

P.G. Diploma in Personnel Management and Industrial Relations

PAPER - IX

TRAINING AND DEVELOPMENT

Syllabus

A. Objectives

This Course aims at training the participants in designing, administering and evaluating and development programmes in an organisation.

B. Syllabus

Training objectives - Identifying training need - Evolving training policy, preparing training plans and designing training programme.

Issues on training-location, duration, technique,

On the job and off-the-job training.

Laboratory training-assumptions, goals and techniques

Evaluation of training effectiveness.

Development -objectiveness.

Development objectives, identifying development needs
Evolving development policy, preparing development plans and
designing development programmes. Issues in development lo-
cation duration, techniques. management development ap-
praisal, remuneration and succession. evaluation of
development effectiveness.

C. Suggested Readings

1. Tayler & Lippitt-Management and Training Handbook
2. Z.W. Humble-Management Development.
3. T.A.A.Latif - Training for Management.

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Paper - IX Training and Development

Scheme of Lessons

Lesson No.	Title
1.	Introduction
2.	Training and Development Policy
3.	On the job Training
4.	Off- the job Training
5.	Training for Different Employees
6.	Learning
7.	Training Methods and Techniques
8.	Selection of Teaching and Training Methods
9.	Designing Training Programmes
10.	Evaluation of Training Programmes

**P.G. DIPLOMA IN PERSONNEL MANAGEMENT AND
INDUSTRIAL RELATIONS****Second Year****Paper - VII****Subject : LABOUR LEGISLATION AND ADMINISTRATION
SYLLABUS****Objectives**

The Objective of the course is to enhance the participants understanding of Indian legal environment relevant to labour legislation and its administration. Emphasis would be given to the basic provisions of various relevant Laws.

Syllabus

Indian Business Environment -Labour law& Personnel Manager. Labour law relating to

(a) Factories . - Factories Act 1948

- Minimum Wages Act 1948
- Payment of Wages Act 1936.
- Payment of Bonus Act 1965

(b) Mines - Mines Act 1952 .

- Coal Mines Labour Welfare Fund Act 1947

(c) Plantations: Plantations Labour Act 1951**(d) Transport Undertakings - Dock Labourers Act 1954.**

- Dock Workers (Regulation of Employment) Act 1948.
- Motor Transport Workers Act 1961.

(e) Shops & Commercial Establishment Act

(f) Social Security

- 1923 - Workmen Compensation Act 1923
- 1938. - Employment of Children Act 1938.
- Act 1948 - Employees State Insurance Act 1948
- 1952. - Employees P.F. Act & Scheme 1952.
- 1971 - Employees Family Pension Scheme 1971.
- Insurance Sch - Employees Deposit Linked Insurance Scheme 1976.
- Maternity Benefit Act
- 1970. - Contract labour (R&A) Act 1970.
- 12 - Payments of Gratuity Act 1912
- 6 - Equal Remuneration Act 1976

- (g) Industrial Relations :**
- Trade Unions Act 1929
 - Industrial Disputes Act 1947
 - I.E. (standing Order) Act 1946.
 - Apprentices Act 1961
 - Employment Exchange Notification of Vacancies Act 1969

i) Impact of Labour Legislations on organised functioning with special reference to personnel functions.

ii) Evolution of Machinery for labour administration in India

iii) Agencies for administration, Labour Law in India - Central and state levels.

iv) The role of labour welfare officer is labour administration

v) Problems of labour administration with special reference to Public sector & small business.

vi) The I.L.O. & Indian Labour Law & Administration

Suggested Readings

- (1) Industrial Law: S.L. Malik
- (2) Introduction to Labour and Industrial Laws S.N. Misra
- (3) Labour Relations Law in India India - S.L. Agarwal

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Paper - VII - Labour Legislation and Administration

Scheme of Lessons

Lesson No.	Title
1	Introduction
2	The Factory Laws
3	The Factory Laws (Contd....)
4.	The Mines Act
5.	The Shops and Establishment Act.
6.	Social Security Acts.
7.	Social Security Acts (Contd...)
8.	The Trade Unions Act
9.	Machinery for Labour Administration in India
10.	I.L.O and Indian Labour Law Administration

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**PAPER - VIII - MANPOWER PLANNING ,
RECRUITMENT AND SELECTION**

SYLLABUS

1. Manpower planning - meaning and need for human resource planning - process of human resources planning.

Job Analysis - sources of information, process of job analysis, purposes and uses.

