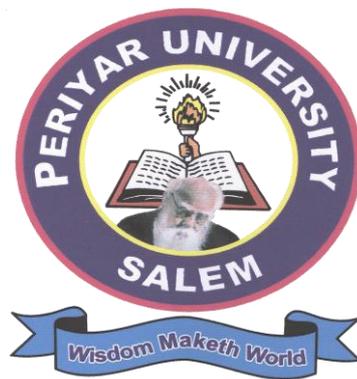


# PERIYAR UNIVERSITY

SALEM – 636 011.



**PERIYAR INSTITUTE OF DISTANCE EDUCATION (PRIDE)**

**P.G.DIPLOMA IN PERSONNEL MANAGEMENT**

TWO YEAR PROGRAMME

NON SEMESTER

**REGULATIONS AND SYLLABUS**

(Effective from the Academic Year 2014-2015 and thereafter)

PERIYAR UNIVERSITY, SALEM – 636 011.

PERIYAR INSTITUTE OF DISTANCE EDUCATION (PRIDE)

P.G.DIPLOMA IN PERSONNEL MANAGEMENT

TWO YEAR PROGRAMME

**REGULATIONS**

(Effective from the Academic Year 2014-2015 and thereafter)

**1. CONDITION FOR ADMISSION**

The candidate who has passed BBA, B.Com, B.A., B.C.A., and B.Sc. of this University or any other University accepted by the syndicate as equivalent thereto subject to such conditions as may be prescribed therefore shall be permitted to appear and qualify for the P.G.Diploma in Personal Management degree Examination of this University

## **2. DURATION OF THE COURSE**

The course for the P.G.Diploma in Personnel Management shall consist of one Academic year.

## **3. COURSE OF STUDY**

The course of study shall comprise the following subjects according to the syllabus and books prescribed from time to time.

<b>S.N</b>	<b>Title of the Paper</b>
1	Principles of Management
2	Employment and Development of Personnel
3	Industrial relations
4	Labour Welfare
5	Wages and Salary Administration
6	Conflict Management
7	Human Relations
8	Corporate Legal Frame work
9	Personnel Training & Development
10	Project OR Paper: Contemporary Issues in Personnel Management

#### 4. EXAMINATIONS

The examination shall be three hours duration to each paper at the end of the year. The candidate failing in any subject(s) will be permitted to appear for each failed subject(s) in the subsequent examination.

The external examiners should conduct the Practical Examinations at the end of the year.

#### 5. SCHEME OF EXAMINATIONS

The Scheme of Examinations for the year shall be as follows:

<b>S.No</b>	<b>Title of the Paper</b>	<b>Exam Duration</b>	<b>Maximum Marks</b>
1	Principles of Management	3	100
2	Employment and Development of Personnel	3	100
3	Industrial relations	3	100
4	Labour Welfare	3	100
5	Wages Salary Administration	3	100
6	Conflict Management	3	100
7	Human Relations	3	100
8	Corporate Legal Frame work	-	100
9	Personnel Training & Development	-	100
10	Project or Paper Contemporary Issues in Personnel Management.	-	200
<b>Total Marks</b>			<b>1100</b>

## **Project Report**

Project work related to Personnel Management. Conditions mentioned in the MBA Programme is also applicable for the PGDPM

## **6. QUESTION PAPER PATTERN**

Time: 3 Hours

Max Marks : 100

Passing Min: 50

### **PART - A: (5X5=25)**

(Answer All Questions)

Two Questions from each unit with Internal Choice

### **PART - B: (5X15=75)**

(Answer All Questions)

Two Questions from each unit with Internal Choice

## **7. PASSING MINIMUM**

The candidate shall be declared to have passed the examinations in a Theory/Practical of study only if he/she secures not less than 50% of the total prescribed marks for the subject in the University Examinations.

## **8. Classification of Successful Candidates**

Candidates who secure not less than 60% of the aggregate marks in the whole examination shall be declared to have passed the examination in First Class. All other successful candidates shall be declared to have passed in Second Class. Candidates who obtain 75% of the marks in the aggregate shall be deemed to have passed the examination in First Class with Distinction provided they pass all the examinations prescribed the course at the first appearance.

## **9. COMMENCEMENT OF THIS REGULATION**

These regulations shall take effect from the academic year 2014-2015, i.e., for students who are admitted to the first year of the course during the academic year 2014-2015 and thereafter.

# **Principles of Management**

## **Unit – I:**

Nature and Functions of Management – Management Process – Role of Manager – Level of Management – Social Responsibilities of Business – Social Performance of Business in India.

