UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

Faculty of Commerce

Master of Human Resource Management

Semester Scheme

II\textsuperscript{nd} Semester Exam. June 2017
UNIVERSITY OF RAJASTHAN JAIPUR

SYLLABUS OF

MASTER OF HUMAN RESOURCE MANAGEMENT (MHRM)

(SEMESTER SCHEME)

(SECOND SEMESTER 2016-17)

1. Eligibility: It is given in the Prospectus of the University of Rajasthan.

2. Scheme of Examination: There will be five questions in all. The candidate will be required to attempt all the questions selecting one question from each unit with an internal choice (either/or).

3. Semester Structure: The details of the courses with code, title and the credits assigned are given below.
### Syllabus of MHRM (Business Administration)

**Second Semester**

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<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Course Title</th>
<th>Credit</th>
<th>Contact Hours Per Week</th>
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<tbody>
<tr>
<td></td>
<td>HRM 201</td>
<td>STRATEGIC MANAGEMENT</td>
<td>6</td>
<td>L 4 T 2</td>
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<tr>
<td>1</td>
<td>HRM 202</td>
<td>BUSINESS RESEARCH METHODS</td>
<td>6</td>
<td>L 4 T 2</td>
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<tr>
<td>2</td>
<td>HRM 203</td>
<td>PRESENTATION IN SEMINAR AND VIVA VOCE</td>
<td>6</td>
<td>L 4 T 2</td>
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<td>ELECTIVE PAPERS (Any Three)</td>
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<td>3</td>
<td>HRM 204</td>
<td>ORGANIZATIONAL BEHAVIOUR</td>
<td>6</td>
<td>L 4 T 2</td>
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<tr>
<td>4</td>
<td>HRM 205</td>
<td>DESIGNING ORGANIZATIONAL STRUCTURE</td>
<td>6</td>
<td>L 4 T 2</td>
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<tr>
<td>5</td>
<td>HRM 206</td>
<td>TRAINING AND DEVELOPMENT</td>
<td>6</td>
<td>L 4 T 2</td>
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<td>6</td>
<td>HRM 207</td>
<td>COMPENSATION MANAGEMENT</td>
<td>6</td>
<td>L 4 T 2</td>
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उप-कुलसचिव
(शैक्षिक)
शास्त्रशाला विद्यविभागाचे
निजपत्र,
HRM 201- Strategic Management

UNIT I

UNIT II
Environmental Scanning: Appraisal of External Environment, Dynamics of Internal Environment, Organizational Capabilities and Appraisal, Core competence.

UNIT III

UNIT IV

UNIT V

Books Recommended:
1. Azhar Kazmi: Strategic Management
2. P. Rao: Strategic Management
3. L.M. Prasad: Strategic Management
4. Ravi Kumar: Strategic Management
HRM 202 - 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.
HRM 203 - Presentation in Seminar and Viva Voce

1. Presentation in Seminar: 50 Marks
2. Viva-Voce based on presentation: 50 Marks

The Department/College shall organise Seminar in Second Semester and announce topics (at least ten). Students can make presentations on topic of his/her choice. The presentation shall be evaluated by internal examiner appointed by Head of the Deptt. and external examiner appointed by the university.

The Viva-voce examination will be based on the presentation made by the student. The Department shall maintain record of the presentation made with a photograph pasted on the copy of the presentation made with signature, date of presentation etc.
HRM 204 - Organizational Behaviour

Unit I
Organizational Behaviour - Definition, Scope, Importance, Concepts of Organizational Behaviour, Models of O.B.

Unit II
Motivation - Definition, Importance, Motives: Characteristics, Types - primary and secondary, Theories of motivation.

Unit III
Group Dynamics and Team Building - Theories of group formation, formal and informal groups, Importance of 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, Egostate, transactional analysis, Johari window.

Books Recommended:
1. Organisational Behaviour: Mehta & Chouhan
2. Principles and Practices of Management: Shejwalkar
3. Essentials of Management: Koontz H. and Weitrich
5. Management: Stemen and Jane
6. Organisational Behaviour: Stephen Robbins
7. Organisational Behaviour: Keith & Davis
8. Organisational Behaviour: Fred Luthans
HRM 205 - DESIGNING ORGANISATIONAL STRUCTURE

UNIT-I
Concept of organisation Structure, Formation of organisation structure- Formal and Informal. Contingent factors in organisation design- Environment strategy Technology.

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, system- resource approach, strategic constituencies approach, criteria for organisational effectiveness, Managerial effectiveness.

UNIT-V

Books Recommended
HRM 206 - 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 and 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. Mehta, Gupta & Upadhyaya: Training & Development
2. Patrick, John: Training Research and Practice
3. Stone, Martin: A Handbook of Training
4. Choudhary, Paul: Handbook of Training Methodology and Management
HRM 207 - COMPENSATION MANAGEMENT

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