

PGDHRD- 01
Managing Men

BLOCK -1

UNIT- 1 Human Resource Development Systems –

The Need and Concept of HRD, HRD Mechanism, HRD as a Total System, Principles Designing in HRD System.

UNIT- 2 Personnel Management Environment in India –

Changing Role of Personnel Management in India, Personnel as a Profession, External Environment for Personnel, Organisational Context

UNIT- 3 Function's and Operation's of a Personnel Office –

Characteristics Objectives, Functions and Operations of Personnel Management, Organisations as a Personnel office, The Personnel Manager, Position of Personnel Department in the Organisations.

UNIT- 4 Manpower Planning –

Meaning, Objective and Process, Projecting Manpower Supply and Demand at Organisational Level, Developing Manpower Strategy

BLOCK -2

UNIT- 5 Recruitment, Selection and Induction –

Definitions, the Process of Recruitment, Selection, Selection tests, Interview, Physical Examination, Reference Checks, Final Decision, Placement, Induction

UNIT- 6 Staff Training and Development –

Defining Training and Development, Training, Management Development, Retraining, Evaluation of Training Programme

UNIT- 7 Career Planning –

Meaning, Need, Responsibility, Process, Advantages, Limitations, Success Factors of Manpower Planning.

BLOCK -3**UNIT- 8 Motivation and Productivity –**

Issues in Managing People, Malow's Need Hierarchy, Social Needs and Productivity, Analysis of Self test, Hygienes and Motivators, Creating Proper Motivational Climate

UNIT- 9 Job Description, Analysis and Evaluation –

The Meaning of Job Description, Job Analysis and Evaluation, The Process of Job Analysis, Job Description, Job Evaluation

UNIT- 10 Employee Motivation and Job Enrichment –

Meaning, Types and Theories of Motivation, Some Common Assumptions about Motivation, Indications of Motivation and demotivation, Motivation and Morale, Motivation of Employees in Actual Practice, Job Enrichment- Meaning, Nature and Objectives, Characteristics Underlying Job Enrichment

UNIT- 11 Performance, Monitoring and Appraisal –

Meaning of Performance Appraisal, Job Performance and Performance Measurement, The Problems of Validity and Reliability, Methods of Appraisal, Making Performance Appraisal More Effective

BLOCK -4**UNIT- 12 Economic Background and Employee Compensation –**

Need for a Rational Wage Policy, Components of Industrial Pay Structure, and Methods of Wage Fixation

UNIT- 13 Law's and Rule's Governing Employee Benefit's and Welfare –

The Concept of Fringe Benefits and Labour Welfare, Statutory Welfare Provisions, Voluntary Welfare

Amenities, Social Security: Concept and Evolution

UNIT- 14 Compensation and Salary Administration –

Aims and Components of Salary Administration, Principles of Salary Formulation, Salary Structures, Salary Progression, Salary Administration Procedures, other Allowances.

BLOCK -5**UNIT- 15 Regulatory Mechanism's Guiding Industrial Relation's –**

The Trade Union Act, 1926, The Industrial Employment (Standing orders) Act, 1946, The Factories Act, 1948, The Industrial Disputes Act, 1947, The Payment of Wages Act, 1936, The Minimum Wage Act, 1948, The Payment of Bonus Act, 1965, The Workmen's Compensation Act, 1923, The Employee State Insurance Act 1948, The Employee Provident Fund Act, 1952, The Payment of Gratuity Act, 1972, Labour Administration.

UNIT- 16 Employee Discipline –

Meaning, Compliance and Social Order, Indiscipline, Disciplinary Action, Judicial Approach to discipline.

UNIT- 17 Suspension, Dismissal and Retrenchment –

Definitions, Suspension, Dismissal, Retrenchment.

UNIT- 18 Employee Grievance Handling-

Meaning, Need, Effects Discovery and Processing of grievance, Grievance Handling Procedure, Steps in Grievance Handling, Grievance and Industrial Relations.

