



UNIVERSITY OF RAJASTHAN

JAIPUR

SYLLABUS

Master of Human Resource Management

Semester Scheme

I/II Semester Examination 2023-24

III/IV Semester Examination 2024-25

Rj [Tas]
Dy. Registrar (Acad.)
University of Rajasthan
JAIPUR

M. H. R. M. (Semester Scheme)

1. **Eligibility:** Bachelor degree in any discipline recognized by this University with at least 45% marks in the aggregate.
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.

1.

Raj (Jas)
Dr. Rajendra
(Academic)
University of Rajasthan
JAIPUR RA

First Semester

S. No.	Subject Code	Course Title	Credit	Contact Hours Per Week	
				L	T
Compulsory Papers					
1	HRM 101	THEORY AND PRACTICE OF MANAGEMENT	6	4	2
2	HRM 102	HUMAN RESOURCE MANAGEMENT	6	4	2
3	HRM 103	INDUSTRIAL RELATIONS AND SOCIAL SECURITY	6	4	2
Elective Papers (Any Three)					
1	HRM 104	LABOUR ECONOMICS AND LABOUR WELFARE	6	4	2
2	HRM 105	LABOUR LAWS	6	4	2
3	HRM 106	MANAGEMENT THINKERS	6	4	2
4	HRM 107	MODERN BUSINESS COMMUNICATION	6	4	2

Raj
 Dy. Registrar
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MHRM 101: THEORY AND PRACTICE OF MANAGEMENT

Unit- 1

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

Unit -II

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

Unit -III

Leadership styles, Group Behavior and Team Building, Effective Communication System, Designing Control System.

Unit -IV

Motivation Concepts, Management of Change, Conflict Management, Management of Stress, Time Management.

Unit -V

Global Environment of Management, Ethics in Management, Corporate Social Responsibility.

Books Recommended

1. Prasad , L. M. : Principles and Practice of Management, Sultan Chand & Sons.
2. Vashisth, Neeru : Principles of Management, Taxman Publications Pvt. Ltd.
3. Tripathi and Reddy : Principles of Management, Tata- McGraw Hill.
4. Sudha , G. S. : Principles of Management, Ramesh Book Depot.

Regd. / Vee
Dr. K. B. Singh
(Academic)
University of Rajasthan
JAIPUR RA

MHRM 102: HUMAN RESOURCE MANAGEMENT

Unit- I

Introduction: Concept, Objectives, Scope and Importance of Human Resource Management, Human Resource Environment in India, Organisation of Human Resource Department.

Unit- II

Job Analysis and Job Design: Human Resource Planning, Job Analysis, Job Description and Specifications.

Unit- III

Recruitment and Selection: Factors affecting Recruitment, Sources of Recruitment (Internal and External), Selection Process, Psychological tests for selection, Requirement of a good test for selection.

Unit- IV

Performance Appraisal: Concept and Objectives, Traditional and Modern Methods, Limitations.

Unit- V

Compensation Management, Job Evaluation, Base Compensation and Supplementary Compensation.

Books Recommended

1. Dessler, Garry: Human Resource Management, Prentice Hall of India.
2. Gupta, C.B. : Human Resource Management, Sultan and Sons.
3. Chhabra, T.N. : Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd.
4. Filppo, Edwin B. : Principles of Personnel Management, Tata Mc Graw Hill.
5. Dwivedi, R.S. : Managing Human Resources: Personnel Management in Indian Enterprises, Galgotia Publishing Co.
6. Subba Rao, P. : Personnel & Human Resource Management, Himala Publishing House.
7. Aswathappa, K. : Human Resource and Personnel Management, Tata Mc

HRM 103: INDUSTRIAL RELATIONS AND SOCIAL SECURITY

Unit- I

Industrial Relation: Concept, nature, importance, changing pattern of industrial relations in India.

Unit- II

Industrial Dispute: Meaning, causes, forms, effects, prevention and settlement machinery, Industrial peace.

