UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

FACULTY OF COMMERCE

MASTER OF HUMAN RESOURCE MANAGEMENT
(SEMESTER SCHEME)

Examination
I/II SEMESTER 2015-16
III/IV SEMESTER 2016-17

Approved by

Checked by
MHRM I Semester

HRM 101 : Theory and Practice of Management
HRM 102 : Human Resource Management
HRM 103 : Labour Economics and Labour Welfare
HRM 104 : Industrial Relations and Social Security
HRM 105 : Labour Laws

MHRM II Semester

HRM 201 : Organizational Behavior
HRM 202 : Designing Organizational Structure
HRM 203 : Training and Development
HRM 204 : Business Communication Skills
HRM 205 : Compensation Management.
MHRM IIIrd Semester
SYLLABUS
(Session 2016-17)

MHRM 301 - Performance Management System
MHRM 302 - Organisation Development
MHRM 303 - Human Resource Development
MHRM 304 - Strategic Leadership
MHRM 305 - Business Research Methods

MHRM IVth Semester - 2016-17

MHRM 401 - International Human Resource Management
MHRM 402 - Strategic Human Resource Development Management
MHRM 403 - Personality Development and Human Skills
MHRM 404 - Human Resource Information System
MHRM 405 - Contemporary Issues in Human Resource Management

MHRM 421 - Project Report and Viva -Voce
HRM 101

THEORY AND PRACTICE OF MANAGEMENT

Unit-I

Nature and Importance of Management, Process of Management, Managerial Roles, Functions of Management, Skills of an Effective Manager, Schools of Management Thought.

Unit-II

Planning, Managerial Decision Making, MBO, Departmentalization, Leadership Styles, Power and Distribution of Authority, Contemporary Views of Motivation.

Unit-III

Leadership Styles, Group Behavior and Team Building, Effective Communication System, Designing Control Systems, MIS.

Unit-IV

Motivation concepts, Management of Change, Conflict Management, Management of Stress, Time Management, Total Quality Management.

Unit-V

Global Environment of Management, Ethics in Management, Corporate Social Responsibility, Corporate Culture.
<table>
<thead>
<tr>
<th>No.</th>
<th>Author(s)</th>
<th>Book Title</th>
<th>Publisher</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Robbins and Coulter</td>
<td>Management</td>
<td>Practice-Hall of India</td>
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<tr>
<td>2</td>
<td>L.M. Prasad</td>
<td>Principles and Practice of Management</td>
<td>Sultan Chand &amp; Sons</td>
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<td>3</td>
<td>Neeru Vasist</td>
<td>Principles of Management</td>
<td>Taxmann Publications Pvt. Ltd.</td>
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<td>4</td>
<td>Tripathi and Reddy</td>
<td>Principles of Management</td>
<td>Tata-Mehraw Hills</td>
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<tr>
<td>5</td>
<td>G.S. Sudha</td>
<td>Principles of Management</td>
<td>Ramesh Book Depot</td>
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</tbody>
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UNIT I

UNIT II
Job analysis and Job Design: Human Resource Planning, Job Analysis, Job Description and specifications, Job Design Approaches.

UNIT III
Recruitment, Selection: Factor Affecting recruitment, Sources of recruitment (Internal and external), selection process, psychological tests for selection, Recruitment of good test for selection. Interviewing, Placement and induction.

UNIT IV
Performance Appraisal: Concept and Objective, Traditional and Modern Methods, Limitations.

UNIT V
Suggested Readings

1. Dessler, Garry, Human Resource Management, Prentice Hall of India,
2. 6 Human Resource Management – Dr. C.B. Gupta – Sultan and Sons
Unit-1
Indian Labour: Characteristics and Socio-economic back-ground sources of Labour supply, Labour problems: Migration Absenteeism, Labour turn-over, indebtedness and Housing.

Unit-2
Industrialization, Concept, effect, Industrial efficiency, Factors affecting efficiency.

Unit-3
Labour Administration in India – Centre and State I.L.O. Establishment, objective, principles, functions, Conventions and Recommendation.

Unit-4

Unit-5
Agencies of Labour welfare in India, Major welfare plans in India.