BLOCK -6**UNIT- 19 Trade Unionism –**

The Role of Trade Union, Trade Unions in India, Unionisation, National Level Federations, Trade Union Act, 1926, Goals and Objectives of Unions and Union Leadership, Weakness in Trade Unions, Union

Leadership, The Trade Union Organisation and Management, Trade Unions, Policies and Government, Managerial Unionism.

UNIT- 20 Employer's Associations –

Historical Background, Growth of Employers' Associations, Present Position, Employers' Associations as Trade Unions, Functions and Role of Employers' Associations, Observations of National Commission on Labour.

UNIT- 21 Collective Bargaining –

The Concept, Functions Characteristics and Process of Collective Bargaining, Prerequisites of Collective Bargaining and Agreement, Development of Collective Bargaining, Positions in India, Recommendations of National Commission on Labour.

UNIT- 22 Industrial Conflict Resolution –

Industrial Conflict, Industrial Disputes, – Industrial Relations Machinery, Consultative Machinery, Managing for Good Industrial Relations.

UNIT- 23 Industrial, Democracy and Worker's Participation

Industrial Democracy, Workers' Participation, Workers' Participation in India.

PGDHRD- 02

Organisational Design Development and Change

BLOCK -1 Understanding Organisations

UNIT- 1 Approaches to Understanding Organisations-

The Classical Viewpoint- Bureaucracy, Administrative Theory, Scientific Management, The Neo Classical View point, The Modern Viewpoint

UNIT- 2 Typology of Organisation Structures –

Formal-informal Organisations, Centralisation and Decentralisation, Vertical and Horizontal Structures, Mechanistic and Organic Systems, Product Versus Functional Forms, Matrix Organisations.

BLOCK-2 Organisational Design

UNIT- 3 Some Dimensions of Organisational Design –

Environment, Technology, Size, Ownership, Social Change and Human Aspects

UNIT- 4 Some Basic Organisation Design and Restructuring Strategies –

The Five Basic Parts of an Organisation, Strategy and Structure, The Shape of an Organisation: The Design Process, Restructuring Strategies.

BLOCK- 3 Work Organisation

UNIT- 5 Analysing and Organising Work –

Need for Organising Work, Traditional approaches to the Organisations of Work, Bureaucratic Organisation theory, Scientific Management, Traditional Principles of Organising Work, Problems associated with work Organisation based on Traditional Principles, Implications of Traditional Approach

UNIT- 6 New Forms of Work Organisations –

Emerging Principles of Organising Work, Systems Approaches to Work Design, Alternative forms of work restructuring, Current Attempts at Work

Structuring, Introduction of a New Form of Work Organisations, The impact of work Structuring.

UNIT- 7 Quality of Working Life-

The Institution of Work, Need for Change: Socio-cultural conditions, Quality of working Life: Approaches, Quality of working Life in the Indian Context

BLOCK- 4 Organisational Analysis

UNIT- 8 Organisational Diagnosis Tools and Techniques –

Meaning, Organisational analysis as first step in diagnosis, Illustrative list of Organisational subsystems and processes, Purpose of Organisational analysis, Organisational analysis perspectives, Methods of Organisational analysis.

UNIT- 9 Questionnaire Methods of Organisational Diagnosis –

Dimensions Diagnosed Through Questionnaires, Available Questionnaires, How to Construct administer and use Questionnaires

UNIT- 10 Interview as a Diagnostic Tool –

Purpose of Interview, Forms of Interviews, How to Conduct Interviews, How to Analyse and Use Interview data, Group Interviews Variables Studied, An Illustrative Example of a Diagnostic Report form Interview data, List of questions for Interviews

UNIT- 11 Workshops, Task Forces and Other Methods –

Diagnostic Workshop, When to Use Workshops, Task-forces and Internal Teams

UNIT- 12 Organisation Development –

Meaning, Definition Objectives, Characteristic features and Models of OD, OD – Action Research Process, Salient Issues in OD

UNIT- 13 Alternative Interventions-

Difference Between OD interventions and Traditional

Interventions, Classification of OD interventions, Classification by Target and Focus Intervention, Target by Focus Interaction, Classification by Strategy of Intervention, Range of OD Intervention, Life and Career Planning, Role Analysis Technique, Sensitivity Training Laboratory, Transactional analysis, Survey Feedback, Management by Objectives, Grid OD, Third-party Peace –making, Confrontation Meeting, Organisational Mirror, Factors influencing Choice of OD intervention.