## **Unit – II:**

Planning – Importance of Planning – Types of Plans – Limitations of Planning – Decision-Making – Steps in Rational Decision-Making – Business Forecasting – Techniques of Forecasting.

## **Unit – III:**

Organization – Process of Organizing – Span of Management – Principles of Organizing – Departmentalization – Sources of Formal Authority – Delegation Vs Decentralization.

## **Unit – IV:**

Staffing – Introduction & Concept – Scope of Staffing Functions – Training and Development – Advantages of a Training Programmes – Types of Training Programmes – Training practices in India.

## **Unit – V:**

Performance Appraisal - Essential of good Appraisal System – Directing Functions – Importance of Communication - Characteristics of Leadership – Problems of Public Enterprises in India – Organizational Change.

## **Reference books:**

1. Principles of Management – PC Tripathi, PN Reddy, Third edition, Tata MC Grew – Hill Publishing Company Limited, New Delhi.
2. Principles & Practice of Management – P.K Agarwal, Pragati Prakashan Publishers.

# **EMPLOYMENT AND DEVELOPMENT OF PERSONNEL**

## **UNIT I**

Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit.

## **UNIT II**

Job Analysis – Job Description, Job Specification - Systematic approaches to recruitment: recruitment policy - recruitment procedures - recruitment methods and evaluation. Selection: selection procedure - the design of application form - selection methods - offer of employment - and evaluation of process.

## **UNIT III**

Training and Development: Purpose - Methods of training – merits and demerits of training - Management development programme - importance – methods - advantages .

## **UNIT IV**

Performance Appraisal: Definition - Purpose of appraisal - Procedures and Techniques – traditional and modern methods - Job Evaluation. Promotion , Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

## **UNIT V**

Human Resources Development in India: evolution and principles of HRD, HRD Vs Personnel functions, Role of HR managers. Wage Incentive Payments, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

### **Reference books :**

1. Bhattacharyya – Human Resource Management, Text and Cases (Excel Books)
2. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
3. Decenzo- Human Resource Management (Wiley Dreamtech)
4. Dessler – Human Resource Management (Pearson Education, 13th Ed.)

# **Industrial Relations**

## **Unit – I:**

Concept of Industrial Relations – Scope of Industrial Relations – Objectives – Importance – Approaches to Industrial Relations – Developing Sound Industrial Relations - Aspects of Industrial Relations – Industrial Relations Programme.

## **Unit – II:**

Industrial Relations in India – New Economic Policy (NEP) and Industrial Relations – ILO (International Labour Organization) – Labour Legislation – Functional Requirements of a Successful Industrial Relations Programme

## **Unit – III:**

Industrial Disputes and conflict – Workers participation in Management – Workers participation in Management International Scene - Experts Committee reports on Workers participation in Management.

## **Unit – IV:**

Collective Bargaining Process – Impasses, Mediation and Strikes – The Contract Agreement – The Labour Movement – Union and the Law – Grievances – Sources of Grievances – Grievance Procedure – Guidelines for handling grievances.

## **Unit – V:**

Key issues in International Industrial Relations – Trade union and International Industrial Relations – The response of trade unions to multinationals – The Issue of Social ‘dumping’ – The Impact of the digital economy.

## **Reference books:**

1. Personnel Management – C.B. Mamoria, Himalaya Publishing House
2. Human Resource Management – Gary Dessler, Ninth Edition, Pearson Education Pvt. Ltd.
3. International Human Resource Management – Peter. J. Dowling, Nelson Education Ltd.

## **LABOUR WELFARE**

### **UNIT I:**

Definition and meaning of labour welfare - concepts of labour welfare - social concept, total concept, relative concept, positive and negative concept - Principles of labour welfare - Re-personalization of the workers and other principles.

### **UNIT II:**

Labour welfare measures –Statutory employee welfare: health, safety and welfare measures - Non-statutory employee welfare: compulsory welfare measures, voluntary welfare measure mutual welfare measure, family welfare of worker, family welfare centre at work place.

### **UNIT III:**

Labour Welfare Officer - Qualification, appointment and service conditions - Role, functions, duties and responsibilities of labour welfare officer.

### **UNIT IV:**

Social security - meaning and definition - various social security measures for industrial workers in India.

### **UNIT V:**

Social Work practice in the work place - Characteristics of workforce in Industries - Corporate Social Responsibility (CSR) concept - issues and strategies.

