

**UNIVERSITY OF RAJASTHAN,**  
**JAIPUR**

**MASTER OF HUMAN  
RESOURCE MANAGEMENT  
(ANNUAL SCHEME)**

**2013-14-PART-I**  
**2014-15- PART-II**

Prepared by Pushk

Checked by DP  
1219

MASTER OF HUMAN RESOURCE MANAGEMENT  
SCHEME OF EXAMINATIONS

1. A candidate possessing Bachelor's degree in any discipline with a minimum of 50% marks in aggregate will be eligible for admission in Part I.
2. The aggregate of marks for the whole course will be 400 <sup>2/50</sup> consisting of ~~eleven~~ *Twenty one* papers.
3. Each theory paper shall be of three hours duration and will carry 100 marks.
4. There will be 8 (eight) questions in all in each question paper (except in Project Report & Viva-voice). Students are required to attempt any five questions. All questions carry equal marks.
5. For a pass in Part I and Part II a candidate must obtain
  - a) 36% pass marks in each individual papers.
  - b) 48% marks in aggregate of passing papers.
  - c) 36% marks in Project Report
  - d) 36% marks in Viva-voice.
6. Two paper's (not cleared) be carried forward as due paper to the next year examinations only for one time.
7. The maximum period for qualifying the course will be four years only from the year of admission.
8. At the end of Part I (First) examination each candidate shall be required to go for summer training of six weeks in an organization and submit a project report under the guidance of duly approved supervisor appointed by Head of the Dept./Principal.
9. Every student shall submit three copies of project report at least three weeks before the commencement of the Part II Examination to the Head/Principal.
10. Each project report will be evaluated by two external examiners appointed by the university.
11. The viva-voice consisting of 50 Marks will be conducted by an external examiner appointed by the university along with the internal examiner appointed by the Head/Principal.

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# MASTER OF HUMAN RESOURCE MANAGEMENT

## (Annual Scheme)

There will be 21 papers in all. A candidate will be required to offer Ten papers in the Part-I examination and the remaining Eleven papers in the Part-II Examination.

**Note:** There shall be 5 questions in each paper with internal choice of 20 marks. The limit of answer will be 5-7 pages.

### **PART-I**

- I. Human Resource Mgt. (Pri. & Prct.)
- II. Organizational Change
- III. Labour Economics & Labour Welfare
- IV. Industrial Relations & Social Security
- V. Labour Laws in India
- VI. Mgt. Concept & Org. Behaviour
- VII. Designing Organizational Structure
- VIII. Training and Development
- IX. Human Resource Planning
- X. Compensation Management

### **PART-II**

- I. Performance Mgt. System
- II. Organizational Development
- III. Human Resource Development
- IV. Strategic Leadership
- V. Business Research Methods
- VI. International Human Resource Management
- VII. Strategic Human Resource Development Mgt.
- VIII. Compensation & Reward Mgt.
- IX. Human Resource Information System
- X. Contemporary Issues In HRM
- XI. Project Report and Viva-voce

#### **Note:-**

1. MHRM Part-I: Syllabus will remain same as applicable to MHRM First Semester & Second Semester.
2. MHRM Part-II: Syllabus will remain same as applicable MHRM Third and Fourth Semester.

THIRD SEMESTER

S. No.	Sub. Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					E	T	P	Thy.	P.
1	HRM 301	Performance Mgt. System	CCC	8	6	3	0	3	0
2	HRM 302	Organizational Development	CCC	7	4 5	2	0	3	0
2	HRM 303	Human Resource Development	CCC	7	4 5	2	0	3	0
4	HRM 304	Strategic Leadership	CCC	7	4 5	2	0	3	0
5	HRM 305	Business Research Methods	CCC	7	4 5	2	0	3	0

FOURTH SEMESTER

S. No.	Sub. Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					E	T	P	Thy.	P.
1	HRM 401	International Human Resource Management	CCC	8	6	3	0	3	0
2	HRM 402	Strategic Human Resource Development Mgt.	CCC	7	4 5	2	0	3	0
3	HRM 403	Compensation & Reward Mgt.	CCC	7	4 5	2	0	3	0
4	HRM 404	Human Resource Information System	CCC	7	4 5	2	0	3	0
5	HRM 405	Contemporary Issues In HRM	CCC	7	4 5	2	0	3	0
6	HRM 421	Project Report and Viva-voce	PRJ	8	-	-	12	-	1

MHRM Part I

I ~~HRM 401~~ - Human Resource Management (Principles and Practice)

Meaning, Scope, Objectives and Functions of Human Resource Management. Role of Personnel Department. Human Resource Policies and Principles. Human Resource Planning, Recruitment, Selection, Placement and Induction. Job Analysis, Job Description, Job Specification and Job Evaluation. Performance Appraisal and Merit Rating.