Recommended Books
1. R.C. Saxena: के. नाथ, एण्ड कम्पानी, मेरठ श्रम समस्याएं एवं सामाज कल्याण
2. B.P. Tyagi: Labour Policy and Labour Legislation
5. M.V. Joshi: Labour Economic and Atlantic Publisher & Labour Problems Distributor Pvt. Ltd.
<table>
<thead>
<tr>
<th></th>
<th>Author</th>
<th>Title</th>
<th>Publisher</th>
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<tbody>
<tr>
<td>6</td>
<td>R.J. Reddy</td>
<td>Economics of Labour</td>
<td>APH Publishing</td>
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<td></td>
<td>Corporation</td>
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<td>7</td>
<td>Peter Slooane</td>
<td>Modern Labour</td>
<td>Routledge</td>
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<td></td>
<td></td>
<td>Economics</td>
<td></td>
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<td>8</td>
<td>S.D. Singh</td>
<td>Labour Economics</td>
<td>Centrum Press</td>
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</table>
HRM 104

Industrial Relations and Social Security

Unit-I
Industrial Relation: Concept, nature, importance changing pattern of Industrial relation in India.

Unit-II
Industrial Dispute: Meaning, causes, forms effects, prevention and settlement machinery, Industrial peace, suggestions.

Unit-III
Association of Employer and Employee Associations: Features, Role, Functioning problems, suggestions. Study of INTUC, AITUC, Chamber of Commerce, ASSOCHAM.

Unit-IV
Collective Bargaining: meaning, nature scope, process, pre-requisites for success, collective Bargaining in India, Workers participation in management.

Unit-V
Books Recommended

1. Bipin Kumar Industrial Relations :Regal Theory and PracticaLl Publication
2. C.S. Venkata Ratnam Industrial Relations Oxford University Press

3. R. Sivarethinamohan Industrial Relations and PHI Labour Welfare : Text Learning Pvt. Ltd. and Cases

4. Ratna Sen Industrial Relations : Mcmillan India Ltd. Text and Cases

5. Pylee George Publishing House Industrial Relations and Vikas Personnel Management
Unit-I
Indian Trade Union Act, 1926
Industrial Employment (Standing Order) Act, 1946

Unit-II
Payment of Wages Act, 1936
Minimum Wages Act, 1948

Unit-III
Factories Act, 1948.

Unit-IV
Industrial Dispute Act, 1965

Unit-V
Maternity Benefit Act, 1961
Payment of Bonus Act, 1965

Books
N.D. Kapoor : Industrial Laws
S.N. Mishra : Industrial Laws
R.L. Nolakha : vkS|ksfxd IffUu;e
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<tr>
<th>Author</th>
<th>Title</th>
<th>Publisher</th>
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<tr>
<td>P.K. Padhi</td>
<td>Labour and Industrial Laws</td>
<td>PHI Learning</td>
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<tr>
<td>Selvanaj,</td>
<td>Industrial Relations and</td>
<td>Tata McGraw</td>
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<tr>
<td>Nambudiri,</td>
<td>Labour Laws</td>
<td>Hill Education</td>
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<td>Monappa</td>
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<tr>
<td>R. Shivarethinamohan</td>
<td>Labour Welfare : Text and Cases</td>
<td>PHI Learning</td>
</tr>
<tr>
<td>Singh, Kaur</td>
<td>Introduction to Labour and Industrikal Law</td>
<td>Lexis Nexis</td>
</tr>
<tr>
<td>S.C. Srivastava</td>
<td>Industrial Relations and</td>
<td>Vikas</td>
</tr>
<tr>
<td>Publishing House</td>
<td>Labour Laws</td>
<td></td>
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</table>
Organization Behaviour

Unit 1

Unit 2
Motivation – Definition, Importance, Motives – characteristics, Types – primary and secondary Theories of motivation.

Unit 3
Group Dynamics and team building – Theories of group formation – formal and informal groups – Importance and team building, Conflict – Definition, traditional Vs Modern view of conflict – Types of conflict – intra personal, interpersonal, organizational – Constructive and destructive conflict – Conflict management.

Unit-IV
Stress management – Definition, causes, types – Management of stress, Interpersonal Relations., Organizational Culture & Climate.

Unit-V
Personality – Development of personality, Attributes of personality, Ego state, transactional analysis, Johari window.

Books Recommended

1. Organisational Behaviour : Mehta & Chouhan
2. Principles and Practices of management by Shejwalkar
3. Essential of management by Koontz H and Weitrich
4. Principles and practices of Management by T.N. Chabra
5. Management by stomen and Jane
7. Organisational behaviour by Keith & Davis.
8. Organisational behaviour by Fred and Luthans.
HRM 202

Designing Organisational Structure

Unit-I


Unit-II

Work design – theories of work design, Factors in work design – job Enrichment and job enlargement, Authority , Power and Status.

Unit-III

Concept of organizational, creation of Establishing values and socialization of Employees Strategy and Structure and 7s framework.