Job Description - contents, guidelines for writing a job description - limitation of job descriptions.

Job Specification - performance standards work rules.

2. Recruitment - sources of manpower, methods of recruitment, practices in India, recruitment policy.

3. Selection - Selection procedure essentials of selection procedure - steps in selection procedure, preliminary interviews application blank, weight applications blank, biographical instructions, physical examination reference checks's.

4. Testing: Meaning, purpose attributes and characteristics of tests - aptitude Test/preferential eligibility test, achievement test, Intelligence test, personality test, interest test. guides to testing - developing a test programme.

5. Interview : Meaning - objectives, types of interviews, interview technique, general rules of interview, pitfalls in interview,

qualities of a successful interview - guidelines for improving interview.

6. Job evaluation : Definition objective, principles, steps in job evaluation - advantages and limitation. systems of job evaluation - Ranking system, grading of job classification, point system, Factor comparison system - Implementation of job evaluated structure - essentials of success in job evaluation.

Suggested Readings

1. Dynamic Personnel Administration
- M.N. Rudrabasava Raj
2. Personnel Management in Indian Organization
- Pramod Verma
3. Personnel Management - C.B. Memoria
4. Personnel Management (Principles, Practices and a point of view).
- Walter Dill Scott and Robert C. Clothier and William R. Spriegel
5. Personnel and Industrial Relations -
John B. Miner and Mary Green Miner
- 6) Personnel: The management of
securing and maintaining the work force - Joseph M. Putti
- 7) Standard Personnel Management
and industrial Relations - Dale Yodder and Paul D.,
- 8) Personnel & Human resource Management.
- P. Subba Rao and V.S.P. Rao

9) Personnel management

- Arun Monoppa and Mirza S. Saiyeddin

10) Manpower Management.

- R.S. Davivedi

11) Interviewing for Managers

- John D. Drake

12) Personnel Management

- Lallen Prasad and A.M. Banerjee

13) Personal Management

- C.B. Memoria

14) Personnel Management

- Edwin Floppa

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PAPER - III MANPOWER PLANNING,

RECRUITMENT AND SELECTION

SCHEME OF LESSONS

Lesson No	Title
1.	Manpower Planning
2.	Manpower Forecasts
3.	Job Analysis
4.	Job Description
5.	Job Specification
6.	Recruitment
7.	Selection
8.	Testing
9.	Interview
10.	Job Evaluation

**P.G. Diploma in Personnel
Management and Industrial Relations
Second Year
Paper X**

**INDUSTRIAL DEMOCRACY AND COLLECTIVE
BARGAINING
SYLLABUS**

a) Objective

The objective of the course will be to acquaint the students with the significance and processes of collective bargaining and Industrial Democracy in adjustment of the conflicting interests and promotion of common objectives of workers/trade unions and management respectively to enable them to deal with particular industrial relation situation in a constructive manner with particular reference to India.

b) Syllabus

Collective Bargaining: The concept, historical introduction, meaning and purpose. Features of collective bargaining. Approaches to Collective bargaining-determination of bargaining unit-the bargaining agent - the process of negotiation-preparation for bargaining-breakdown of collective bargaining-contract administration-collective bargaining and technological change-collective bargaining in India, USA, UK etc., collective bargaining in public services and collective agreement- collective bargaining exercises.