Employee Motivation : Content and Process theories of Motivation (Maslow, Mcgrgor, Herzberg, McClland and V.H. Vroom). Job Enrichment and Job Enlargement Employee Communication. Employee Discipline. Leadership and Morale. Informal Relations and Group Dynamics. Management of Conflicts.

## ~~HRM 102~~ <sup>II</sup> - Organisational Change

Organisational Change : An Overview. Models of Change. Change and its Impact. Organisational Culture and Change A Systematic Approach to Making Change.

Managing Change: Concept, Process and Key Roles of Organisational Change.

Managing Resistance to Change and Effective Implementation of Change. Role Approaches and Skills of Manager as Agent of Change. Training for Trainers

## ~~HRM 103~~ <sup>III</sup> - Labour Economics and Labour Welfare

Indian Labour: Chief Characteristics and Economic Background. Sources of Supply of Labour in Indian Industries. Labour Problems. Migration, Absenteeism, Labour Turn-over, Housing and Indebtedness. Industrialisation and its Effect. Industrial Efficiency. Wage Policies and Fringe Benefits. Labour Administration, I.L.O. and Indian Labour.

Labour Welfare : Principles, Objects, Scope and Theories. Appointment, Functions and Role of Labour Welfare Officer. Welfare Fund and Its Uses. Agencies of Labour Welfare in India. Major Welfare Plans in India, Recommendations of National Commission on Labour.

## ~~HRM 104~~ <sup>IV</sup> - Industrial Relations and Social Security

Parties to Industrial Relations, Changing Pattern of Industrial Relations. Industrial Disputes - Causes and Effects, Machinery for Prevention and Settlement of Industrial Disputes; Workers Organisations - Main Features and Problems. Employees Organisations - Main Features, Problems and Remedies, Recent Trends in Trade Union Movements in India. Employers Organisation and Their Role.

Nature, Scope and Process of Collective Bargaining, Collective Bargaining in India, Progress and Pre-requisites for Success. Workers Participation in Management.

Social Security-Need and Importance, Laws Relating to Social Security. Workmen's Compensation Act, 1923; ESI Act, 1948; Provident Fund and Misc. Act, 1952 (Main Provisions).

#### ~~HRM-195~~ - Labour Laws in India

Factory Act, 1948; Industrial Employment (Standing Order) Act, 1936; Trade Union Act, 1926; Industrial Disputes Act, 1947; Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1952. Maternity Benefit Act, 196

#### ~~HRM-201~~ - Management Concept and Organizational Behavior

Concept, Nature, Scope and Functions of Management. Planning : Process, Objectives and Types of Plans, Strategic Planning Decisions Making : Elements, Process and Techniques. Organisation Structure : Determinants, Forms, Span of Management and Determinants. Authority and Power, Communication : Meaning and Types, Communication Channels, Barriers and Break Down in Communication, Effective Communication. Control : Process, Requisites and Techniques.

Organisational Behaviour : Meaning, Basic Assumptions, Significance, Scope and Limitations. Motivation : Nature, significance and theories. Leadership : Functions of Leader, Approaches and Leadership Styles. Interpersonal Relations and Group Dynamics. Organisational Conflicts, Corporate Culture and Corporate Ethics. Organisational Health.

#### ~~HRM-202~~ - Designing Organizational Structure

The Organisation and Its Environment : Organisations and Organisational Effectiveness. The Evolution of Organisation Theory. Organisational System in the Global Environment, Organisational Effectiveness and Its Measurement. Organisation as a System: Foundations of Organisation Structure. Dimensions of Organisation Structure. Strategic Organisation Design. Job and the Design of Work : Job and the Design of Work. Basic Challenges of Organisational Design. Organisational Change. Organisational Conflict and Inter-group Behaviour. Organisational Power and Politics. Strategy and Structure for the Future : Leadership and Empowerment. Building a Learning Organisation. Knowledge Management.

OD Interventions : Planned Intervention : Cont  
Method, Development, Intergroup Building  
Proce entions, Comprehensive Intervent Survey feedback, Likert's  
Contingency Model.

Organisational Revitalisation and Emotional Intelligence : Creating and Managing Organisational Culture : Creating and Managing Organizational Culture. Ethical Values in Organisation. Corporate Governance. Social Responsibility of Business.