Unit-IV

Organisation effectiveness – concept, approaches to measure effectiveness – Goal approach, behavioural approach, system – resource approach strategic constituencies approach criteria for organisational effectiveness. Managerial effectiveness.

Unit-V

Books Recommended


HRM-203

TRAINING AND DEVELOPMENT

Unit I

Introduction To Training Concept: Meaning, Objectives, Need For Training, Importance Of Training, Concepts Of Education, Training Development, Overview Of Training Functions, Types Of Training Role & Qualities of Training Manager.

Unit II

Learning, Principles Of Learning, Theories Of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, E-Learning.

Unit III


Unit IV

Designing And Implementing a Training Programme; Methods And Techniques Of Training, Training aids, Management Development Programme, Budgeting Of Training.

Unit V

Evaluation Of Training Programme: Meaning, objectives, levels, stages, techniques, Why training fails, Essentials of effective training.
Suggested Readings

1. Training & Development: Mehta, Gupta & Upadhyaya
2. Training Research and Practice - John Patrick
3. A Handbook of Training - Martin Stone
4. Handbook of Training Methodology and Management - Paul Choudhry
UNIT I


UNIT II

Correspondence - Norms for Business Letters - Letter for different Kinds of Situations E. communication E Mail, Web Conferencing, and other Multimedia Communications.

UNIT III


UNIT IV


UNIT V:

Conducting Meetings: Procedure - Preparing Agenda, Minutes and Resolutions Conducting Seminars and Conferences - Procedure of
Regulating Speech - Evaluating Oral Presentation - Group Discussion - Drafting Specific Negotiation Skills.

**Reference Books**

1. RAISHER: Business Communication - ATTBS

2. KRISHNA MOHAN & MEERA BANNERJEE - Developing Communication Skill Macmillan.

3. WOOLCOTT & UN WIN - Mastering Business Communication

4. ANDERSON & OTHERS - Thesis Writing.

5. JANE WHNEY GIBSON - Oral Communication - Arrangement Perspective

UNIT-I


UNIT-II

Strategic importance of variable pay-Determination of Inter and Intra industry Compensation differentials. Individual and Group Incentives.

UNIT-III

Dearness Allowance Concept - Emergence and Growth in India. The role of fringe benefits in reward systems Retirement Plans including VRS/Golden Handshake Schemes.

UNIT-IV

Executive Compensation. Compensation Systems in Multinational Companies and IT companies including ESOP.

UNIT-V

Collective Bargaining Strategies - Long term settlements - Cases of Productivity Settlements - Exercises on drawing up 12 (3) and 18 (1) settlements. Emerging Trends in IR due to LPG.
Suggested Books


MHRM IIIrd Semester

MHRM 301 - Performance Management System

Unit I
Introduction


Unit II


Unit III


Unit IV

Performance related concepts, Benchmarking, six sigma, Marching, balance scorecard, Pygmalion effect.

Unit V

Performance improvement system, Annual performance appraisal system, performance indicators, kaizen technique, 5s, quality circle, Just in time.

Books Recommended:

Unit I


Unit II

Understanding Organizations, Approaches to Understanding Organizations, Key Organizational Designs, Procedures, Differentiation, Integration, Basic Design, Dimensions, Determination of Structure, Forces Reshaping Organization, Life Cycles in organization.

Unit III

O.D. Interventions: Team Interventions, Inter-group Interventions, Personal, Interpersonal and Group Process Interventions, Comprehensive Interventions, Structural Interventions.

Unit IV

Implementations and Assessments of O.D., Reasons for Failure and Success of O.D. Efforts, Assessment of O.D and Change in Organizational Performance, The impact of O.D.

Unit V


Books Recommended:


3. French, Bell and Vohra: Organization Development, Pearson Education.
MHRM 303 – Human Resource Development

Unit I

Unit II
Sub-systems and Mechanisms of HRD, HRD Matrix, Principles of Designing HRD Systems, Functions of HRD Department, Qualities required for HRD manager.

Unit III
Training & Development: Objectives and Importance of Training, Training Need Assessment, Types and Methods of Training, Evaluation of training program.

Unit IV
Organization Development (OD), Objectives, Various OD Interventions, Transactional Analysis, Sensitivity Training, Team Building.

Unit V
Career Planning, Succession Planning, Employee Counselling, Feedback, HRD in India.

Books Recommended:
MHRM 304- Strategic Leadership

Unit I
Strategic Leadership- Meaning, Role of Strategic Leader in organisation, Leadership vs. Managing, Leadership Theories & Styles.

