understand the necessity for change
- To understand the resistance to change and the process of change
- To familiarise the concepts and techniques of OD

**UNIT-I**

Change - Stimulating Forces - Change Agents - Planned Change - Unplanned Change – Models of Organisational Change - Lewin's Three Step Model.

**UNIT-II**

Resistance to Change - Individual Factors - Organisational Factors – Techniques to Overcome Change

**UNIT-III**

Change Programs – Effectiveness of Change Programs - Change Process - Job Redesign - Socio-Technical Systems.

**UNIT-IV**

OD - Basic Values - Phases of OD - Entry - Contracting - Diagnosis – Feedback - Change Plan - Intervention - Evaluation - Termination.

**UNIT-V**

OD Interventions - Human Process Interventions - Structure and Technological Interventions - Strategy Interventions - Sensitivity Training - Survey Feedback - Process Consultation – Team Building - Inter-group Development - Innovations - Learning Organisations.

**REFERENCES**

**Kondalkar**, ORGANIZATION EFFECTIVENESS AND CHANGE MANAGEMENT, *PHI Learning, New Delhi, 2009*

**French & Bell**, ORGANISATIONAL DEVELOPMENT, *McGraw-Hill*

**Deepak Bhattacharyya**, ORGANIZATIONAL CHANGE AND DEVELOPMENT, *Oxford University Press, New Delhi, 2011*