UNIT- 14 Change Agents: Skills –

Meaning, the Change Agent, Role of a Change agent, General relations of the client system to the Change Process, Change approaches, Change Process: Types of Decisions, Success of Change, Skill of a Change Agent

UNIT- 15 Consolidation and Follow Up –

Meaning, Process of Change Implementation, Change Implementation: restraining forces and building up inducing forces, Implementation process: stages, Follow up, Consolidation and Standardisation

UNIT -16 Institution Building –

Organisations, Institution and institution Building, Factors influencing institution Building, The process Aspects of institution Building, Two Significant Dimensions of institution Building: Self renewal and Innovation, The Role of Chief executive in institution Building

PGDHRD- 03

Human Resource Development

BLOCK-1

UNIT-1 Human Resource Development –

What is HRD? Why HRD? HRD Mechanisms, Processes and Outcomes, HRD Instruments: Trends, HRD in Other Sectors, HRD Issues, An Overview of HRD practices: Trends

UNIT-2 Human Resource Development Strategies-

Larsen and Toubro Ltd.(L&T), Crompton Greaves Ltd. (CGL), L&T Construction Group (ECC), Jyoti Ltd. TVS Iyenger & Sons, Voltas Ltd. Sundaram Fasteners Ltd. (SFL), Bharat Earth Movers Ltd. (BEML), OD in BHEL, Bhopal, Band of Baroda (BOB) State Bank of India (SBI), State Bank of Patiala (SBP), Indian Oil Corporation (IOC) Steel Authority of India Ltd. (SAIL), HRD Instruments and Sub-systems

UNIT-3 Human Resource Development Experiences (Cases)-

Human Resources and Development in L&T Ltd. Major HRD Initiatives in SAIL, HRD at C-DOT, HRD for Workmen at Eicher Motors-An Experience, Potential Development through In-Basket exercises: Crompton Greaves Experience, HRD Experience in the SBI

BLOCK-2

UNIT-4 Line Managers and HRD-

An Overview of HRD, The HRD Matrix, The Role of Line Managers in HRD, Line Managers and Appraisal Systems, Line Managers and Career Systems, Line Managers and Training Systems, Line Managers and Cultural Systems, Line Managers and Self – renewal Systems

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UNIT-5 Task Analysis-

What is Task analysis? Contextual Analysis, Activity Analysis, Task Delineation, Competency Analysis, Performance Analysis, Discrepancy Analysis, Analysis as a Supervisory Tool, Further Readings

UNIT-6 Motivational Aspects of HRD-PEG:

The Framework of Work Motivation, Motivating Role for PEG Approach and Avoidance Aspects of Motivation, Effective Managerial Behaviour, Promoting Work Motivation, Further Readings

UNIT-7 Developmental Supervision-

The Concept of Developmental Supervision, Supervisory Styles, Using Power and Empowering Employees, Supervisory Control., Building Effective Teams, Managing Dissatisfaction and Frustration, Further Readings

UNIT-8 Counselling and Mentoring –

The Concept, Objectives and Processes, Listening and Asking, Nurturing and Helping, The Process of Counselling, The Process of Mentoring, Further Readings

BLOCK-3

UNIT-9 HRD Overview in Government and Public Systems-

Role of HRD in Government, Contextual Factors, Basic Objectives of HRD in Government Systems, Role Set of Government Administration System, HRD Developments in Government Systems, Current Systems of HRD in Government Administration.

