



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

**SYLLABUS**

**M.Com. (Human Resource Management)**

**Annual Scheme**

**Part-I (Previous) Examination 2019**

**Part-II (Final) Examination 2020**

12/1/2020  
By: [Signature]  
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MASTER of HUMAN RESOURCE MANAGEMENT

PART - I

(Annual Scheme)

Paper 1 - Human Resource Management

Paper 2 - Human Resource Development

Paper 3 - Labour Economics and Labour Welfare

Paper 4 - Industrial Relations and Social Security

Paper 5 - Labour Legislation

PAPER-I:

HUMAN RESOURCE MANAGEMENT

(Principles and Practice)

Duration 3 hrs.

Max Marks : 100

Unit - I

Meaning, Scope, Objectives and Functions of Human Resource Management. Role of Personnel Department. Human Resource Policies and Principles. Human Resource Planning.

Unit-II

Recruitment, Selection, Placement and Induction. Job Analysis, Job Description and Job Evaluation. Performance Appraisal and Merit Rating.

2

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Unit - III

(AS)

Employee Motivation: Content and Process theories of Motivation (Maslow, McGregor, Herzberg, McClell and V.H Vroom). Job Enrichment and Job Enlargement.

Unit-IV

Employee Communication. Employee Discipline. Leadership and Morale.


Unit-V

Informal Relations and Group Dynamics, Management of Conflicts and Resistance to Change.

Books Recommended:

1. Gomez. Meija, Luis R., D.B. Balkin and R.L. Cardy: Managing Human Resource, Prentice Hall, New Jersey, 1998
2. D'Cenzo, David A. and Stephan P. Robbins: Human Resource Management, John Wiley and Sons, New Delhi, 2001
3. Saiyadain, Mirza S.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999.
4. Chhabra T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999
5. Flippo, Edwin B.: Principles of Personnel Management, McGraw Hill, New York.
6. Dwivedi, R.S.: Managing Human Resources: Personnel Management in Indian Enterprises, Gaigotia Publishing Company.

3

  
Dr. R. K. Jaiswal  
Faculty  
Department of Management Studies  
University of Delhi

## PAPER -II:

## HUMAN RESOURCE DEVELOPMENT

Duration 3 hrs.

Max. Marks : 100

## Unit -I

Conceptual framework, issues in HRD, HRD-A multidimensional and new concept, objects of HRD, HRD and HRM, agents of HRD.

## Unit-II

Strategy for HRD, HRD Culture, Mechanism and Subsystems of HRD, HRD Barriers, framework of HRD.

## Unit-III

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.

## Unit-IV

Executive-development Career Advancement, Career Planning, Succession Planning and Counseling, Feedback. HRD in India-Recent Scenario

## Unit-V

HRD in Different Sectors, Study of HRD Organizations- SBI, SAIL, L&T.

## Books Recommended:

1. Dayal Ishwar: Designing HRD Systems, New Delhi Concept, 1993
2. Kohil, Uddesh & Sinha, Dharmi P.: HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995
3. Maheshwari, B.L. & Sinha, Dharmi P.: Management of Change Through HRD, New Delhi, Tata McGraw Hill, 1991.

4. Pareek, U. etc.: Managing Transitions : The HRD Response, New Delhi, Tata McGraw Hill, 1992
5. Rao, T.V. etc. : Alternative Approaches & Strategies of Human Resource Development, Jaipur, Rawat, 1988.
6. Silvera, D.N.: HRD: The Indian Experience, New Delhi, India, 1991.

**PAPER –III:**

**Duration 3 hrs. LABOUR ECONOMICS AND LABOUR WELFARE**

Max Marks : 100

**Unit-I**

Indian Labour: Chief Characteristics and Economic background, Sources of supply of Labour in Indian Industries.

**Unit-II**

Labour Problems. Migration, Absenteeism, Labour Turn-over, Housing and Indebtedness. Industrialization and its effect.

**Unit-III**

Industrial Efficiency. Wage policies and Fringe Benefits. Labour Administration, I.L.O. and Indian Labour.

**Unit-IV**

Labour Welfare: Principles, Objects, Scope and Theories. Appointment, Functions and Role of Labour Welfare Officer: Welfare fund and its uses.

**Unit-V**

Agencies of Labour Welfare in India. Major Welfare Plans in India. Recommendation of National Commission on Labour.

5

By Registrar  
(Academic)

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**Books Recommended:**

1. Anton Thomas J. (1989): "Occupational Safety and Health Management", McGraw-Hill Book company, Singapore.
2. Bhatnagar, D. (1984): "Labour Welfare and Security legislation in India", Deep and Deep Publications, New Delhi.
3. Blake, Roland P. (1963): "Industrial Safety", Prentice-Hill, Inc. Englewood Cliffs.
4. Bulchandani, K.R., (1980): "Labour Welfare", Himalaya Publishing, Bombay
5. Chauhan, SS. (1993): "Labour Welfare Administration in India", Deep and Deep Publications, New Delhi.
6. De Reamer, Rusell, (1985): "Modern Safety Practices" John Wiley and Sons. Inc., New York.