Unit- III

Association of Employer and Employee Associations: Features, role, functioning, problems, suggestions. Study of Chamber of Commerce, ASSOCHAM.

Unit- IV

Collective Bargaining: Meaning, nature, scope, process, pre-requisites for success, Workers Participation in Management.

Unit- V

Social Security: Need and importance, scope, Social Assistance and Social Insurance Related Laws: Workmen Compensation Act, 1923, Employee State Insurance Act. 1948.

Books Recommended

1. Kumar, Bipin : Industrial Relations: Legal Theory and Practice, PHI Publications.
2. Venkataratnam, C.S. : Industrial Relations, Oxford University Press.
3. Sen, Ratna, Industrial Relations: Text and Cases, Mcmillan India Pvt. Ltd.
4. George, Pylee : Industrial Relations and Personnel Management, Vikas Publishing House.
5. Mamoria, C. B. and Mamoria, Satish : Labour Welfare, Social Security, and Industrial Peace in India, Kitab Mahal.
6. Chatterjee, N. N. : Industrial Relations in India's Developing Economy, Allied Book Agency.
7. Sinha, P. R. N. : Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education.
8. Bhagoliwal, T. N. : Industrial Relations, Sahitya Bhawan.

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MHRM 104: Labour Economics and Labour Welfare

Unit- I

Indian Labour: Characteristics and Socio- economic background, Sources of Labour Supply, Labour problems: Migration, Absenteeism, Labour turnover, Indebtedness and Housing.

Unit- II

Industrialization: Concept, Effect, Industrial efficiency, Factors affecting efficiency.

Unit- III

Labour Administration in India- Centre and State, I.L.O. : Establishment, Objectives, principles, functions.

Unit- IV

Labour Welfare: Principles, objectives, scope, Labour Welfare Officer: Appointment, role, functions.

Unit- V

Agencies of Labour welfare in India, Major welfare plans in India.

Books Recommended

1. Srivastava, S.C. : Social Security and Labour Laws, Eastern Book Co.
2. Sharma, A.K. : Labour Economics, Anmol Publications Pvt. Ltd.
3. Joshi, M.V. : Labour Economics and Labour Problems, Atlantic Publisher & Distribution Pvt. Ltd.
4. Reddy, R.J. : Economics of Labour, APH Publishing Corporation.
5. Singh, S.D. : Labour Economics, Centrum Press.

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MHRM 105: LABOUR LAWS

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 Recommended

1. Kapoor, N.D. : Industrial Laws
2. Mishra, S. N. : Industrial Laws
3. Padhi, P.K. : Labour and Industrial Laws, PHI Learning Pvt. Ltd.
4. Selvanaj, Nambudiri and Monappa : Industrial Relations and Labour Laws, Tata McGraw Hill.
5. Singh and Kaur : Introduction to Labour and Industrial Law.
6. Srivastava, S.C. : Industrial Relations and Labour Laws, Vikas Publications.

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MHRM 106; MANAGEMENT THINKERS

Unit- I

Spirituality and Management- Concept of Spirituality, Indian Ethos and Values, Role of Values in Management, Western Values vis a vis Indian Values, Applications of Yoga in Management- Personality Development, Meditation and Management of stress.

Unit- II

Indian Epics and Management- Dimensions of Vedic Management, Bhagwad Gita, Ramayan, Kautilaya's Arthshastra.

Unit- III

Indian Thinkers- Swami Vivekanand, Mahatama Gandhi, S.K. Chakraborty, C.K. Prahlad.

Unit- IV

Western Thinkers I- F.W. Taylor, Henri Fayol, Elton Mayo, Herbert Simon.

Unit- V

Western Thinkers II- Peter F. Drucker, William G. Ouchi, Tom Peters, Gary Hamel.

Books Recommended

1. Chakraborty, S.K. and Bhattacharya, Pradip: Human Values, New Age International (P) Limited Publishers.
2. Sancev, Rinku and Khanna, Parul: Ethics and Values in Business Management, Ane Books Pvt. Ltd.
3. Khanna, S. : Vedic Management, Taxman Publications (P) Ltd
4. Bhawad Gita as Viewed by Swami Vivekananda: Vedanta Press & Bookshop.
5. Rajgopalachari, C. : Ramayan, Bhartiya Vidya Bhawan.

