

FACULTY OF ECONOMICS & BUSINESS

Syllabus

For

**Post Graduate Diploma in Personnel Management &
Industrial Relations (P.G.D.P.M & I.R)**

(SEMESTER: I & II)

Session: 2019-20



GURU NANAK DEV UNIVERSITY
AMRITSAR

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PG DIPLOMA IN PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS
(SEMESTER SYSTEM)

COURSE SCHEME

SEMESTER-I

Subject Code	Subject	Marks	Number of Periods in a Week
PGDPM101	Personnel Management	50	6
PGDPM102	Business Environment	50	6
PGDPM103	Business Communication	50	6
PGDPM104	Management Concepts	50	6
PGDPM105	Industrial Relations and Industrial Law –I	50	6
PGDPM106	Seminar Based on Term Paper	50	3
	Total	300	33

SEMESTER – II

Subject Code	Subject	Marks	Number of Periods in a Week
PGDPM201	Human Resource Development	50	6
PGDPM202	Union Management Relationship	50	6
PGDPM203	Labour Policy	50	6
PGDPM204	Corporate Legal Environment	50	6
PGDPM205	Industrial Relations and Industrial Law –II	50	6
PGDPM206	Seminar Based on Term Paper	50	3
	Total:	300	33

PGDPM101:**PERSONNEL MANAGEMENT****Time Allowed: 3 Hours****Maximum Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

Personnel Management: Concept, Nature, Scope and Significance of Personnel Function in Modern Organization, Evaluation and Philosophy of Management of Human Resource, Dimensions of Human Resource, Management Policies, Present Status of Human Resource Management In India.

SECTION B

Planning and Staffing Policy: Job Evaluation, Job Analysis, Job Description, Manpower Planning.

SECTION C

Action Areas: Selection, recruitment, placement, performance appraisal, transfer, promotion, demotion and discharge.

Development of Human Resources - HRD Philosophy and Process, Nature, Objectives, Scope of Training, Development and Performance Appraisal.

SECTION D

Compensation: Need for National Wage Policy, Job Evaluation, Wage Structure, Fringe Benefits, Financial and Non-Financial Benefits, Personnel Control Research and Audit.

Recommended Readings:

1. Dessler, Gary, "*Human Resource Management*", New Delhi, Pearson Education Asia.
2. Durai, Pravin, "*Human Resource Management*," New Delhi, Pearson.
3. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., "*Human Resource Management: Gaining a Competitive Advantage*," New Delhi, McGraw-Hill.
4. Mathis, Robert L. and Jackson, John H., "*Human Resource Management*," New Delhi, Thomson.
5. Gomez, Meja, Balkin, Cardy, "*Managing Human Resources*," New Delhi, Pearson Education.
6. Aswathappa, K., "*Human Resource Management*", *Text and Cases*. New Delhi, Tata McGraw – Hill.
7. Snell, Scott, and Bohlander, George, "*Human Resource Management*," New Delhi, Cengage Learning.
8. Mamoria and Rao, "*Personnel Management*", New Delhi, Himalaya Publishing House.

PGDPM102**BUSINESS ENVIRONMENT****Time Allowed: 3 Hours****Maximum Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

Introduction – The Concept, Nature, Significance of Business Environment, Salient Features of Capitalism, Socialism, Mixed Economy, Emergence of Public Sector, Public Sector Reforms, Emergence of Private Sector or Privatization and Joint Sector and Co-operative Sector Regularly, Promotional, Entrepreneurial and Economic Role of Government.

SECTION B

Socio-Cultural and Political Environment – Social Interest and Value- its implication for Industrialization and Economic growth, Social Responsibility, Consumerism, Consumer Protection Act, Ethics and Culture of Business, Current Political Scene and its Impact on Business.

SECTION C

Industrial Environment: Industrial Policy (Recent), IDRA Act 1951, The Planning Machinery, Industrial Development during five years plans – Achievements and Impediments, Industrial Sickness, MRTP Act 1969 (as amended upto date).

Economic Environment – SEBI – its Role, FIPB- its Role, Fiscal and Monetary Policies,

SECTION D

Policy of Liberalization and Globalization, Foreign Capital and Technology, Export and Import Policy, FEMA.

Technological and Ecological Environment – Choice of appropriate technology, Technology transfer-status of technology in India, Role of MNCs in India an Economy, Problem of pollution and its control, Role of business and management in controlling pollution.