UNIT-10 HRD for Health and Family Welfare-

A Contextual Understanding of Human Resource Management for Population Programme in India, What does Development and Management of Human Resources mean?

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UNIT-11 HRD in Other Sectors (Defence, Police, Voluntary Organisations and Panchayati Raj Institutions)-

Contextual Background, HRD in the Defence Services, HRD in Police Administration, HRD in Panchayati Raj Institutions and Rural Development, HRD in Voluntary Organisations.

UNIT-12 HRD in Service Industry-

Nature and Role of the Service Sector, Importance of HRD in the Service Sector, Role of HRD in the Service Sector, HRD in Public Sector Banks, HRD in the LIC, HRD in Education, HRD in the Health Sector.

UNIT-13 Comparative HRD: International Experiences-

National Versus International HRD, International Commonalities and Differences in HRD, HRD in North America, HRD in South Africa, HRD in Western Europe, HRD in Africa, HRD in Asia.

BLOCK-4

UNIT-14 HRD Culture and Climate-

Defining Climate, HRD Climate and Organisational Climate, Elements of HRD Climate, Measurement of HRD Climate, Survey of HRD Climate in India Organisations, What Contributes to HRD Climate?, References, Appendices.

UNIT-15 Human Resource Development for Workers-

Rationale of HRD for Workers, HRD for Workers, HRD Mechanisms for Workers, Role of Trade Unions, Operationalising HRD for Workers.

UNIT-16 HRD/OD Approach to IR-

Defining Industrial Relations, Defining HRD/OD, HRD-OD-IR Linkage, Pressure for Change: Need for Integration of HRD and IR, Development Approach to Industrial Relations, Pre-requisite for a Successful HRD/OD Approach to IR, Development Mechanism for Improving IR

UNIT-17 Organising for HRD-

Various Forms of HRD Organisation, HRD Department and their Tasks, Competencies Required for HRD Staff, Developing HRD Facilitation Competencies, Trade and issues Relating to the Structuring for the HRD Function in India, Organisations, Suggested Readings

UNIT-18 Emerging Trends and Perspectives-

HRD for large Industrial Organisations, HRD Priorities for Large Organisations, Lessons from the past, HRD for Small Scale Sector, HRD for Service Sectors, Organisational Outcomes of HRD Systems, References and Suggested Readings.

PGDHRD- 04

Union Management Relations

BLOCK -1 Conceptual Framework

UNIT- 1 Union Management Perspective –

Approaches to Industrial Relations, The Nature of Employment Organisations, Manifestations of Union Management Relations and their Implications, The three Determinants of Union Management Relations, Organisational Factors Affecting Union Management Relations, Towards Improving Union Management Relations.

UNIT- 2 Public Policies and Union Management Relations–

Role of State in Union-Management Relations, Constitution and Labour Policies, International Labour Organisations, The Evolution of Labour Policy During Five Year Plans, Tripartite Consultations.

UNIT- 3 Major Events and International Issues –

Democratization, Globalisation, Structural Adjustment and Unemployment, Competitiveness, Privatization, Technological Changes, Human Freedoms/Rights, International Labour Standards and Trade, Quality Standards, Patents and Environmental Issues, Changes Affecting HR/IR Perspectives, Perspectives for India

BLOCK -2 Unions and Unionism

UNIT- 4 Trade union Development and Functions –

Growth of Trade Unions in UK and USA, Development of Trade Unions in India, Present Position, The Trade Unions Act, 1926 - Legal framework for Trade Unions, Functions of Trade Unions, Quality Growth of Trade Unions, Strengthening of Trade Unions.

UNIT- 5 Trade union Structure and Trade union Recognition –

Trade union Structure, Plant or Unit Level Unions and Local Unions, Industrial Unions and Craft Unions, Central Trade union Organisations, Textile Labour Association, Present Position, Recognition of Unions, State Legislation on Trade union Recognition, Voluntary Recognition of Unions Under the Code of discipline, Verification of Trade Union Membership, Recommendation of National Commission on Labour, Present Position.