MHRM 107: MODERN BUSINESS COMMUNICATION

Unit I

Business Communication: Definition, Types, Principles of Effective Communication, Barriers and Remedies to Communication.

Unit II

Business Letter: Layout, Kinds of Business letters- Interview, Communication and Technology, video Conferencing, Fax, E-mail, Multi-media presentations, Web2.0 and Communication, Skype, Linked in, Facebook and Whatsapp.

Unit III

Public Speaking, Seminar Presentation, Interview, Group Discussion, Effective Listening.

Unit IV

Report Writing, Agenda, Minutes of Meeting, Memorandum, Office Order, Circular, Notes.

Unit V

Business Etiquettes and Manners: Shake hand, Dress sense, Dining Etiquettes, Introducing a guest, E-mail Etiquettes, Work place Etiquettes, Telephone Etiquettes.

Books Recommended

1. Rai , Urmila and Rai ,S.M.: Business Communication, Himalaya Publishing House.
2. Thomas, Jane, Murphy, Herta and Hilderbrandt, Herbert: Effective Business Communication, Tata McGraw-Hill.
3. Madhukar , R.K.: Business Communication, Vikas Publishing.
4. Kaul , Asha: Effective Business Communication, PHI Learning Pvt. Ltd.
5. Chatterjee , Abha, Bovee , Courtland L. and Thill , John V.: Business Communication Today, Pearson Education.
6. Rao , Nageshwar and Das , Rajendra P.: Communication Skills, Himalaya Publishing House.
7. Bhatia,R.C. Business Communication, Anita Books Pvt. Ltd.

Dr. Rajendra K. Jaiswal
Academic
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JAIPUR, RAJ.

UNIVERSITY OF RAJASTHAN JAIPUR

SYLLABUS OF

MASTER OF HUMAN RESOURCE MANAGEMENT (MHRM)

(SEMESTER SCHEME)

SECOND SEMESTER

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.

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Syllabus of MHRM (Business Administration)

Second Semester

S. No.	Subject Code	Course Title	Credit	Contact Hours Per Week	
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		COMPULSORY PAPERS			
1	HRM 201	STRATEGIC MANAGEMENT	6	4	2
2	HRM 202	BUSINESS RESEARCH METHODS	6	4	2
3	HRM 203	PRESENTATION IN SEMINAR AND VIVA VOCE	6	4	2
		ELECTIVE PAPERS (Any Three)			
4	HRM 204	ORGANIZATIONAL BEHAVIOUR	6	4	2
5	HRM 205	DESIGNING ORGANIZATIONAL STRUCTURE	6	4	2
6	HRM 206	TRAINING AND DEVELOPMENT	6	4	2
7	HRM 207	COMPENSATION MANAGEMENT	6	4	2

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HRM 201- Strategic Management

UNIT I

Introduction : Meaning of Strategic Management, Role of Strategic Management, Process of SM, Limitations of SM, Organizational Mission, Vision and Objectives , Strategy & Structure, 7s Framework.

UNIT II

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

UNIT III

Strategy Formulation: Corporate Level Strategy, Business Level Strategy, Functional Level Strategy.

UNIT IV

Strategy Implementation: Aspects of Strategy Implementation, Procedural Implementation, Resource Allocation, Organizational Design and Change, Corporate Culture.

UNIT V

Strategic Evaluation and Control: Meaning of Strategic Evaluation and Control, Criteria and Techniques of Strategic Evaluation and Control.

Books Recommended:

1. Azhar Kazmi : Strategic Management
2. P. Rao : Strategic Management
3. L.M. Prasad : Strategic Management
4. Ravi Kumar : Strategic Management

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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

Framing of Hypothesis. Research Design - Important Concepts. Sampling Design-Steps. Collection of Data: Primary and Secondary Sources.

