

SYLLABUS
FOR POST GRADUATE DEGREE IN HUMAN RESOURCE
MANAGEMENT
(MHRM)

FIRST YEAR

Core paper I	:	Principles of Management
Core paper II	:	Human Resource Management – I
Core paper III	:	Organisational Behaviour
Core paper IV	:	Research Methodology and Quantitative Methods
Core paper V	:	Industrial Engineering
Core paper VI	:	Labour & Managerial Economics

SECOND YEAR

Core paper I	:	Human Resource Management – II
Core paper II	:	Human Resource Development
Core Paper III.	:	Industrial Sociology
Core Paper IV.	:	Industrial Relations
Core Paper V.	:	Labour Legislation

VI. Project Report

VII. Viva Voce

The detailed syllabi is given below.

FIRST YEAR

CORE PAPER I: PRINCIPLES OF MANAGEMENT

- MODULE 1. Management – concept and overview - Evolution of Management Theory – Scientific Management - Classical Organisation Theory – The Behavioural School – Human Relations Movement – Contributions and Limitations – Quantitative School – Operations Research and Management – The Systems Approach – Management as a Profession.
- MODULE 2. Functions of Management -- Planning – Need for Planning – Flexibility in Planning – and Decision Making – Organisational Planning – Strategic and Tactical Plans – Basic Goals in Planning – Concept of Strategy – Approaches to Strategic Planning – The Role of Strategic Planning in Organisations – Human Resource Planning.
- MODULE 3. Decision Making – Developing Alternatives – The Principle of Limiting Factor – Operations Research and Planning – Modern Approaches to Decision Making Under Uncertainty – The Systems Approach and Decision Making.
- MODULE 4. Organisational Structure – Formal and Informal Organisations – Departmentalization – Co-ordination – Span of Management – Efficient Utilisation of Managers – Management and organisational Levels – Authority, Delegation and Decentralisation – Basis of Authority – Guidelines for Effective Delegation – Barriers – Factors Influencing Decentralisation.
- MODULE 5. Managing the Human Factor – Creativity and Innovation – Human Models Proposed by Organisation Psychologists – Maslow's Need Hierarchy – McGregor's Theory – Human Models and Behaviourism.
- MODULE 6. Organising – Importance, steps and Principles – Controlling – Managerial control – Process of Control – Standard and corrective action – Management audit – Co-ordination and control in organisation.

BOOKS RECOMMENDED:

- 1 Koontz and O. : Principles of Management
Donnel
- 2 Peter Drucker : Principles of Management
- 3 Pugh & Hickson : Organisational Structure
- 4 P. Sing and Chhabra : Business Organisation and Management
- 5 C.B. Mamoria : Personnel Management
- 6 Dwivedi, R.S : Management of Human Resources
- 7 Tripathi, P.S : Personnel Management

CORE PAPER II. HUMAN RESOURCE MANAGEMENT

- MODULE 1. Introduction to Human Resource Management – Concept, Nature and Scope – The Philosophy of Management and Their implications on Personnel Functions – HR Principles
- MODULE 2. Manpower Planing – Concept, Aims and Objectives at the Unit Level-Demand and Supply Forecasting – Planning Procurement Programmes – Manpower Inventory – Techniques of Manpower Planning – Personnel Budget – Manpower Planning at National Level.
- MODULE 3. Staffing -- Selection and Recruitment – Sources of Manpower Supply – Selection Tools – Advantages and Limitations – Use of Application Blanks, Weighted Application Blanks, Interviewing – Problems in interviewing –Psychological Tests – Characteristics – Developing Psychological Tests for Selection – Service Conditions – Contract of Employment – Induction.
- MODULE 4. Performance Appraisal – Concept and Objectives – Methods – Performance Appraisal for Executives, Supervisors and workers – Methods and Techniques – Organising Performance Appraisal Programmes – Management by Objective (MOB)
- MODULE 5. Job Analysis–Job Evaluation-Principles of Job Evaluation–Job evaluation system Methods–Promotion and Transfer-Policies and Procedures.
- MODULE 6. Concept, Scope and Definition of Personnel Management – Role of Personnel Manager–Challenges of Modern Personnel Management–HRD, HRM and PM. Role of Personnel Management–Line and Staff Role–Other Functions–Advisory, Service, functional Guidance–Organisation and Administration of Personnel Department– Personnel Functions.

