



**ST ALOYSIUS COLLEGE, MANGALORE**

**(AUTONOMOUS)**

**COURSE STRUCTURE AND SYLLABUS**

**Of**

**Post Graduate Diploma in Human Resource  
Management (PGDHRM)**

(With effect from academic year 2012 - 13 onwards)

[www.staloyisius.edu.in](http://www.staloyisius.edu.in)

## Diploma in Human Resource Management

### I Semester

<b>PGDHRM</b>							
Code	Title	Instructi on Hrs per Week	Duration of Examinati on	Marks			Credits
				IA	End Semester Exam	Total	
D 211.1	Human Resource Management Dynamics - I	3	3	20	80	100	4
D 212.1	Labour Legislations - I	3	3	20	80	100	4
D 213.1	Organizational Behaviour - I	3	3	20	80	100	4
D 214.1	Managerial Communication - I	3	3	20	80	100	4
	Seminar					25	2
	Industrial Exposure Visits					25	2
	<b>Total</b>					<b>450</b>	<b>20</b>

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### II Semester

<b>PGDHRM</b>							
Code	Title	Instructi on Hrs per Week	Duration of Examinati on	Marks			Credits
				IA	End Semester Exam	Total	
D 211.2	Human Resource Management Dynamics - II	3	3	20	80	100	4

D 212.2	Labour Legislations - II	3	3	20	80	100	4
D 213.2	Organizational Behaviour - II	3	3	20	80	100	4
D 214.2	Managerial Communication - II	3	3	20	80	100	4
	Seminar					25	2
	Industrial Exposure Visits					25	2
	<b>Total</b>					<b>450</b>	<b>20</b>

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### **PGDHRM- scheme and syllabus**

The scheme and syllabus for the Post Graduate Diploma in Human Resource Management offered by St Aloysius College (Autonomous), PG Social Work Department is drafted in accordance with credit-based semester scheme.

**A brief outline of the Scheme and Syllabus is as follows:**

- A. Preamble
- B. Objectives
- C. Eligibility
- D. Course Description
- E. Assessment Criterion
- F. Syllabus

#### **A. PREAMBLE**

The Post Graduate Diploma in Human Resource Management envisages preparing students to respond effectively to the emerging social realities and human resource challenges and management.

#### **B. Objectives**

- To develop theoretical knowledge of students into Human Resource Management.
- To facilitate understanding of the Organizational development and Management strategies.
- To develop professional skill and competency among students into organisational dynamics and effective communication.

**C. Eligibility:** Candidates must have passed any bachelor degree examination from any university recognized by UGC with a minimum pass marks of 45%.

**D. Course description:** Course programme will be of 38 weeks including examination and practical exposure exercises. Every subject comprises Lecture Tutorial- Practical schedule. There shall be 4 working days in a week and every week shall consist of 12 hours.

Lecture and Tutorial Component: Every paper will have three lectures per week.

### **E. ASSESSMENT CRITERION**

Each theory paper will be assessed for a total of one hundred marks with a maximum of twenty marks for the internal assessment (ten marks assignment and ten marks class participation) and eighty marks for the end semester examination.

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### **Continuous Internal Assessment**

The break-up of the internal assessment marks is as follows:

Written Test – 20 marks (1 tests)

1 Assignments– 05 marks

Participation – 05 marks (Attendance)

### **MINIMUM FOR A PASS:**

A candidate shall be declared to have passed the PG programme if he/she secures not less than 35% in the end semester examination in each unit and 40% marks in aggregate including internal assessment.

## **F. Syllabus**

**Total Papers: 8**

### **1<sup>st</sup> Semester**

Paper No 1. Human Resource Management Dynamics – I (35 Hours)

Paper No 2. Labour Legislations – I (35 Hours)

Paper No 3. Organizational Behaviour - I (35 Hours)

Paper No 4. Managerial Communication - I (35 Hours)

## **2nd Semester**

Paper No 1. Human Resource Management Dynamics – II (35 Hours)

Paper No 2. Labour Legislations – II (35 Hours)

Paper No 3. Organizational Behaviour – II (35 Hours)

Paper No 4. Managerial Communication – II (35 Hours)

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### **Paper No 1. HUMAN RESOURCE MANAGEMENT DYNAMICS**

#### **Objectives:**

- Develop knowledge and understanding of the nature and functions of Human Resource department
- Develop knowledge of modern aspects in Human Resource Management •  
To develop professional skill-sets and competency among students