~~VII~~  
~~HRM 203~~ - Training and Development

Concept of Training. Role, Need and Importance of Training. Types of Training. Role of Stakeholders in Training. Principles of Adult Learning. Understanding the Process of Learning in a Training Programme. Developing an Integrated Approach to Learning in Training Programme. Training Needs Assessment (TNA). Levels of Training Needs. Designing Training Programmes. Training Programme Delivery. Methods of Conducting Training. Developing Audio-visual Materials. Characteristics of High-Impact Course Material. Measuring Impact of Training. Training for Trainers.

~~IX~~  
~~HRM 204~~ - Human Resource Planning

Human Resource Management. Human Resource Policies and Strategies. Strategic Human Resource Planning. Human Resource Planning. Human Resource Planning Process. Productivity, Technology and HRP. Job Analysis, Description and Job Evaluation. HRP, Recruitment, Selection and Induction. Career Planning., Development and Succession Planning. Training and Performance Appraisal. Skills and Multi Skilling. HRP, Transfer, Promotions and Job Rotation. Human Resource Costs. Human Resource Accounting and Audit. Emerging Trends and Issues in HRP.

~~X~~  
~~HRM 205~~ - Compensation Management

Introduction. Objectives of Compensation Management. Concept and Nature of Compensation. Compensation Plans, Policy and Programs. Background Theories and Equity Concept. Competitive Imperatives Influencing Compensation. Diagnosis and Benchmarking. Compensation Payment Systems. Compensation Designing. Job Analysis, Job Description and Job Evaluation. Designing Compensation. Designing Components of Compensation Structure. Benefits and Services. Compensation Designs for the Executive Class of HR. Compensation Practices in Private and Public Sector Organisations. Compensation Process of MNCs. Compensation Management. Managing Motivation and Incentives. Implementing

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and Improving Compensation. Wage and Salary Fixation Machinery. Legislation to Control Compensation. Tools of Compensation Management.

I Part II

~~HRM 301~~ - Performance Management System

Changing Business Paradigms and Importance of Excellence in Performance. Conceptual Aspects and their Linkages with Performance Management. From HRM to Building Human Capital for Excelling Performance. Historical Perspective of Performance Management System. Performance Management System : The Past and the Future. Performance Management Basic Theories – Systems and Processes. Annual Performance Appraisal System. Performance and HRD. Performance Recognition and Performance – Based Reward System. Building Performing Culture – Creating Performing Organization to meet Current and Future Challenges.

Relevant Performance Related Concepts. Benchmarking. Six Sigma. Competency Mapping. Marching. Balanced Scorecard. Coaching and Mentoring. Pygmalion Effect. Job Analysis.

Performance Appraisal Formats Practised by Corporates. Competency – Based Balanced Scorecard. Excel Awards Scheme. Performance Based Compensation Structure. Performance Improvement. Restructuring Incentive Scheme.

II  
~~HRM 302~~ - Organisation Development

Organisation Development : Introduction, History, Nature, Characteristics Assumptions and Values.

Components : Meaning, Need and Importance, Nature, Overview, Diagnostic, Action and Process of OD, Organisational Interventions.

OD Interventions : Planned Intervention : Conflict and Conflict Resolution. Laboratory Method, Team Development, Intergroup Building, Personnel, Interpersonal and Group Process Interventions, Comprehensive Intervention : Survey Feedback, Likert's System and Grid, OD Contingency Model.



Role Approaches and Skills of Manager as Agent of Change. Steps Leading to Successful OD Programme and Organisational Effectiveness. Possible Reasons of failure.

### ~~HRM 303~~ - Human Resource Development

Conceptual Framework, Issues in HRD, HRD Multidimensional and New Concept, Objects of HRD, HRD and HRM, Agents of HRD, Strategy for HRD, HRD Culture, Mechanism and Subsystems of HRD, HRD Barriers. Frame-work of HRD.

Organisation and Development, OD Interventions, MBO, Transactional Analysis, Grid Training Process, T-Group Training, Objects and Importance of Training, Methods of Training, Training Budget, Infrastructure and Facilities, Evaluation and Appraisal of Training, Executive - Development. Career Advancement, Career Planning, Succession Planning and Counseling, Feedback. HRD in India-Recent Scenario, HRD in Different Sectors.

### ~~HRM 304~~ - Strategic Leadership

Understanding Strategy and Strategic Leadership. Becoming a Strategic Leader. Leaders Paradigm. Understanding Organizational Theories. Understanding Human Behaviour to Lead. Understanding Business Dimensions. Leading with Values. Leadership vs. Managing. Leader as a Coach. Emotional Intelligence for Strategic Leadership. Spirituality : The Emerging Context for Business Leadership. Leaders' Competencies. Effective Leadership .Using Six Sigma to Drive Operational Excellence. Commandments for Excellent Leadership.