Unit II
Transaction vs. Transformational Leaders, Leadership skills, Leadership and Motivation, Leadership and Morale.

Unit III
Leading with values, Leadership and innovations, Leadership and organisational culture.

Unit IV
Emotional Intelligence and Leadership, Spirituality and Leadership, Indian philosophy and Leadership, Leadership for Competitive advantage.

Unit V
Six Sigma and Leadership, Leadership and organisational effectiveness, Commandments for excellent Leadership.

Books Recommended:
MHRM 305 - Business Research Methods

Unit I
Meaning and Objectives of Research, Need and Importance of Research in Business, Types of Research, Problems in Social Science Research, Identification of Research Problem.

Unit II

Unit III
Questionnaire and Schedule, Interviews, Observation. Scaling: Importance and Techniques, Editing, Coding, Classification and Tabulation.

Unit IV

Unit V

Books Recommended:
1. Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, Tata McGraw-Hill.
5. C.R. Kothari: Research Methodology, Wiley Eastern Ltd.
MHRM IVth SEMESTER

MHRM – 401

International Human Resource Management

Unit I

Introduction of international human resource management, Overview of organizational structure in MNCs, international dimensions of HRM, Approaches of IHRM.

Unit II

International Staffing, Compensation and Benefits. Training and development.

Unit III

Performance Management in International Organisations. Expatriations & Repatriation.

Unit IV

Sustaining International Business operations, Managing People in International Context.

Unit V

Indian Multinational companies, Issues, challenges and theoretical development, Cultural dimensions, Changing scenario of IHRM.

Books Recommended:

UNIT I


UNIT II

Strategic Approach in Industrial Relations, HRD as a Profession, HRD Assessment and Audit, Electronic Human Resource Management (E-HRM).

UNIT III


UNIT IV

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.

UNIT V

Strategic Knowledge Management, Competencies and Career Management, Competency-based Compensation, Employee Development.

Books Recommended:

MHRM 403-Personality Development and Human Skills

Unit I


Unit II

Personality Formation Structure: Mind mapping, competence mapping and 360 assessment and development, types of persons: Extrovert, Introvert, Ambient person.

Unit III


Unit IV

Effective Thinking: Thinking Skills, Thinking Styles, Concept of Six thinking Hats.

Unit V

Individual Interaction and Skills: Basis of Interaction Skills Personal and interpersonal, Intra Personal Skills-Concept, definition, meaning of skills types of skills, conceptual, supervising, technical, managerial and decision making skills. Group Influence on Interaction Skills.

Recommended Books:

2. Newstrom J. Keith D., Organizational Behavior, (TMH, New Delhi)
3. P G Aqians, Organizational Behavior, (Excel Books Delhi)
4. Hellriegel D & Slocum, J.W., Organizational Behavior, (South Western & Thumson Learning)
5. Shiv Khera, You Can Win
6. Pramod Batra. Management Thought
7. Stephen Covey, 8 Habits
8. Stephen Covey, 7 Habits of Highly Effective People, 3 Basic Managerial Skills for all (Prentice Hall of India Pvt. Ltd.)
9. Mehta, Anil & Chouhan, Bhumija - Organizational Behaviour (RBD Jaipur)
MHRM 404-Human Resource Information System

UNIT I
MIS- An introduction, Historical background, Data and information, Growing need for information, Information Economics.

UNIT II
Role of MIS at various management levels, Essentials of an effective MIS, Information Networks, MIS to Business Intelligence.

UNIT III

UNIT IV
Information System and HRD, Performance and Potential Appraisal.

UNIT V
Information System and Training, Training Need Identification, Training Methods and their evaluation, Emerging concepts of MIS and their use in HRM.

Books Recommended:
MHRM-405

Contemporary Issues in Human Resource Management

UNIT I

UNIT II
Quality of Work life, Emotional Intelligence, Talent Management.

UNIT III
Improving work culture in organisation, Improving Managerial Effectiveness.

UNIT IV
New trends in training and development, Management of employees retention, Employee engagement, Influence of power and politics.

UNIT V
Ethical Issues in HR, Human Resource Management practices in the Indian organisations, Culture and Technology, Encouraging creativity in organisation.

Books Recommended:

4. Khandwalla, Pradip N.: Corporate Creativity.
5. Abraham, Sarah: Work Place.
Project Report and Viva-Voce

Report Writing : 50 Marks
Viva-Voce : 50 Marks

HEAD
Deptt. of B. A. Admn.
Univ. of Rajasthan, Jaipur

[Signature]
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