## **Semester I**

### **Total Hours: 35 hours**

- Definition, scope, and objective of Human Resource Management •

#### Advanced Manpower Planning:

- Introduction, Objectives, Role of HR Dept, Process of Manpower Planning
- Learning and Development
  - Training Process: Training Need Identification, Preparation of Training

Calendar, Maintenance of Training Records, Execution, Effectiveness Analysis

- Compensation Management: Nature and Purpose, Wage Policy, Wage Determination, DA, Overtime Wages, Incentive Schemes, Fringe Benefits.
- Grievance Resolution: Introduction, Meaning, Objectives, Disciplinary Policies, Steps to enforce a Disciplinary Procedure.

## **Semester II**

**Total Hours: 35 hours**

- Human Resource Information Systems: Introduction, Concepts, Objectives, HRIS- Stages of Development, HRD and HRIS, Steps in implementing HRIS
- Career Planning and development: Definition, Significance, Types, Stages of Career Development, Issues in Career Development, Steps in Succession Planning, Management Development- Objectives and Techniques
- Employee Mobility
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  - Meaning, Scope, Definition, Objectives
  - Transfer- Types, Policy and Limitations, Promotion, Demotion, Job Rotation, Employee Retention and Attrition
- Performance Appraisal
  - Importance and Types, Process of Performance Appraisal
- Corporate Social Responsibility

### **REFERENCES:**

- C.B. Mamoria & S.V Gankar - Personnel Management, Himalaya Publishing house.  
Publishing Company limited.
- Arun Monappa & Mirza S. Saiyadain  
- Personnel Management, Tata Mcgraw Hill
- C.B Mamoria - Personnel Management, Himalaya Publishing house Edwin B. Flippo  
- Personnel Management, Mcgrew hill book company.
- Dr. T.N Bhagohial - Personnel Management and Industrial Relations, Sahitya Bhavan,  
Agra.
- R.S. Davar - Personnel Management and Industrial relations, Vikas Publishing house  
V.P Michael - Human Recourses Management and Human Relations, Himalaya  
Publishing house

- Kings - Human Resource Management and Development, Kings books.  
 Heneman, Schueab Fassum & Dyer Management, Universal book stall.  
 David A Decanzo & Stephen P. Robbins - Personnel Human Resource Management,  
 - Personnel / Human Resource Prentice hall of India Private limited.  
 T.V. Rao - Designing and managing Human Resource system, New Delhi, Oxford and  
 IBH publishing company, 1981.  
 Uday Pareek - Organizational behaviour process, Jaipur, Rawat Publications,  
 New Delhi.  
 V.D.Dudeja - Human Resource Development , Commonwealth Publishers, 2006.  
 Ashok kumar (interdisciplinary approach) Anmol  
 David Megginson, Paul Benefield & publications, 1991  
 Jenifer Jioy - Human Resource Development -  
 - Human Resource Development (an Mathews crest publishing house, 2001,

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## **Paper No 2 - LABOUR LEGISLATIONS**

- To create in-depth awareness about important labour legislations
- To create an attitude of meeting statutory compliance with regard to employee management

### **Semester I**

**Total Hours: 35 hours**

- Historical Development of Labour Legislations in India
- Introduction, Meaning and Growth
- Regulatory Legislations:
  - Factories Act 1948
  - Shops and Establishment Act 1961
- Social Security Legislations
- Workmen's compensation Act 1923
  - Employees State Insurance Act 1948
  - Employees Provident Fund and Miscellaneous Provision Act
  - Payment of Gratuity Act 1972

### **Semester II**

**Total Hours: 35 hours**

- Wage Legislations:
  - Payment of wages Act 1936
  - Minimum Wages Act 1948
  - Payment of Bonus Act 1965
- Other Legislations:
  - Maternity Benefit Act 1961
  - Industrial Dispute Act 1947
  - Trade Union Act, 1926