BOOKS RECOMMENDED:

- 1 Mumford, Alar : The Manager and Training
- 2 Stewart, et. al. : Managing the Managers' Growth
- 3 Stanley & Delloff : Improving Individual Productivity
- 4 Straiss, et. al. : Personnel: The Human Problems of Management

PAPER III: ORGANISATIONAL BEHAVIOUR

- MODULE 1. Organisational Behaviour: Background – Hawthorne Studies – Organisational Behaviour Approach – Theoretical Framework for Organisational Behaviour – Behaviouristic and Social Learning Models.
- MODULE 2. Motivation - Content Theories of Motivation – Maslow's Hierarchy of Needs – Herzberg's Two Factor Theory – Alderfer's ERG Theory – Process Theories of Motivation – Vroom's Expectancy Theory – Porter – Lawler Model – Contemporary Theories – Equity Theory and Attribution Theory.
- MODULE 3. Leadership – Classical Studies on Leadership – Established Theories of Leadership – Leadership and Organisational Dynamics – Situational and Contingency Theories of Leadership.
- MODULE 4. Job Satisfaction – Job Satisfaction and Performance – Conflict and Stress in Organisations – Meaning of Stress- Causes and Effects – Managing Conflicts.
- MODULE 5. Organisational Structure – Technology and Organisational Structure – Recent Developments Relating to Design of Organisations – Labour Management Relations.
- MODULE 6. Organisational Goals – Organisational Goals in Public and Private Sectors – Changing Patterns of Organisational Goals – Major Organisation Process – Power and Authority – Decentralisation – Trends in India.

BOOKS RECOMMENDED:

- 1 Luthans, F.J : Organisational Behaviour
- 2 Daris, D : Human Behaviour at Work
- 3 Korman, Abraham K : Organisational Behaviour
- 4 Schin, E : Organisational Psychology
- 5 Kolasa, B. J : Introduction to Behavioural Sciences in Business

2

CORE PAPER IV RESEARCH METHODOLOGY AND QUANTITATIVE METHODS

- MODULE 1. Scientific Method – Basic Tenets – Scientific Approach to Social Research – Definition and Applications
- MODULE 2. Problem Formulation – Objectives and Concepts – Theoretical and Operational Definitions – Types and Relationships – Assumptions and Hypotheses – Pilot Study – Sampling and Sampling Designs.
- MODULE 3. Research Design – Types of Research Designs – Experimental Studies – Controls, experimental and Control Groups – Matching and Randomisation – Casuality – Inferring Casuality – Quasi-experimental Studies-
- MODULE 4. Social Surveys – Methods – Sources of Data – Types of Data – Observation - Methods and Tools of Data Collection – Reliability and Validity – Interview – Questionnaire and Projective Technique.
- MODULE 5. Data Processing – Editing, Coding, Tabulation and Interpretation.
- MODULE 6. Research Reporting – Communicability, Style and Content of Research Reports – Administrative – aspects of research projects – Relevance in Human Resource Management.