**PAPER-IV:****INDUSTRIAL RELATIONS AND SOCIAL SECURITY**

Unit-I Duration 3 hrs.

Max. Marks : 100

Parties to Industrial Relations, Changing Pattern of Industrial Relations. Industrial Disputes-causes and effects, Machinery for prevention and settlement of Industrial Disputes.

Unit-II

Workers Organisations- Main Features and Problems Employers Organisations- Main Features, Problems and Remedies.

6

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**Unit-III**

Recent trends in Trade Union Movements in India Employers Organisation and their Role.

**Unit-IV**

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

**Unit-V**

Social Security-need and importance, Law, relating to Social Security. Workmen's Compensation Act, 1923; ESI Act, 1948; Provident Fund and Misc. Act, 1952.

**Books Recommended:**

1. C.S. Venkata Ratnam ( 2001), Industrial Relations : Test and Cases Oxford University Press Delhi.
2. Singh B.P. and I.N. Chhabra, Personnel Management & Industrial Relations. Dhanpat Rai and Co. Pvt. Ltd. Delhi, 2000.
3. Dwivedi. R.S., Managing Human Resources : Industrial Relations in Indian Enterprises. Gaigotia Publishing Company, New Delhi 2000.
4. Paul Edwards (Ed) ( 1997), Labour Adjudication in India. ILO. New Delhi
5. Debi S. Saini (1994) Redressal of Labour grievances, Claims and Disputes, Oxford & IBH, New Delhi



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Principal  
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## PAPER-V:

## LABOUR LEGISLATION

Duration 3 hrs

## Unit-I

Max. Marks : 100

Factory Act, 1948.

## Unit-II

Industrial Employment (Standing Order) Act, 1936; Trade Union Act, 1926.

## Unit-III

Industrial Disputes Act, 1947; Payment of Wages Act 1936.

## Unit-IV

Minimum Wages Act, 1948; Payment of Bonus Act, 1962.

## Unit-V

Maternity Benefit Act, 1961.

## Books Recommended:

1. Misra, S.N., (2005): Labour and Industrial Laws, Central Law Publications, Allahabad.
2. Malik, P.N. (2004): Industrial Law (Vol. 1 and 2), Eastern Book Depot, New Delhi.
3. Grag, A (1998): Labour Laws : One should know, New Delhi : NABHI Publications
4. Raza, M.A. and Anderson, A.J. ( 1996): Labour Relations and the Law, Prentice Hall Inc, London.
5. Grag, A. (1995): Nabhi's Lanour Laws: one should know, New Delhi Nabhi's Publications.
6. Saini, D.S. (1995) Cases on labour law - minimum conditions of employment. Oxford, New Delhi



# MASTER IN HUMAN RESOURCE MANAGEMENT

## PART - II

(Annual Scheme)

Paper 1 - Management Concepts and Organisational Behaviour

Paper 2 - Organisation Development

Paper 3 - Business Research Methods

Paper 4 - Human Resource Information System

Paper 5 - Contemporary Issues in H.R.M.

Paper 6 - Project Report & Viva-Voce

### PAPER-I:

### MANAGEMENT CONCEPTS AND ORGANISATIONAL

### BEHAVIOUR

Duration 3 hrs.

Max. Marks - 100

#### Unit -I

Concept, Nature, Scope and Functions of Management Planning: Process, Objectives and types of Plans, Strategic Planning. Decisions making: elements, process and techniques. Organization structure: determinants, forms, span of management and determinants of Authority and power.

9

Authority  
and power

**Unit-II**

Communication: meaning and types, communication channels, barriers and breakdown in communication, effective communication. Control: process, requisites and techniques.

**Unit-III**

Organizational behavior: meaning, basic assumptions, significance, scope and Limitations. Motivation: Nature significance and theories.

**Unit-IV**

Leadership: functions of leader, approaches and leadership styles, Interpersonal relations and group dynamics.

**Unit-V**

Organisational conflicts, corporate culture and corporate ethics.  
Organisational health.

**Books Recommended:**

1. Cooper, Cary L (2002): Fundamentals of Organizational Behaviour, Sage Publication, New Delhi
2. Greenberg, J. & Baron, Robert A. ( 2003): Behaviour in Organizations, Prentice-Hall India, New Delhi.
3. Hellreigel, D., Slocum Jr, J.W. & Woodman, R.W. (2003): Organizational Behaviour, Thomson Learning Inc. South Western College Publishing.
4. Pareek, U. (2004): Understanding Organizational Behaviour, Oxford University Press, New Delhi
5. Sekaram, L. (1996): Organizational Behaviour: Text and Cases

Tata Mc-Graw-Hill Publishing Company Ltd. New Delhi.

6. Tyson, S & Jackson, T. (2003): The Essence of Organizational Behaviour, Prentice - Hall, India, New Delhi.

### PAPER-II:

Duration 3 hrs.

