

UNIVERSITY OF RAJASTHAN

JAIPUR

SYLLABUS

Master of Human Resource Management

Semester Scheme

I/II Semester Examination 2020-21

III/IV Semester Examination 2021-22

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Dy. Registrar
(Academic)
University of Rajasthan
JAIPUR

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

2020 - 21

2021 - 22

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.

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First Semester

S. No.	Subject Code	Course Title	Credit	Contact Hours Per Week	
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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

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MHRM 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.

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.

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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, Himalaya Publishing House.
7. Aswathappa, K. : Human Resource and Personnel Management, Tata Mc

MHRM 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.

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. Raj Kumar
Associate Professor
Department of Management
University of Rajasthan
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UNIVERSITY OF RAJASTHAN JAIPUR

SYLLABUS OF

MASTER OF HUMAN RESOURCE MANAGEMENT (MHRM)

(SEMESTER SCHEME)

(SECOND SEMESTER 2020-21)

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:

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|----------------|---|----------------------|
| 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:

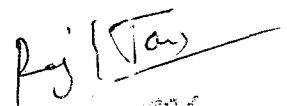
1. Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, Tata Mc Graw-Hill.
2. Timothy J. Ross: Fuzzy Logic with Engineering Applications, Wiley Publications.
3. Simulated annealing: Theory and applications, Timothy J. Ross, Wiley Publications.
4. P.J. Van Laarhoven and E.H. Aarts: Simulated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

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.


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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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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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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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