BOOKS RECOMMENDED

1. Luthans, F.J : Organisational Behaviour
2. Daris, D : Human Behaviour at Work
3. Korman, Abraham K : Organisational Behaviour
4. Schin, E : Organisational Psychology
5. Kolasa, B.J. : Introduction to Behavioural Sciences in Business

07

PAPER V. INDUSTRIAL ENGINEERING

- MODULE 1. Industrial Engineering: Productivity – concept and Definition – Methods of Raising Productivity Work Study – Time and Motion Study – Definition – Aims and Procedures – Implications for Productivity – Role of Industrial Engineering.
- MODULE 2. Standard Data – uses and Methods of Determining Standard Data – Work Sampling – Objectives, Theory and Determination of Time Standards. Network Techniques – Critical Path Method (CPM) and PERT.
- MODULE 3. Office Organisation and Methods – Analysis and Planning of Systems – Procedures and Outlines – Forms Design and Control – Role and Design of Forms – Records and Filing – Information Retrieval – Correspondence and Report Writing – Principles of Work Measurement as Applied to Office Work.
- MODULE 4. Materials Handling – Essentials of Transporting – Reducing Materials Transporting Coasts – Material Handling Equipment and Material Transporting Organisations.
- MODULE 5. Inventory Control – Inventory Turnover – ABC Analysis – Minimum and Maximum Controls – Economic Order – Quantity and Economic Lot Size.
- MODULE 6. Safety and Health - Making Working Conditions Safe – Safe Equipment – Preventive Maintenance – Supervising Maintenance Workers – Accident Prevention and Management – Employees Health – Safety and Health Regulations.

BOOKS RECOMMENDED

- 1. Hein, Leonard, W : The Quantitative Approach to Managerial Decisions
- 2. Gokaran, P.R. : Essentials of Materials Management
- 3. Denyer, J.C. : O & M and Management Services
- 4. Murdick, Robert, G : Information System for Modern Management
- 5. Arvine, Herald, T : Manufacturing Organisation and Management and Others
- 6. Standley, John, D & Dellof, Irving, A : Improving Individual Productivity
- 7. Ireson, W. Grant & Grant, Eugene : Handbook of Industrial Engineering & Management
- 8. Banga, T.R, Sharma S.C : Industrial Engineering and Management Sciences & Agarwal, N.K

PAPER VI. LABOUR AND MANAGERIAL ECONOMICS

- MODULE 1. Nature and Scope – Labour Problems in a Developing Economy – Composition and Extent of Participation of Indian Labour
- MODULE 2. Basics of Labour Supply and Demand – Flexibilities and Rigidities in Indian Labour Market.
- MODULE 3. Employment – Theories of Employment – Full Employment – Technology and Employment.
- MODULE 4. Business Decisions – Production Function – Returns to Scale – Optimisation in Production
- MODULE 5. Theory of Cost-Cost-Output Relations – Break-even Analysis Theories of Price – Price Discrimination – Monopsony
- MODULE 6. Capital Budgetting – Process – Investment Appraisal – Uncertainty and Capital Rationing.

BOOKS RECOMMENDED

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|-----------------------|---|-------------------------------------|
| 1. Stigler | : | Theory of Price |
| 2. Thyagi, B.P | : | Labour Economics and Social Welfare |
| 3. Sazena, R.C. | : | Labour Problems and Social Welfare |
| 4. Dutt and Sundharam | : | Indian Economy |
| 5. Gupta | : | Managerial Economics |
| 6. Lewis and Craig | : | Managerial Economics |

SECOND YEAR**CORE PAPER I : HUMAN RESOURCE MANAGEMENT - II**

- MODULE 1. Wage and salary administration - Wages - Methods of Wage Payment - Principles of Wage determination - Components of Wages - Wage Differentials - Wage Regulations - Type of wages - Minimum Wage - Need Based Minimum Wage - Fair Wage and Living Wage - Compensation Policy - Equity and Compensation - Expectancy Theory and Variable Compensation - Individual and Group.
- MODULE 2. Theories of Wage - Concept and Significance - Role of Personnel Department - Personnel Budget - Factors influencing pay package & bonus schemes.
- MODULE 3. Incentive Schemes - Profit Sharing and Annual Bonus - Monetary Incentives - Non-monetary incentives - merit rating.
- MODULE 4. Job Evaluation - Methods and Techniques - Application in deciding wage & salary - Role of Personnel Department in deciding wage and salary - Statutory Regulations Relating to Wage Determination and Payment.
- MODULE 5. Fringe Benefits - Nature and Supplementary Compensation - Principles of Employee Benefit Programme - Payment for Time not Worked - Economic Protection Against Hazards - Facilitative Employee Services.
- MODULE 6. Treatment of employee problems through counseling - follow up counseling and counseling for retirement - Retirement: Policies, Procedures, Benefits & Exit Policies - Current trends in wage & salary administration.