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## REFERENCES

- N. D. Kapoor - Elements of Industrial Law, Sultan Chand & Sons Educational Publishers-  
New Delhi, 2006.
- R. Jayaprakash Reddy - Labour Welfare and Personnel Service, APH Publishing  
Corporation, New Delhi, 2004.
- A.M. Sarma - Aspects of Labour Welfare and Social Security, Himalaya Publishing  
House, Mumbai, 2003.
- Punekar, Deodhar, Saraswathi Sankaran Industrial Relations, Himalaya Publishing  
House, Mumbai, 2003.
- Labour Welfare, Trade Unionism and
- Bhagoliwal, T.N. - Economics of Labour & Industrial Relations, Agra: Sahitya  
Sadana.
- Giri, V.V. - Labour Problems in Industries
- Rayana, M.A. and others - Planning of Employment, Sterling Publishers Pvt. Ltd., New  
Delhi.
- Mehrotra, S.N. - Labour Problems in India, S. Chand & Co., New Delhi, 1982.
- Patil, B. R. - Economics of Social Welfare in India, Somaya Publication Pvt. Ltd., Bombay,  
1978.
- Puniker, S.D. & Others - Labour Welfare, Trade Unions and Industrial Relations,  
Himalaya Publishing House, Bombay, 1978
- Ramaswami, E.A. & Ramaswami, U.M.A. Oxford University Press, Delhi, 1982.
- Industry and Labour: An Introduction,
- Sharma, A.M. - Aspects of Labour Welfare & Social Security, Himalaya Publishing



House, Bombay, 1988.

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### **Paper No 3. ORGANIZATIONAL BEHAVIOUR**

- To understand and grasp the basic concepts and theories underlying individual behavior
- To educate on organizational dynamics and management strategies
- To know the strategies in bridging the gap between employer and employees

### **Semester I**

**Total Hours: 35 hours**

- Introduction to organizational behaviour: Concept, definition, significance and scope
- Employee Behaviour
  - Personality, Self-awareness
  - Perception and Attribution
  - Learning
  - Values and Attitudes
  - Motivation
  - Attitudes
- Groups, Group Dynamics, Teams`
- Group Performance and Decision making

- Skills for Managing Teams:
  - Communication, Conflict, Power & Influence

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## **Semester II**

**Total Hours: 35 hours**

- Leadership
    - Concepts and Function, Styles and Theories
  - Organizational Power and Politics: Concept, Sources of Power, Distinction between powers
    - Authority and Influence
  - Organizational Structure: Organizational Design, Work design, Job Satisfaction,
  - Organizational Culture: Power and conflicts in the organization •
- Workplace stress causes and remedies.

### **REFERENCES**

Stephen P. Robbins - Organisational Behaviour, Prentice Hall of India, 9th Edition, 2001.

Hellriegel, Slocum and	Thomson
Woodman	Learning, 9th edition, 2001.
Schermerhorn, Hunt and Osborn	- Organisational Behaviour, John Wiley, 7th edition, 2001
- Organisational Behaviour, South-Western,	
Jit S.Chand - Organisational Behavior, Vikas Publishing House Pvt.	

Ltd, 2nd edition, 2001.

Fred Luthans - Organisational Behavior, Mc Graw Hill Book Co., 1998. New Strom and

Davis - Organisational Behaviour, McGraw Hill, 2001.

Jeff Harris and Sandra Hartman - Organisational Behaviour, Jaico, 2002.

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### **Paper No 4. MANAGERIAL COMMUNICATION**

- Acquire understanding of various methods of communication and competence to use the same
- Understand and appreciate the role of communication in development
- To educate on “creating higher clarity” in managerial communication
- To train the students in the essential skills on effective communication

### **Semester I**

**Total Hours: 35 hours**

- Introduction to managerial communication
- Verbal and Nonverbal communication: Meaning, Principles, Types
- Group communication : Meetings, Group discussions
- Types of managerial speeches: Speech of introduction, Speech of thanks, Occasional speech, Theme speech
- Mastering the art of giving interviews: Selection or placement interviews, Discipline interviews, Appraisal interviews, Exit interviews

### **Semester II**

**Total Hours: 35 hours**

- Managerial writing: Meaning, Types
- Business letters: Routine letters, Bad news and persuasion letters, Sales letters in HR Perspective

- Collection letters, Job application letters
- Internal communication: Memos, minutes, notices, reports
- Use of audiovisual media
- Effective Presentations: Principles, Types
- Business and social etiquette

**References:-**

1. Human Communication- Stewart L Tubbs- Eastern Michigan University
2. Communication Today- Understanding creative skill by Reuben Ray
3. Group Communication- Theory and methods- Sandeep Deshmukh
4. Communication Skills for managers- Leena Sen

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