Recommended Readings:

1. Francis Cherunilam, Business Environment: Himalya Publishing House, New Delhi.
2. K Asvathappa, Legal Environment of Business, Himalya Publishing House, New Delhi.
3. M. Adhikary, Economic Environment for Business, Sultan Chand & Sons, New Delhi.
4. K. Aswathappa, Essentials of Business Environment Himalya Publishing House.
5. Ruddar Dutt and KPM Sundaram, Indian Economy (Fifty-third ed.), S. Chand and Company Ltd., New Delhi, 2006.
6. P.K. Ghosh and G.K. Kapoor, Business Policy and Environment, Sultan Chand and Sons, Delhi.
7. Govt. of India, Five Years Plan Documents.
8. Govt. of India, Various Issues of Annual Economic Survey of India.
9. Paul Justin, Business Environment – Text and Cases, Tata McGraw Hills Publishing Com. Ltd., New Delhi, 2006.

Note: It is Mandatory for the students to consult Economic Times, Financial Express, Annual Budget and Economic Survey to understand this paper.

PGDPM103**BUSINESS COMMUNICATION****Time Allowed: 3 Hours****Maximum Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

Oral Communication Skills- Concept and Process of Communication, Barriers to communication, 7th c in communication Oral Communication Skills, Listening and Feedback Skills, Effective Presentation, Meetings, Committees, Conference, Public Speech, Interviews. Verbal and non verbal communication.

SECTION B

Written Communication Skills – Structure and Layout of Letters, Sales Letter, Credit and Collection Letters, Tenders, Communication on Disciplinary Matters. Formal and informal communication, Seminar, Group Discussion.

SECTION C

Report Writing – Structure & Style.
Transaction analysis

SECTION D

Company meetings-Notice, Agenda, Minutes, Director's Report
International Communication- Internet, E-commerce, E-business.

Recommended Readings:

1. Krizan, A. C. et al. Business Communication, 7th Edition, Thomson South-Western, 2008.
2. Young, Dona J, Foundations of Business Communication: An Integrated Approach, 1st Edition, Tata McGraw-Hill, 2006.
3. Locker, K. O, & Kaczmarek S. K., Business Communication: Building Critical Skills, 3rd Edition, Tata McGraw-Hill, 2006.
4. Bovee, C.L. et. al., Business Communication Today, 7th Edition, Pearson Education, 2002.
5. Taylor Shirley Communication for Business, 6th Edition, Pearson Education, 2006.
6. James S. O'Rourke IV Management Communication: A Case Analysis Approach, 2nd Edition, Pearson Education, 2006.
7. Lesikar, R. V., & Pettit Jr, J. D. Business Communication: Theory and Application, Tata McGraw-Hill, 2002.

PGDPM104**MANAGEMENT CONCEPTS****Time Allowed: 3 Hours****Maximum Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A**Financial Management:** Meaning and Sources of Finance (Shares, Debentures)**Capital Structure:** Types, Factors Affecting Capital Structure, Leverage**SECTION B****Marketing Management:** Meaning of Marketing, Difference between Marketing and Selling, Marketing Mix, Advertisement and Marketing, Types of Advertisement, Legal and Ethical Issues in Advertisement.**SECTION C****Production Management:** Meaning, Objectives and Functions of Production Management, Objective of Production Planning and Control, Objective of Inventory Control, Meaning and Importance, Discount Models.**Operations Research:** Meaning, Assignment Problems,**SECTION D****Operations Research:** Transportation Problem, CPM/PERT.**Strategic Management:** Business Policy as Field of Study, Nature and Scope of Strategic Management, Synergy and Its Relevance to Strategic Management.**Recommended Readings:**

1. Stoner, J. Freeman, R. & Gilbert, D., "Management", 1995, Prentice Hall of India.
2. Koontz, H., "Principles of Management (Ascent series)", 2004, Tata McGraw Hill Publishing.
3. Robbins, S.P. and Coulter, M., "Management", 9th Edition, 2008, Prentice Hall of India.
4. Robbins S.P. & Decenzo D., "Fundamentals of Management: Essential Concepts and Applications", Third Edition, 2000, Pearson Education.
5. Weihrich, H. and Koontz, H., "Essentials of Management: An International Perspective", 2009, Tata McGraw Hill, New Delhi.

PGDPM105**INDUSTRIAL RELATIONS AND INDUSTRIAL LAW -I****Time Allowed: 3 Hours****Maximum Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

Labour Management Relations: Concept, Importance, Causes of poor Industrial Relations, Requirements for Harmonious Industrial Relations.

SECTION B

Grievance: Concept, Nature, Causes, Grievance Redressal Procedure.

Discipline: Misconduct, Various Approaches to deal with Indiscipline.