### ~~HRM 305~~ - Business Research Methods

Meaning and Objectives of Research, Need and Importance of Research in Business. Types of Research, Problems in Social Science Research. Identification of Research Problem. Framing of Hypothesis. Research Design - Important Concepts. Sampling Design-Steps.



Collection of Data : Primary and Secondary Sources. Questionnaire and Codes Schedule, Interviews and Code, Observation Scaling : Importance and Techniques Editing, Coding, Classification and Tabulation. Hypothesis Testing : Pragmatic and Non-Pragmatic, Methods. Interpretation and Report writing. Layout of Research Report

Use of Statistical Devices in Research. Intraploation and Extrapolation. Analysis of Variance. Simple Regression and Correlation. Probability and Probability Distribution. Business Forecasting. Time Series. Decision Theory.

## ~~HRM-01~~ <sup>VI</sup> - International Human Resource Management

Introduction : Overview. Organisational Structure in MNC and International Dimensions of HRM. International Staffing. Compensation and Benefits. Training and Development. Performance Management in International Organisations. Expatriation and Repatriation. Industrial Relations. Sustaining International Business Operations. Managing People in International Context. Indian Multinational Companies. Issues, Challenges and Theoretical Developments. Cultural Dimensions.

## ~~HRM-02~~ <sup>VII</sup> - Strategic Human Resource Development Management

Human Resource Management and Development Strategies. Meaning of Strategic HRD Management. HRD Functions and their Linkages to Business Goals. Strategic Approach in Industrial Relations. HRD as a Profession. HRD Assessment and Audit. Electronic Human Resource Management (E-HRM). E-Selection and Recruitment. Virtual Learning Organization. E-Performance Management and Compensation Design. Development and Implementation of HRIS. Designing of HR Portals. Issues in Employee Privacy. Cross-Cultural HRM. Domestic vs International HRM (IHRM). Cross-cultural Educational and Training Programmes. Building a Multicultural Organization. Cross-border Merger, Acquisition and Repatriation. Current Challenges in Outsourcing Career and Competency Development. Concept of Career and Career Planning. Managing Career Plateau. Strategic Knowledge Management. Competencies and Career Management and Competency-based



Compensation. Employee Development. Coaching. Counselling. Employees Health and Welfare Programme. Work-related Stress. Self-management and Emotional Intelligence.

~~HRM 403~~ **VII - Compensation and Reward Management**

Conceptual Dimension of C & R and its Emerging Trends, including the Concept of three P-Compensation System. Theoretical Base – Both Economic and Behavioral. Micro and Macro Perspectives of C & R. Traditional and Emerging Pay Structures. Performance Linked Compensation and Variable Compensation. Managerial Pay including CEO's Compensation. Expatriate Compensation. Tax Plan etc.

~~HRM 404~~ **IX - Human Resource Information System**

Management Information System : An Introduction, Historical Background, Status of MIS in Organisation, Framework for Understanding MIS.

Information Needs and Economics Growing Need for Information Data, Information from Data, Information Economics.

Systems view, Role of MIS at various Management levels, Structure of MIS, Information Network and Essentials of MIS.

Managing Human Resource Information System (HRIS) : Organising data, Personnel Audit and Personnel Research. Computer Applications in HRM (uses and trends).

Uses of HRIS and HRD with special reference to performance appraisal, training need Identification and Career Planning.

~~HRM 405~~ **X - Contemporary Issues in HRM**

An Introduction to Globalization : Meaning, Globalisation and its Implications for HRD. Globalization and work force diversity in different Organisations (including MNCS).

Work Organisations in 21<sup>st</sup> Century : Changing World, Changing Attitude, Feelings about Jobs, Organisations and People.

Career Development and Stress Management of Stress-Conflict and Cooperation in Organisations.

Culture and Technology. Creativity in Organisations and Organisational Effectiveness.

Ethics in Organizations : Basic Need and Importance, Influence of Power and Politics. An overview about Indian ethos in HRM and its Relevance to Present Scenario.


~~HRM-21~~ <sup>XI</sup> - Project Report and Viva-voce

~~Project Report - 50 Marks~~

~~Viva-voce - 50 Marks~~

Every student shall submit a Project Report after Summer vacation of Part-I on appropriate topic under the supervision of a faculty member and face a viva-voce at the end of theory papers.



 23/9/11