



UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

Faculty of Commerce

Master of Human Resource Management

Semester Scheme

IInd Semester Exam. June 2017



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उप-कुलसचिव
(शैक्षणिक)
राजस्थान विश्वविद्यालय
जयपुर

UNIVERSITY OF RAJASTHAN JAIPUR

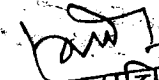
SYLLABUS OF

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.


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Syllabus of MHRM (Business Administration)

Second Semester

S. No.	Subject Code	Course Title	Credit	Contact Hours Per Week	
				L	T
1	HRM 201	STRATEGIC MANAGEMENT	6	4	2
2	HRM 202	BUSINESS RESERCH 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

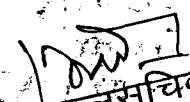
Strategy Implementation: Aspects of Strategy Implementation, Procedural Implementation, Resource Allocation, Organizational Design and Change, Corporate Culture.

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.

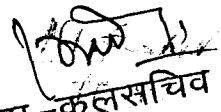
Unit V

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 Levina: Statistics of Management, Prentice Hall of India Pvt. Ltd.
7. Goode & Hatt: Methods in Social Research, Mc Graw-Hill.

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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.

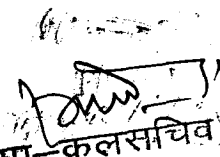
Unit V

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 Weitrich
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: Udai 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

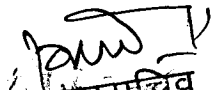
Designing and Implementing a Training Programme:, Methods and Techniques of Training, Training aids, Management Development Programme, Budgeting of Training.

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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