SECTION C

Industrial Relations Law: Trade Union Act 1926, Industrial Disputes Act 1947, Factories Act, 1948.

SECTION D

Wages & Labour laws: Minimum wages Act 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965.

Recommended Readings:

1. Sarma, A.M. (2011) Industrial Jurisprudence and Labour Legislation, Himalaya Publishing House, Mumbai.
2. Taxmann (2009) Labour Laws”, Taxmann Allied Services Pvt. Ltd.
3. Srivastava, S. C. (2008) Industrial Relations and Labour Laws, Vikas Publishing House Pvt Ltd, New Delhi.
4. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini (2004) Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.

PGDPM-106

(SEMINAR BASED ON TERM PAPER)

Max. Marks: 50

PGDPM201

HUMAN RESOURCE DEVELOPMENT**Time Allowed: 3 Hours****Maximum Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

Basic Concept of HRD, Process of HRD, Management of Human Resource, Present Status of Human Resource Management in India Concept, Nature, Scope and Significance of Personnel Function in Modern Organization

Planning and Staffing Policy: Job Evaluation, Job Analysis, Job Description, Manpower Planning.

SECTION B

Action Areas: Selection, recruitment, placement, performance appraisal, transfer, promotion, demotion and discharge.

SECTION C

Development of Human Resources: HRD Philosophy and Process, Nature, Objectives, Scope of Training, Development and Performance Appraisal.

SECTION D

Compensation: Need for National Wage Policy, Job Evaluation, Wage Structure, Fringe Benefits, Financial and Non-Financial Benefits, Personnel Control Research and Audit.

Recommended Readings:

1. Dessler, Gary, "*Human Resource Management*", New Delhi, Pearson Education Asia.
2. Durai, Pravin, "*Human Resource Management*," New Delhi, Pearson.
3. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., "*Human Resource Management: Gaining A Competitive Advantage*," New Delhi, McGraw-Hill.
4. Mathis, Robert L. and Jackson, John H., "*Human Resource Management*," New Delhi, Thomson.
5. Gomez, Meja, Balkin, Cardy, "*Managing Human Resources*," New Delhi, Pearson Education.
6. Aswathappa, K., "*Human Resource Management*", *Text and Cases*. New Delhi, Tata McGraw – Hill.
7. Snell, Scott, and Bohlander, George, "*Human Resource Management*," New Delhi.

PGDPM202**UNION MANAGEMENT RELATIONSHIP****Time Allowed: 3 Hours****Maximum Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

Trade Union: Development, Structure Recognition, Objectives, Functions, Registration of Trade Union Organization and Management. Concept Objective Function Registration & Stages of Trade Union Movement Development in India.

SECTION B

Trade Union in India: Historical Background, Management in Trade Union, Types of Trade Union, White Collar and Management.

Trade Union Difficulties & Obstacles in the Development of Trade Union: Code of Conduct.

Industrial Conflict: Concept of industrial conflict, Conflict and Cooperation.

SECTION C

Collective Bargaining: Concept, Function and Process of Collective Bargaining, Collective Bargaining Practice in India.

Workers Participation in Management: Industrial Democracy- Purpose, Importance, Prerequisites Of Industrial Democracy, Level and Forms of Participation,

SECTION D

Employee Counseling: Definition, Need, Method and Process

Negotiation Skills and Process: Role of Labour Administration, Conciliation and Arbitration Act, Emerging Trends in Union Management Relation.

Recommended Readings:

1. Venkata Ratnam, C.S., “*Industrial Relations*”, Oxford University Press, New Delhi, 2006.
2. Srivastava, S. C., “*Industrial Relations and Labour Laws*”, Vikas Publishing House Pvt Ltd, New Delhi, 2008.
3. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, “*Industrial Relations, Trade Union and Labour Legislation*”, Pearson Education, New Delhi, 2004.
4. Sen Ratna, “*Industrial Relations in India*”, MacMillan, New Delhi, 2003.
5. Mamoria, Mamoria and Gankar, “*Dynamics of Industrial Relations*”, Himalaya Publishing House, New Delhi, 2007.
6. Monappa Arun, “*Industrial Relations*”, Tata McGraw Hill Edition, New Delhi, 2007.

PGDPM203

LABOUR POLICY**Time Allowed: 3 Hours****Maximum Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

State and Labour: theoretical aspects, framework, evolution and dimensions of labour policy in India, labour policy especially in the context of terms and conditions of employment,

SECTION B

Industrial Relations and Wages Policy: Labour policy and growth of legislative framework in India, Labour administrative framework implementation of labour policy and laws, government as an employer.

