



**UNIVERSITY OF RAJASTHAN  
JAIPUR**

**SYLLABUS**

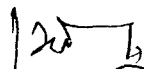
**Faculty of Commerce**

**Master of Human Resource Management**

**Annual Scheme**

**Part-I (Previous) Examination      2017**

**Part-II (Final) Examination      2018**

  
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**MASTER of HUMAN RESOURCE MANAGEMENT**  
**SCHEME of EXAMINATIONS**  
**(Annual Scheme)**

1. The aggregate of marks for the whole course will be 1100 consisting eleven papers [Five in Part-I and Six in Part-II].
2. Each Theory paper shall be of 3 hours duration and will carry 100 marks.
3. There will be 10 (Ten) questions in all, 2 (two) from each unit. Students will be required to attempt any 1 (one) question from each unit.
4. For a pass in MIB Part-I and Part-II, a candidate must:
  - (a) obtain 36% pass marks in every individual paper.
  - (b) obtain 48% marks in aggregate of passing papers.
5. Two papers (not cleared) be carried forward as due papers to the next year examination only once for one time.
6. At the end of MIB examination, each candidate shall be required to go through a summer training of 6 weeks in a business/industrial organization and submit a project report under the guidance of duly approved supervisor of the Department of Business Administration.

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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.

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### Unit – III

Employee Motivation: Content and Process theories of Motivation (Maslow, McGreggor, Herzberg, McCleel 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, Galgotia Publishing Company,

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.

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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

### 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.

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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 T.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.



**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. Authority and power,

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## 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. Sekaranm U. (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

#### Unit-I

Duration 3 hrs.

Max. Marks : 100

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 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 amp; 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 E. Goldberg

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## 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 Dessler: 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'Enzo, 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.

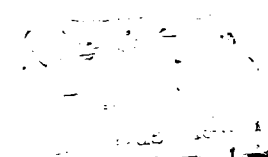


4. Chhabra T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999
5. Flippo, Edwin B. : Principles of Personnel Management, McGraw Hill, New York.
6. Dwivedi, R.S.: Managing Human Resources : Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi,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