Unit III

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

Unit IV

Hypothesis Testing : Parametric and Non-parametric Methods. Interpretation and Report Writing.

Unit V

Probability and Probability Distribution, Business Forecasting, Time Series, Decision Theory.

Books Recommended:

1. Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, Tata Mc Graw-Hill.
2. Timothy J. Ross: Fuzzy Logic with Engineering Applications, Wiley Publications.
3. Simulated annealing: Theory and applications, Timothy J. Ross, Wiley Publications.
4. P.J. Van Laarhoven and E.H. Aarts: Simulated Annealing: Theory and Applications (Mathematics and its Applications).
5. C.R. Kothari: Research Methodology, Wiley Eastern Ltd.
6. Richard Levia: Statistics of Management, Prentice Hall of India Pvt. Ltd.
7. Goode & Hatt: Methods in Social Research, Mc Graw-Hill.

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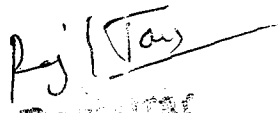
Prof. [Signature]
Registrar
(Academic)
University of Kelantan
JALAN PA...

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.


Dy. Registrar
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University of Jammu
Jammu

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 Weirich
4. Principles and Practices of Management: T.N. Chabra
5. Management: Stomen and Jane
6. Organisational Behaviour: Stephen Robbins
7. Organisational Behaviour: Keith & Davis
8. Organisational Behaviour: Fred Luthans
9. Organisational Behaviour: K.A. Ashwathappa
10. Management and Organisational Behaviour: P. Subba Rao.
11. Understanding Organisational Behaviour: Uday Pareek

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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

New Trends in organisation, Building Learning Organisation, Restructuring and reengineering of organisation. Organisation structure of MNCS.

Books Recommended

1. Hicks, G. Herbert, Gullet. Ray C. :Organisation Theory and Behaviour, Mc Graw- Hill International Book Company.
2. Mehta, Anil : Organisation Behaviour, Ramesh Book Depot.
3. Prasad, L.M : Organisational Behaviour, Sultan Chand & Sons.

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Raj (Taw)
Dy. Registrar
(Academic)
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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

Process of Training: Steps in Training, Criteria for Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment of Training Needs, Methods and Process of Needs Assessment.

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: Handbok of Training Methodology and Management

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Raj Vas
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HRM 207 - COMPENSATION MANAGEMENT

UNIT-I

Conceptual and theoretical understanding of economic theory related to Compensation Management (Wage Concepts and Wage Theories). Employees satisfaction and Motivation issues in compensation design. Establishing Internal, External and Individual equally.

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

1. Armstrong, Michal and Muri's Helen: Reward Management: A Hand book of Salary Administration. 1988 Kagan Paul, London.
2. Belchor, David W: Compensation Administration, Prentice Hall, Englewood Cliffs, NJ.
3. Calvin Reynolds: Compensation of Overseas Employees: A Hand Book of Human Resource Administration 2nd ed. Joseph J. Famularo, (ed.) (New York Mc-Graw-Hill, 1986).
4. Richard Handerson: Compensation Management- Rewarding Performance, 5th ed, Prentice Hall, Englewood Cliffs, NJ.

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Raj Chauhan
 Dy. Lecturer
 (Academic)
 University of Rajasthan
 JAIPUR

MHRM IIIrd Semester Session

S. No.	Subject Code	Course Title	Credit	Contact Hours Per Week	
				L	T
Compulsory Papers					
1	MHRM 301	Performance Management System	6	4	2
2	MHRM 302	Organisation Development	6	4	2
3	MHRM 303	Human Resource Development	6	4	2
Elective Papers (Any Three)					
1	MHRM 304	Strategic Leadership	6	4	2
2	MHRM 305	Business Ethics and Corporate Governance	6	4	2
3	MHRM 306	International Human Resource Management	6	4	2
4	MHRM 307	Knowledge Management	6	4	2

MHRM IIIrd semester

MHRM 301 - Performance Management System

Unit I

Introduction

Concept of Performance Management System, Importance of excellence in performance management system. Historical perspective of performance management system. The past and future of performance management system.