SECTION C

New Economic Policy and Labour, Social clause and WTO, role of WTO in Labour policy
Labor Welfare: Concept, Features, Need, Approaches, Welfare Provisions.

SECTION D

Social Security: Introduction, Social security system in organized sector, legal framework, various provisions for medical care, Occupational health, Social security reforms in India after liberalization.

Legal Framework, Voluntary/Early retirement Schemes (VRS).

Recommended Readings:

1. Ahuja, K.K., *Industrial Relations - Theory and Practice*, Deep and Deep Publications, New Delhi.
2. Dhayani, S.N., *Industrial Relations System*, S. Chand & Co. Pvt. Ltd., New Delhi.
3. Dunlop, J.T., *Industrial Relations System*, Harvard Business Press, Cambridge.
4. Monappa, A., *Industrial Relations*, Tata McGraw Hill.
5. Ramaswamy, E.A. & Ramaswami, U., *Industry and Labour*, Oxford University Press, New Delhi.
6. Sinha, G.P. and Sinha, P.R.N., *Industrial Relations and Labour Legislation*, Oxford and I.B.R. Publishing Co., New Delhi.

PGDPM204

CORPORATE LEGAL ENVIRONMENT**Time Allowed: 3 Hours****Maximum Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

Indian Contract Act: Essentials of a valid Contract, Types of Contracts, Offer and acceptance, free consent, consideration, Breach of Contract, Bailment, Indemnity and Guarantee– Provisions regarding Agency.

SECTION B

Negotiable Instrument Act: Negotiable Instruments – Holder and Holder in due course, Endorsement and crossing, Dishonour of a negotiable instrument.

Limited Liability Partnership Act, 2009

SECTION C**Fundamentals of Indirect Taxes-Excise and Custom Duties**

Sale of Goods Act – Definitions, conditions and warranties, Caveat Emptor, Rules regarding delivery, unpaid seller's rights.

SECTION D

Company Meetings: general provisions, statutory meeting, AGM, EGM, Board meetings, Prevention of oppressions and mismanagement of companies

Compulsory Winding up of a Company

Recommended Books:

1. Singh, A., "*Principles of Mercantile Law*", (2011), Eastern Book Co.
2. Tulsian, P. C., "*Business Laws*", 2nd Edition (2000), Tata McGraw Hill, New Delhi.
3. Kucchal, M.C., "*Business Law*", 5th Edition (2009), Vikas Publishing, House (P) Ltd.
4. Maheshwari & Maheshwari, "*Business Law*", National Publishing House, New Delhi.
5. Chadha, P. R., "*Business Law*" Galgotia Publishing Company, New Delhi.
6. Avadhanni, V. A., SEBI Guidelines and Listing of Companies, Himalaya Publishing House, Delhi.
7. Begrail Ashok K., Company Law, Vikas Publishing House (P), Ltd., 5- Ansari Road, Delhi Ed. 2006.
8. Chuhan, S.D. Singh and Sharma N.K., Indian Company Law Sahitya Bhawan, Agra, ed. 1981.
9. Shah, S.M. Lectures on Company Law; Law, N.M. Tripathi (P) Ltd. Co. 1974
10. Samaldas Gandhi Marg, Mumbai, Ed. 1981.1. Mercantile Law : N.D. Kapoor.

PGDPM205 INDUSTRIAL RELATIONS AND INDUSTRIAL LAW-II**Time Allowed: 3 Hours****Maximum Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

Industrial Relations: Concepts, origin, scope, determinants and theories, system approach - actors, context, web of rules and ideology, trade unions and industrial relations, human resource management and industrial relations, social-economic, technical, political factors affecting IR in changing environment.

SECTION B

Voluntary and statutory efforts on prevention and settlement of industrial disputes, industrial relations and rationalization, modernization and automation.

SECTION C

Industrial Conflict: Theories, forms, causes, right to strike,
Payment of Gratuity Act 1972
ESI Act 1948

SECTION D

Workmen's Compensation Act,
Employees' Provident Fund (And Miscellaneous Provisions) Act 1952.

Recommended Readings:

1. Sarma, A.M. (2011) Industrial Jurisprudence and Labour Legislation, Himalaya Publishing House, Mumbai.
2. Taxmann (2009) Labour Laws", Taxmann Allied Services Pvt. Ltd.
3. Srivastava, S. C. (2008) Industrial Relations and Labour Laws, Vikas Publishing House Pvt Ltd, New Delhi.
4. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini (2004) Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.

PGDPM-206

(SEMINAR BASED ON TERM PAPER)

M.M:50