### **REFERENCES BOOKS:**

1. S.N. Misra, An Introduction to Labour and Industrial Laws.
2. Balachandani, Labour Welfare.
3. Malik P.L. Industrial Law.
4. Ghosh, P., Personnel Administrations in India.

## **Wages and Salary Administration**

### **Unit – I:**

Basic concepts- Objective of Wage and Salary administration – Principles of Wage and Salary administration – Components of Wage and Salary administration – Methods of Wage Payments.

### **Unit – II:**

Theory of Wages – Wage Legislation in India – Wage differentials – Executive/Managerial Remuneration – Components of Remuneration – Types of wages.

### **Unit – III:**

Process of Wage Payment – Job Evaluation – Wage Structure – Wage Incentive plans – Executive Compensation plan.

### **Unit – IV:**

Importance and scope of Compensation Systems – Issues in Wage and Salary administration – Legal Consideration – User of Surveys – Cost of living – Wage and Salary Equity – Induct Compensation and Incentive System.

### **Unit – V:**

Determination of Individual pay – Issues in Compensation Administration – Compensation and Motivation – Compensation decisions – Internal and External influences of Compensation.

### **Reference books:**

1. Human Resource Management – S. Chand Published by AS. Chand & Company Ltd. New Delhi.
2. Personnel Management and Industrial Relations – Thomas A. Kochan, Tata MC Grew – Hill Publishing Company Limited, New Delhi.
3. Human Resource Management – Johnm. Ivancevich, Tata MC Grew – Hill Publishing Company Limited, New Delhi.

# **CONFLICT MANAGEMENT**

## **UNIT I:**

Introduction to conflict management – Organisational and inter-personal conflict – models of conflict management – International conflict management.

## **UNIT II:**

Role of conflict in organizations - leadership approaches to conflict situation – managerial approaches to conflict – individual differences - power and influence.

## **UNIT III:**

Conflict – sources – styles – types - conflict theory of management – conflict management and teamwork in organizations.

## **UNIT IV:**

Conflict Management: Approaches & Methods - Conflict Management & Conflict Resolution - Analytical Problem Solving Approach - Conflict Transformation - Communication; Inter-personal Mediation.

## **UNIT V:**

Superior/Subordinate interactions and conflict resolution- ethics in conflict resolution.

## **REFERENCE BOOKS:**

1. Burton, John & et.al. 1993, Conflict: Practices in Management, Settlement and Resolution, St. Martin's Press.
2. Fisher Ronald J, The Social Psychology of Intergroup & Intergroup Conflict Resolution, 1990, Springer-Verlag
3. Stutzman Jim (ed), Mediation & Facilitation Training Manual : Foundations & Skills for Constructive Conflict Transformation, 1995, MCS Akron Human Development Report: 1994 Onwards, Oxford University Press

## **CORPORATE LEGAL FRAMEWORK**

### **UNIT I:**

Growth of legislative framework in India - labour administrative framework - implementation of labour policy and laws - government as an employer - new economic policy and labour - social clause and WTO.

### **UNIT II:**

Industrial dispute Act, 1947 - definition of industry, workmen, industrial dispute, procedures - powers and duties of authorities - strikes and lockouts - layoffs and retrenchment - Industrial Employment (standing order) Act, 1947 - certification process of standing orders.

### **UNIT-III:**

Trade Union Act, 1926 – registration - immunities available to registered trade unions – Duties and liabilities of a Registered Trade Union - privileges – cancellation of registration.

### **UNIT-IV:**

Payment of Wages Act, 1936 – deductions - authorities - Minimum Wages Act, 1948 - fair wages, living wages, minimum wages - fixation of minimum rate of wages.

### **UNIT-IV:**

Contract labour (regulation and abolition) Act, 1970 - advisory boards - registration of establishments - licensing of contractors - welfare and health of contract labour, interstate migrant workmen (regulation of employment and conditions of services) Act, 1979 - welfare and health measures of interstate migrant workmen.

### **References:**

1. Chakravarti, K.P., *Labour Management and Industrial Relations*, Oxford University Press, New Delhi
2. Kothari, G.M., *Labour Demands and Their Adjudication*, M.M. Tripathi Pvt. Ltd.
3. Malik, P.L., *Industrial Law*, Eastern Book Company.
4. Malhotra, O.P., *The Law of Industrial Disputes*, Saujanya Books.
5. Misra, S.N., *Labour and Industrial Law*, Universal Law Publishing Pvt. Ltd., New Delhi.