BOOKS RECOMMENDED

- 1. Flippo, Edwin B : Principles of Personnel Management
- 2. Michel, Armstrong : Hand Book of Personnel Management & Practice
- 3. Wootton, Barbars : The Social Foundation of Wages Policy
- 4. Rothsohid : The Theory of Wages
- 5. Ryan, John A : A Living Wage

CORE PAPER II. HUMAN RESOURCE DEVELOPMENT

- MODULE 1. Meaning - Training and Human Resource Development - Importance of Training and Development Activities in Organisations - Efficiency and Economy in Training and HRD Activities - Role of Motivation in Training and HRD - Role of Top Management in HRD.
- MODULE 2. Identifying Training Needs - HRD and Training Policies - Planning and Organising Training Programmes - Organisation of Training and HRD Department.
- MODULE 3. Concepts of Learning, Training, Education and Development - Psychological process in Learning - Principles of Training and Development - Evaluation of Training and HRD Activities.
- MODULE 4. Management Development - Methods and Techniques - Management Games - Sensitivity Training - Experiential Learning - Employee Counseling Professional Bodies for Management.
- MODULE 5. Performance Appraisal and Career Development - Systematic Appraisal by Superiors - Traditional Performance Appraisal systems - Career Anchors - Career Development Programme - Total Quality Management - Concept, Approach and Models.
- MODULE 6. Communication in organisation - Process of Communication - Inter Personal Communication - Formal & information communication - barriers to communication - Planning for and effectiveness in communication - Management Information System (MIS) - Quality Control - Quality Planning and Improvement - HRD for TQM.

BOOKS RECOMMENDED

1. Mumford, Alar : The Manager and Training
2. Stewart, et. al. : Managing the Mangers' Growth
3. Stanley & Delloff : Improving Individual Productivity
4. Straiss, et.al. : Personnel: The Human Problems of Management
5. Killian : Managing by Design for Maximum Executive Effectiveness.

CORE PAPER III: INDUSTRIAL SOCIOLOGY

- MODULE 1. Sociology – Basic concepts – society, social system, culture, role, status, group, institutions, social change, socialization of individuals.
- MODULE 2. Industrial sociology – definition and scope – growth of discipline of industrial sociology – factory system – formal & informal relations in industry.
- MODULE 3. Sociological theories of organisation – social significance of industrialization – social consequences of work design and technology – mechanization, automation and rationalization.
- MODULE 4. Problems of Industrialisation and urbanization – slums, human alienation & class conflicts – social background of Indian workers and managers – Changing characteristics of industrial workforce.
- MODULE 5. Industry & its impact on the worker – Approaches to deal with human problems in industry – understanding and tackling problems arising out of work situations – Maladjustment, ill health, occupational diseases, mental health disorders – Relationships in work – indiscipline, chronic absenteeism, alcoholism and drug addiction, indebtedness, housing and family problems.
- MODULE 6. Problems of specific groups in industry – Backward, handicapped, old, young and women employees – sexual harassment – services within and outside industries – educational, recreational, family and community welfare within and outside plant – Employee counseling and its importance.