Unit II

Conceptual aspects and their linkage with performance management. From human resource management to building human capital for excelling performance. Performance management- basic theories, System and Process.

Unit III

Performance and human resource development. Performance recognition and performance based reward system. Building performance culture creating performance organization to meet current and future challenges.

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:-

1. Verma, Arup, Pawan, S. Budhwar: Performance Management Systems-A Global Perspective.
2. Rao, T.V.: Performance Management and Appraisal Systems.
3. Sahu, R.K.: Performance Management System.
4. Heathfield, Susan M.: Performance Management- Evaluation, Review and Appraisal Books.

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Reg. / Jaws
Dr. Registrar
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MHRM 302 - ORGANIZATION DEVELOPMENT

Unit I

Introduction to Organizational Development: Concepts, Nature and Scope of O.D. , Historical Perspective of O.D., Underlying assumptions and Values, Theory and practices on change and Changing. The Nature of Planned Change.

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

Organizational Development and Change, Organization Development, Alternative Interventions, Change Agents: Skills, Resistance to change, managing the resistance, Levins Change Model, Organizational Reality.

Books Recommended:

1. Debra, L. Nelson and Campbell, James Quick: Organizational Behavior-Foundations, Realities and Challenges.
2. Luthans, Fred: Organizational Behavior, Tata McGraw Hill.
3. French, Bell and Vohra : Organization Development, Pearson Education.

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P. S. Van
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Academic
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BANGALORE

MHRM 303 - Human Resource Development

Unit I

Conceptual Framework of HRD: Meaning, Characteristics Objectives, Scope, Need and Importance of HRD, Distinction between HRD and HRM, Nature of HRD, HRD Framework, Assumptions of HRD, HRD Culture.

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.

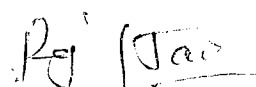
Unit-V

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

Books Recommended:

1. Dayal, Ishwar: Successful Applications of HRD, New Concepts, New Delhi.
2. Dayal, Ishwar: Designing HRD Systems, New Concepts, New Delhi.
3. Kohli, Uddesh & Sinha, Dhimi P.: HRD- Global Challenges & Strategies in 2000 A.D., ISTD, New Delhi.
4. Maheshwari, B.L & Sinha, Dhimi P.: Management of Change Through HRD, Tata McGraw-Hill, New Delhi.
5. Mehta, Anil & Upadhyaya, Payal: Human Resource Development, RBD Publishers, Jaipur.
6. Pareek, Udai: Managing Transitions-The HRD Response, Tata McGraw Hill, New Delhi.
7. Rao, L. V. et al: Alternative Approaches & Strategies in Human Resource Development, Rawat, Jaipur.

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(Academic)
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MHRM 304- Strategic Leadership

Unit I

Strategic Leadership- Meaning, Role of Strategic Leader in organisation, Leadership vs. managing, Leadership Theories & Styles.

Unit II

Transactional 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 :

1. Finkelstein, Hambrick and Cannella: Strategic Leadership- Theory and Research on Executives, Oxford University Press.
2. Freedman, M. and Tregoe Benjamin: Art and Discipline of Strategic Leadership, McGraw-Hill Professional.

MHRM - 305 Business Ethics and Corporate Governance

Unit I-

Meaning and Importance of Business Ethics, Ethical Dilemma, Values and Work Ethics.

Unit II-

Indian Ethos in Management- Basic principles of Indian Ethos, Geeta and Management, Spirituality and Ethics.

Unit III-

Social Responsibilities of Business, Arguments for and against Social Responsibilities of business, Consumer protection, Employee protection, Legal Provisions about CSR.

Unit IV-

Corporate Governance, Codes of Corporate Governance, Recommendations of Various Committees, Lessons from USA and other developed countries.

Unit V-

Business and Environmental Ethics, Unethical Practices in India. Quality of Work Life, Ethics in Advertising.