Industrial Democracy: the concept, scope and significance- Industrial democracy and political democracy-pre requisite for industrial democracy-response of various factors-trade unions, management, employers and the government level of participation-forms of industrial democracy workers suggestion schemes: Joint Labour Directors/Workers participation in management in India-problems and prospects.

c) Suggested readings

1. Herold w Davey-Contemporary Collective Bargaining.
2. B.K. TANDON-Collective Bargaining and the Indian Scene.
3. Allan Flanders-Collective Bargaining,

List of books - recommended for reference :

1. C B. Memoria : Dynamics of industrial relations in India.
2. V.P. Michael : Industrial relations in India and workers involvement in Management.
3. C.B. Memoria : Industrial Labour and Industrial Relations in India.
4. M.N. Rudrabasavaraj : Dynamic Personnel administration.
5. Francis Cherunilam : Business Environment.
6. Eugene V. Schnider : Industrial Sociology.
7. Francis Cherunilam : Industrial Economics-Indian Perspective.
8. Laxmi Narain : Worker's Participation in Public Enterprises.
9. P. Subba Rao
V.S.P Rao : Personnel/Human Resource Management.
10. Karmic : Personnel Management.
11. Heneman/Schweb
Fossum/Dyer : Personnel/Human Resource Management,
12. Tripathi : Personnel Management.
13. K-.K. Ahuja : Industrial Relations Theory and Practice.

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Paper - X - Industrial Democracy and Collective Bargaining

Scheme of Lessons

Lesson No.	Title
	I - Collective Bargaining
1.	Introduction
2.	Features of Collective Bargaining
3.	Collective Bargaining Process
4.	Negotiation
5.	Collective Bargaining in India
6.	Collective Bargaining in Other Countries
	II. Industrial Democracy
7.	Industrial Democracy
8.	Pre-requisties for Industrial Democracy
9.	Industrial Democracy and Political Democracy
10.	Worker's Participation in Management in India.

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PAPER - XI - LABOUR WELFARE AND SOCIAL SECURITY

Definition and concept of Labour-Labour as a factor of production changing concept - Management and Welfare - Scope and need for labour welfare - Main stages in the growth of Industrial welfare in India. Definition-concept, principles of labour welfare - different approaches to labour welfare.

Problems of Indian labour - migration - absenteeism and turnover - social problems of Industry.

Statutory and non-statutory facilities - canteen-creche - organisation and administration, safety education and communication - accidents - causes preventions - statistics and records. - Theory of industrial accidents - health and hygiene.

Social security - meaning - concept, - objective - types.

Worker's education - Industrial housing family welfare programme.

Institution of welfare officer - duties and functions of welfare officer.

Role of employer - government and trade unions - labour welfare centres - labour welfare fund.

Working with individual - diagnosis and treatment - process -, problems of industrial workers arising out of working condition worker's adjustment problems - family problems, mental health-problem of workers.

Working with groups, problem solving efforts - applicability of social work - group techniques in industrial working groups- Group Dynamics - group participation in welfare programmes.

Working with community.

Trade unions organisation - social action and industrial counselling - Role of industrial worker in industry.

Reference

1. V.V. Giri - Labour Problems in Industry
2. R. Saxena - Labour Problems and Social Welfare,
3. Dr. Vasudevamoorthy - Principles of Labour Welfare,
4. S.R. Saxens - Labour Problems and Social Welfare
5. C.S. Mamthia - Industrial Labour and Industrial Relations, India Vol - I
6. S.C. Pant - Indian Labour Problems.

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Paper - IX - Labour Welfare and Social Security

Scheme of Lessons

Lesson No.	Title
1.	Introduction
2.	Problems of Indian Labour
3.	Labour Welfare Measures
4.	Social Security Measures
5.	Workers Education.
6.	Functions of Labour Welfare Officer
7.	Labour Welfare Administration
8.	Problems of Industrial Workers
9.	Group Dynamics
10.	Trade Unions and Social Action.