BOOKS RECOMMENDED

- 1 Gisbert, Pascal, S.J : Fundamentals of Industrial Sociology, 1972 Tata & McGraw Hill
- 2 Mehrotra, Gopal Naresh : Studies in Industrial Sociology, 1975, Atma Ram & Sons.
- 3 Spaulding, Charles B : An Introduction to Industrial Sociology, 1970, D.B. Taraporevala Sons, Company.
- 4 Faunce, William A : Readings in Industrial Sociology, 1967.
- 5 Davis Kingsley : Human Society, 1981 Surjeet Publications.
- 6 Narayana Rao, S : Counseling Psychology, 1981
- 7 Klein, Josephine : Working with Groups, 1970
- 8 Mukerji, B : Community Development in India, 1961.

CORE PAPER IV. INDUSTRIAL RELATIONS

- MODULE 1. Concept of Industrial Relation - Social Obligations of Industry - Role of Government - Employees and Unions in Industrial Relations - Approaches to Industrial Relations : Psychological, Sociological and Human Relations Approaches.
- MODULE 2. Industrial Disputes - Causes and Effects - Employers and Trade Unions in Industrial Relations - Trade Unionism - Characteristics of Labour and Trade Union Movement in Developed Countries - Purpose, Functions, Structure and Problems Trade Unions in India - Recognition of Trade Unions - Essentials of Trade Union Act, 1926.
- MODULE 3. Workers' Participation in Management - Concepts - Forms, Schemes and Their Evaluation - Experience of Other Countries - Pre-requisites for Effective Participation.
- MODULE 4. Grievance: Concept, significance and methods of redressal - Collective Bargaining: Concepts, approaches, types, pre-requisites and process - Collective Agreements - Conciliation: Concept, types strategies and authorities - Conciliation Officers and Board of Conciliation - Role, Power and Duties.
- MODULE 5. Strikes and Lockouts - Types of Strike - Legal and Illegal Strikes and Lockouts - Industrial Relations Audit and Industrial Relations Research - Trends in Industrial Relations. Voluntary Arbitration: Concept, Requirement and Scope - Adjudication: Concept, Requirements and Scope - Awards.
- MODULE 6. Labour welfare – Concept and objectives – Types of labour welfare – Theories & principles – Social security – Definition and Importance in India – different social security measures and its relation to IR. - Recent trends in IR

BOOKS RECOMMENDED

1. Monappa, Arun : Industrial Relations
2. Manoria, CB & Manoria, Satish : Labour Welfare, Social Security and
Industrial Peace in India.
3. Sharma, A.M. : Industrial Relations - Conceptual and Legal
Framework.
4. Yoder, Dale : Personnel Mgmt and Industrial Relations.
5. Flippo, Edwin : Personnel Management
6. Joseph, Jerome : Strategic Industrial Relations Management
7. Report of the National Commission on Labour, 1969.

65

CORE PAPER V : LABOUR LEGISLATION

- MODULE 1. Introduction to Labour Legislation – Classification of Labour Legislation – Sources and Development of Labour Legislation.
- MODULE 2. Industrial Employment (Standing Orders) Act, 1946 – Model Standing Orders – Disciplinary Proceedings in Industry – Principles of Natural Justice – Power of Labour Courts to Review Domestic Enquiries – Process of Domestic Inquiry.
- MODULE 3. Industrial Disputes Act, 1947 and its Rules.
- MODULE 4. Factories Act 1948 – Plantations Labour Act, 1952 – Dock Labour Act, 1934 – Contract Labour (Regulation and Abolition) Act, 1970 – Apprentices Act, 1961.
- MODULE 5. Wage Legislations – Payment of Wages Act, 196 – Minimum Wages Act, 1948 – Payment of Bonus Act, 1965 and its Rules – Equal Remuneration Act, 1976., IT, Act, 2000, & its provisions.
- MODULE 6. Social Security Legislation – Workmen’s Compensation Act, 1923 – Employees’ State Insurance Act, 1948 – Maternity Benefit Act, 1961 – Employees Provident Fund and Miscellaneous Provisions Act, 1952 – Payment of Gratuity Act, 1972 – Employees Family Pension Scheme, 1971.