Books

1. Bhatia, S.K., : Business Ethics and Corporate Governance, Deep and Deep Publications.
2. Khanka, S.S., : Business Ethics and Corporate Governance, S. Chand.
3. Vasishth, Neeru and Rajput, Namita, Governance, Ethics & Social Responsibility of Business, Taxman's.
4. Ghosh, B.N., : Business Ethics and Corporate Governance.
5. Murthy, C.S.V., : Business Ethics, Himalaya Publishing House.

Ref. No.
Dy. Res.
(Academic)
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MHRM-307
Knowledge Management

Unit I

Knowledge Management: Definition, Scope, Significance, Techniques; Difficulties in Knowledge Management; Implementation of Knowledge Management; Types and Principles of Knowledge Management; Knowledge Dynamics.

Unit II

Pillars of Knowledge Management; Knowledge based Products; Inventory Management – Supply Chain Planning; The Seven Layers of Knowledge Management; Critical success factors in Knowledge Management Implementation.

Unit III

Information Technology and Knowledge Management, E-Commerce and Knowledge Management; Customer Relationship Management and Knowledge Management; Benchmarking and Knowledge Management; Total Quality Management and Knowledge Management.

Unit IV

What is a Knowledge worker? Managing Knowledge Worker; Strategies for Human Capital and Talent Management; Job Hopping; Effective Career Planning; Performance Management for Competitive Advantage.

Unit V

The Learning Organization; The Mystique of a Learning Organization; Knowledge Management in Indian Organizations: Some Issues; Learning and Change; Cross Functional Areas and Knowledge Management: Finance, Marketing, Call Centers.

Books Recommended :

1. Reddy, B. Rathan (2009). Knowledge Management (Tool for Business Development). Mumbai: Himalaya Publishing House Pvt. Ltd.
2. Warier, Sudhir (2005). Knowledge Management. Kolkata: Vikas Publishing House Pvt. Ltd.
3. Awad, Elias M. and Ghaziri, Hassan (2004). Knowledge Management. New Delhi : Prentice Hall India.
4. Tiwana, Amrit (1999). Knowledge Management Toolkit. New Delhi : Prentice Hall India.
5. Srikantaiah, T.K. and Koenig, M. (2000). Knowledge Management for the Information Professional. Singapore: Information Today Inc.
6. Nonaka, I. & Takeuchi, H. (1995). The Knowledge-Creating Company. New York: Oxford University Press.

MHRM IVth Semester Session 2021-2022

S. No.	Subject Code	Course Title	Credit	Contact Hours Per Week	
				L	T
Compulsory Papers					
1	MHRM 401	Strategic Human Resource Development	6	4	2
2	MHRM 402	Personality Development and Human Skills	6	4	2
3	MHRM 403	Project Report and viva-voce	6	4	2
Elective Papers (Any Three)					
1	MHRM 404	Contemporary Issues in Human Resource Management	6	4	2
2	MHRM 405	Strategic Human Resource Management	6	4	2
3	MHRM 406	Quality Management	6	4	2
4	MHRM 407	Human Resource Information System	6	4	2

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MHRM 401 – Strategic Human Resource Development

UNIT I

Human Resource Management and Development Strategies, Meaning of Strategic HRD Management, HRD Functions and their Linkages to Business Goals.

UNIT II

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

UNIT III

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.

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:

1. Dayal, Ishwar: Designing HRD Systems, New Concepts, New Delhi.
2. Kohli, Uddesh & Sinha, Dhama P.: HRD- Global Challenges & Strategies in 2000 A.D., ISTD, New Delhi.
3. Maheshwari, B.L & Sinha, Dhama P.: Management of Change Through HRD, Tata McGraw-Hill, New Delhi.
4. Mehta, Anil & Upadhyaya, Payal: Human Resource Development, RBD Publishers, Jaipur.
5. Rao, T. V. et. Alternative Approaches & Strategies in Human Resource Development - Rawal, Jaipur

MHRM 402 - Personality Development and Human Skills

Unit I

Introduction: Definition of Personality, perception and personality, Personality factors - factors of association, Leadership at home - friends - environment - educational factor - conditional-genetic-compulsory-spiritual-public relation facilities.