### ORGANISATION DEVELOPMENT

Max. Marks : 100

#### Unit-I

Organization Development: introduction, history, nature, characteristics assumptions and values.

#### Unit-II

Components: meaning, need and importance, nature, overview, diagnostic, action and process of OD, organizational interventions.

#### Unit-III

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.

#### Unit-IV

Managing change: concept, process and key roles of organizational change. Managing resistance to change and effective implementation of change.

#### Unit-V

Role approaches and skills of manager as agent of change. Training for trainers, steps leading to successful OD programme and organizational effectiveness. Possible reasons of failure.

**Books Recommended:**

1. French, W.L. Bell, Jr., C.H and Zawacki, R.A. (1992): Organisation Development, Universal Book stall: New Delhi.
2. Huse, E.F. and Cummings, T.G. (1985): Organization Development and Change, West Publishing Co. : Minnesota.
3. Cummings, T.G. and Worley, C.G. (2001): Organization Development and Change, USA : South Western College Publishing
- Beer, M. and Nitin, N. (2000): Breaking the Code of Change, USA: Harvard Business School Press.
4. Pettigrew. A. and Whipp, R. (2001): Change Management for Competitive Success, New Delhi : Infinity Books.
5. Schein, E. H. and Beckard, R (1999): Addison Wesley series on Organization development, USA : Addison Wesley Publishing Co.

**PAPER-III:**

**BUSINESS RESEARCH METHODS**

Duration 3 hrs

Max. Marks : 100

**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**

Framing of Hypothesis. Research Design- Important concepts, Sampling Design step: Collection of Data: Primary and Secondary sources.

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**Unit -III**

Questionnaire and Codes Schedule, Interviews and code, Observation. Scaling: Importance and Techniques Editing Coding, Classification and Tabulation.

**Unit-IV**

Hypothesis Testing: Pragmatic and Non-Pragmatic, Methods. Interpretation and Report writing. Layout of Research Report.

**Unit-V**

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

**Books Recommended:**

1. Richard I Levin and David S. Rubin, Statistics for Management, 7/e. Pearson Education, 2005.
2. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, Tata McGraw-Hill Co. Ltd., 2006.
3. Fuzzy Logic with Engg Applications, Timothy J. Ross, Wiley Publications, 2nd Ed[d]
4. Simulated Annealing: Theory and Applications (Mathematics and Its Applications, by P.J. van Laarhoven & E.H. Aarts[e]
5. Genetic Algorithms in Search, Optimization, and Machine Learning by David Goldberg

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ACADEMIC

## PAPER-IV:

## HUMAN-RESOURCE INFORMATION SYSTEM

## Unit -I

Duration 3 hrs

Max. Marks : 100

Management Information System: An introduction, historical background, status of MIS in organization, framework for understanding MIS.

## Unit-II

Information needs and economics: growing need for information data, information from data, information economics.

## Unit-III

Systems view, role of MIS at various management levels structure of MIS, Information network and Essentials of MIS.

## Unit-IV

Managing Human Resource Information System (HRIS): Organizing data, personnel audit and personnel research. Computer applications in HRM (uses and trends).

## Unit-V

Uses of HRIS and HRD with special reference to performance appraisal, training need identification and career planning.

## Books Recommended:

1. Michael J. Kavanagh: Human Resource Information Systems
2. James O'Brien: Management Information Systems
3. Gary Desler: Human Resource Management

PAPER-V:

CONTEMPORARY ISSUES IN H.R.M.

Unit-I

Duration 3 hrs

Max. Marks - 100

An Introduction to globalization: meaning globalization and its implications for HRD. Globalization and work force diversity in different organizations (including MNCS).

Unit-II

Work Organizations in 21st century: changing world, changing attitude, feelings about jobs, organizations and people.

Unit-III

Career development and Stress: Management of stress-conflict and cooperation in organizations.

Unit-IV

Culture and technology: Creativity in organizations and organizational effectiveness.

Unit-V

Ethics in organizations: basic need and importance influence of power and politics. An overview about Indian ethos in HRM and relevance to present scenario.

Books Recommended:


1. Gomez-Meija, Luis R., D.B. Balkin and R.L. Cardy: Managing Human Resource, Prentice Hall, New Jersey, 1998
2. D'Genzo, David A. and Stephan P Robbins: Human Resource Management, John Wiley and Son., New Delhi, 2001
3. Savadun, Mirza S.: Human Resource Management, Dhampur Ram Prakashan Pvt. Ltd., New Delhi, 1999

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STUDENT

4. Chhabra T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999
5. Flippo, Edwin B. : Principles of Personnel Management, McGraw Hill, New York.
6. Dwivedi, R.S.: Managing Human Resources : Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi, 2000.
7. Silvera, D.N.: HRD: The Indian Experience, Delhi, New, India, 1991.

**PAPER-VI:**  
**PROJECT REPORT and VIVA-VOCE**

Project Report	-	50 Marks
Viva-Voce	-	50 Marks

  
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