UNIT- 6 Leadership and Management in the trade Unions –

Trade Union Management, Managing Internal Affairs of the Union, External and Internal Leadership in Unions, aspects of union Activities, Welfare activities..

UNIT- 7 White Collar and Managerial trade Unions –

White-Collar Workers and blue Collar Workers, Growth of White-Collar Unions and Present Position, legal Framework of White-Collar Workers' unions, Distinguishing Features of White-Collar Unions, Managerial Trade Unions, Nature of Managerial Unionism, Growth and Activities, Statutory Protection.

UNIT- 8 Management and Employer's Association –

Origin and Growth, Aims and Objects of Eos, Legal Status, Amalgamation of Eos, Council of Indian Employers, International Organisation of Employers, Organisation and Management of Eos in India, Future Challenges.

BLOCK -3 Conflict Resolution

UNIT- 9 Dynamics of Conflict and Collaboration –

Process and Types of Conflict, Interpersonal Conflict, Strategies for Interpersonal Conflict Resolution, Inter-group Conflicts, Managing Inter-group Relations and Conflict, Class Conflict, Industrial Conflict Resolution.

- UNIT- 10 Nature and Content of Collective Bargaining-**
collective Bargaining and its Setting, Bargaining Issues and Types of Bargaining, Emerging Trends and Differing Perceptions, Macro- Economic Context and New Collecting Bargaining, Power as an Unmitigating Factor, Managing Collective Bargaining.
- UNIT- 11 Negotiation Skills-**
The Prevalence of Negotiation, Alternatives to Negotiation, Negotiation Conflicts, Negotiation process
- UNIT- 12 Issues and Trends in Collective Bargaining –**
The Context and the Climate of Collecting Bargaining, The Structure of Bargaining, The Substance of Bargaining, Ascendancy in Managerial Prerogatives, Emerging Concerns in Bargaining, Change in Work Practices, Productivity Agreements, Concession Bargaining in Crisis, Integrative Win-Win Agreements, Special Features of Collective Bargaining in Public Sector, Future Scenario.
- UNIT- 13 Role of Labour Administration-Conciliation, Arbitration and Adjudication –**
Role of State in Industrial Relations, Industrial Disputes Act, 1947, Conciliation, Voluntary Arbitration, Adjudication, Labour Administration.
- BLOCK -4 Worker's Participation in Management**
- UNIT- 14 Evolution, Structure and Processes –**
Concept of Workers' Participation in Management, Strategy and Practices in Workers' Participation in Management, Behavioural Science input/ Contribution to Workers' Participation in Management, Historical Development of Workers' Participation in Management, Models in Workers' Participation in Management, Sociological Background.
- UNIT- 15 Design and Dynamics of Participative Forums–**
Rationale for Participation, Structures and Network,

- Issues in Participation, Design and Dynamics
- UNIT- 16 Strategies and Planning For Implementing Participation –**
Strategies for making participation work, Making Participation more effective, Micro and Operational Participation, Evolution of Participation.
- BLOCK -5 Trends in Union Management Relations**
- UNIT- 17 Emerging Trends in Union Management Relations-**
Changes in Labour Law and Labour Administration, Weak Tripod; Atrophied Tripartism, Adjustment and Flexibility, Employment Protection and Job Losses, Collective Bargaining, Ascendancy of Managerial Rights, Information Sharing and Employee Participation, Labour Management Cooperation for Technological Change and Productivity Improvement, Times for Introspection: New Roles for Social Partners.
- UNIT- 18 Cross Cultural Aspects of union Management Relations –**
Culture, Customs and Values, Political Systems, Institutional Framework and Government Role, Recruitment and Compensation, Collective Bargaining, Participation, Industrial Conflict, Political Consideration. Cultural Diversity Within a Nation State.