Unit II

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

Unit III

Understanding Human Nature : Basis of Human (i) Influence of Environment and Heredity, (ii) Concept of Attitude (iii) Concept of Self.

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 :

1. Ghosh P & K Ghorpade M.B. Industrial Psychology, Himalaya, Mumbai, 1999.
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 & Thomson 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. Mehra. Anil & Chouhan, Bhumiya - Organizational Behavior (RBD Jaipur)

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MHRM - 403

Project Report and Viva-Voce

Report Writing : 50 Marks

Viva -Voce : 50 Marks

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MHRM - 404

Contemporary Issues in Human Resource Management

UNIT I

Management of workforce diversity, Human Resource Audit, Competency Mapping.

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:

1. Aswathappa, K.: Human Resource and Personnel Management, Tata McGraw-Hill.
2. Creer, Charles R.: Strategic Human Resource Management, Pearson.
3. Mathias, Throphone A.: Corporate Ethics.
4. Khandwalla, Pradip N.: Corporate Creativity.
5. Abraham, Sarah: Work Place.
6. Fisher, Cynthia D.: Human Resource Management.

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MHRM-405 Strategic Human Resource Management

Unit I-

Strategic HRM-Concept, Role of HR Manager, Strategic HR Planning, Managing HR in Competitive Environment.

Unit II-

Strategies for Hiring Talented Employees, Retaining Talented Employees, Employee Engagement Strategies.

Unit III-

Strategic Training process, Strategic HRD, Succession Planning and Competency Mapping and Career Management.

Unit IV-

Strategic Approach to Performance Management, Strategies for Compensation Management, Designing Motivating Environment.

Unit V-

Strategic Change Management for Competitive Advantage, Cultural Change Management, E-HR Management, Changing Dimensions of HR, Strategy and Structure, Knowledge Process Outsourcing.

Books

1. Armstrong, Michael, : Strategic Human Resource Management, Kogan Page.
2. Patra, Ramakanta, K, : Strategic Humana Resource Management and Organisational Development.
3. Salaman, Graeme, : Strategic Human Resource Management-Theory and Practice, The Open University.

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M HRM-406
Quality Management

Unit 1

Evolution of Quality, Concept of Quality, Quality Functions, Benefits of Quality, Measurement of Quality, Quality Systems Standards.

Unit 2

Total Quality Management (TQM), Thinkers and Thoughts in TQM, Difference in Western and Japanese Approach of TQM, Basic Philosophy and Fundamental Models of TQM, Implementing Total Quality Management -An Integrated System Approach.

Unit 3

Total Preventive Maintenance, Zero Defects and Continuous Improvement, Kaizen, 5S, Quality Circles, Just in Time, Six Sigma, Benchmarking, PDCA Model.

Unit 4

Teamwork in quality, Role of Leadership and Commitment in Quality Deployment, Team Building, Motivation and Rewards, Total Employee Involvement, Employee Empowerment.

Unit 5

Customer Satisfaction, Measurement and Retention, Creating Quality Culture, Quality Awards, Organizational Re-engineering Quality in Service Sector.

Books Recommended:

1. D.D. Sharma, Total Quality Management, Sultan Chand & Sons.
2. N. V.R. Naidu, G. Rajendra, Total Quality Management, New Age International.
3. R.S Naagarazan, Total Quality Management, New Age International.
4. B. L. Hanson & P. M. Ghare, Quality Control & Application, Prentice Hall of India
- 5 Joseph Juran, Juran's Quality Handbook, McGraw Hill.

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MHRM 407 -- 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

Computer Applications in HRM, Information System and Human Resource Planning, Succession Planning.

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:

1. Prasad, L.M.: Management Information System.
2. RAO, V.S.P.: Human Resource Management, Excel Books.
3. Javadaker, W.S.: Management Information System, Tata McGraw-Hill.

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