# **HUMAN RELATIONS**

## **UNIT I:**

Human relations – meaning – objectives – importance - Need of human relations and human values in the industry - Maslow's hierarchy, its importance in managing human resources.

## **UNIT II:**

Behavioural Dynamics : Interpersonal Behaviour – Introduction - Need for interpersonal competence - Determinants of interpersonal behavior - Concept of interpersonal orientation and attractions and its importance in human behaviour.

## **UNIT III:**

Attitude: Concept - importance of positive attitude and openness of mind - Do's and don'ts for developing positive attitude – Role of attitudes in human relations.

## **UNIT IV:**

Communication: Definition – types – importance in developing human relations – grapevine - Leadership - Influence of Leadership - Techniques to deal people effectively.

## **UNIT V:**

Group Dynamics - Concept of group dynamics - Dynamics of group formation - Types of group - Role of groups in organization.

## **REFERENCE BOOKS:**

1. Fred Luthans : Organisational Behaviour, Mc Graw Hill , NewYork
2. L. M Prasad, Organisational Behaviour, S. Chand Publishers, New Delhi.
3. Schermerhorn, Hunt and Osborn : Managing Organisational Behaviour, John Wiley and Sons, . New York 1994.

## **CORPORATE LEGAL FRAMEWORK**

### **UNIT I:**

Growth of legislative framework in India - labour administrative framework - implementation of labour policy and laws - government as an employer - new economic policy and labour - social clause and WTO.

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### **References:**

1. Chakravarti, K.P., *Labour Management and Industrial Relations*, Oxford University Press, . New Delhi
2. Kothari, G.M., *Labour Demands and Their Adjudication*, M.M. Tripathi Pvt. Ltd.
3. Malik, P.L., *Industrial Law*, Eastern Book Company.
4. Malhotra, O.P., *The Law of Industrial Disputes*, Saujanya Books.
5. Misra, S.N., *Labour and Industrial Law*, Universal Law Publishing Pvt. Ltd., New Delhi.

# PERSONNEL TRAINING DEVELOPMENT

## UNIT I:

Introduction to training - Need for Training and Development- Importance of Training and development in organization - Approaches to Training & Development- Role of Trainers - Qualities of a Good Trainer.

## UNIT II:

Need Assessment - Motivational aspects of HRD: Development cycle; Reinforcement for behavior modification - Learning theories - stages of learning - learning principles, challenges to become a learning organization – Motivational theories.

## UNIT III:

Instructional Approaches: An Overview of Internal Training and External Training - Training Methods- On the job - Apprenticeship, mentoring, Off the job- Case studies, lectures, vestibule training, sensitivity, in-basket, role plays, audiovisual & other contemporary methods. Internal Vs external Training.

## UNIT IV:

Training Evaluation and Measurement: Evaluation process - Evaluation Criteria, Evaluation, Experimental Designs - Other methods of evaluation - External Training – Effectiveness of Training.

## UNIT V:

Human resource development - concepts - Sub-systems of HRD - role of HRD - career planning and development - steps in career Planning - methods of career planning and development. Concept of management development - need and importance of management development - management development process - Techniques of management development.

## Reference Books:

1. Lynton & Parekh, *Training for Development*, Sage Publication
2. Robert L. Craig, *ASTD Training and Development*, McGraw Hill Publication
3. Dugan laird- *Approaches to Training and Development*, Perseus Publishing, 2003
4. Rao TV , *Readings in HRD*, Oxford & IBH

## **CONTEMPORARY ISSUES IN PERSONNEL MANAGEMENT**

### **UNIT - I**

Personnel Management - meaning, nature, scope and objective-Functions of Personnel Department - The Role of Personnel manager - Organization of personnel department - Personnel Policies and Procedures.

### **UNIT - II**

Manpower planning - Job description - Job analysis - Role analysis - Job specification - Recruitment and Selection -Training and Development.

### **UNIT - III**

Performance appraisal - Job evaluation and merit rating - Promotion - Transfer and demotion - Human relations - approaches to good human relations - Punishment.

### **UNIT - IV**

Wages and Salary administration - Incentive system - Labour welfare and Social Security - Safety, health and Security - retirement benefits to employees.

### **UNIT - V**

Industrial relations - Trade unionism - Grievance handling- collective bargaining and worker's participation in management.

### **Reference Books:**

1. Tripathy - Personnel Management and Industrial Relations
2. Bhagoiwal- Personnel Management and Industrial Relations
3. Memoria - Personnel Management and Industrial Relations
4. VSP. Rao - Human Resource Management