University of Rajasthan, Jaipur

Master of Human Resource Management Syllabus

Semester Scheme 2012-14

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1. NEW ORDINANCES RELATED TO MASTER OF HUMAN RESOURCE MANAGEMENT (Semester Scheme)

O.199F1: The examination of Regular students of Master degree (Post-graduate) courses of the University admitted in the academic session 2011-12 and after shall be based on (a) Semester Examinations, (b) Continuous Assessment, (c) Choice Based Credit System, and (d) Semester Grade Point Average and Cumulative Grade Point Average system as provided in O.199F1to O.199F5. The ordinances which were in force prior to academic session 2011-12, will be applicable for Non-collegiate students (wherever permissible) and students admitted prior to academic session 2011-12 only. The ordinances O.199F1to O.199F5 will have overriding effect over other ordinances for the Regular courses leading to Masters' degree.

O.199F2: Fifteen (15) hours of theory teaching will lead to one credit (which means one hour per week theory teaching in a semester of 90 teaching days) and in case of practical 45 hours of laboratory work will lead to two credit (which means 3 hours practical class per week in a semester of 90 teaching days). Each semester of Master's course shall offer 36 credits or more. Number of Semester Examinations and Minimum Credit required to be earned for award of Master degree in various Post-Graduate courses is specified in table given below.

S. No.	Faculty	Degree	Subject	Number of Semesters	Minimum Credit Required
1	Arts	M.A. (Master of Arts)	1. English	4	120
2			2. European Studies	4	120
3			3. French	4	120

4		4. Hindi	4	120
5		5. Philosophy	4	120
6		6. Sanskrit	4	120
7		7. Urdu	4	120
8	Social Science	M.A. (Master of Arts)	1. Anthropology	4	120
9			2. Economics	4	120
10			3. Garment Production and Export Management	4	120
11			4. Geography	4	120
12			5. History	4	120
13			6. Mathematics	4	120
14			7. Political Science	4	120
15			8. Psychology	4	120
16			9. Public Administration	4	120
17			10. Sociology	4	120
18			11. Statistics	4	120
19		M.S.W. (Master of Social Work)	4	120
20		M.J.M.C.(Master of Journalism and Mass Communications)	4	120
21	Fine Arts	M.A. (Master of Arts)	Dramatics	4	120
22			Drawing and Painting	4	120
23			Music	4	120
24		M.V.A. (Master of Visual Arts)	4	120
25		M. Mus. (Master of Music)	4	120
26	Commerce	M.Com. (Master of Commerce)	Accountancy and Business Statistics	4	120
27			Business Administration	4	120
28			Economic Administration and Financial Managementand Cooperation	4	120
29		M.C.C.A. (Master of Cost Control and Accounts)	4	120
30		M.H.R.M. (Master of Human Resource Management)	4	120
31		M.I.B. (Master of International Business)	4	120

32		M.F.C. (Master of Finance and Control)	4	120
33	Management	M.B.A. (Master of Business Administration)	4	120
34		M.B.A. (Executive) (Master of Business Administration (Executive))	4	120
35		M.B.A. (CAM) (Master of Business Administration-Computer Aided Management)	4	120
36		M.B.A. (E-Com) (Master of Business Administration-E-Commerce)	4	120
37	Education	M.Ed. (Master of Education)	2	60
38		M.P.Ed. (Master of Physics Education)	4	120
39		M.Lib. & Inf. Sc.(Master of Library and Information Science)	2	60
40	Law	LL.M. (Master of Law)	4	120
41		LL.M. (H.R.&V.E.) (Master of Law –Human Rights and Value Education)	4	120
42	Science	M.Sc. (Master of Science)	1. Anthropology*	4	120
43			2. Biochemistry	4	120
44			3. Biotechnology	4	120
45			4. Botany	4	120
46			5. Chemistry	4	120
47			6. Environmental Science	4	120
48			7. Garment Production and Export Management*	4	120
49			8. Geography*	4	120
50			9. Geology	4	120
51			10. Home Science	4	120
52			11. Information Technology	4	120
53			12. Mathematics*	4	120
54			13. Microbiology	4	120
55			14. Pharmaceutical Chemistry	4	120
56			15. Physics	4	120
57			16. Psychology*	4	120
58			17. Statistics*	4	120

59		18. Zoology	4	120
60		M.C.A. (Master of Computer Applications)	6	180
61		B.Sc.-M.Sc. Integrated Biotechnology	10	300
62		B.Sc.-M.Sc. Integrated Information Technology	10	300
63		M.Tech. (Engineering Physics)	4	120
64	Engineering and Technology	Dual degree B.Tech. M.Tech. in Converging Technologies	1. Nanomaterials and Nanotechnology	10	300
65			2. Bioinformatics and Biotechnology	10	300
66			3. Information and Communication Technologies	10	300
67			4. Cognitive and Neuroscience	10	300
68	Social Science	M.A.(Masters of Arts)	12. Museology and Conservation	4	120
69			13.. Rajasthani Language Literature &Culture	4	120

*Candidate who have been admitted to Master's degree in Anthropology/ Garment Production and Export Management / Geography/ Mathematics/ Psychology/ Statistics based on the Bachelor degree in Arts shall be awarded the M.A. degree in the concerned subject and candidates who have been admitted to Master's degree in Garment Production and Export Management based on the Bachelor degree in Commerce shall be awarded the M.Com. degree in the subject.

The number of papers, course type and credits and detailed syllabus for each course shall be shown in the syllabus for the course concerned. A candidate will be required to earn minimum credits prescribed above for award of the Master degree.

O.199F3:

a) The Department in context of this ordinance means the Department/Centre of concerned PG subject at University of Rajasthan or that of an affiliated institution or college, as the case may be. Teacher of parent Department means a duly appointed Teacher as per UGC prescribed qualifications in the Department where student is enrolled for the course.

b) A Credit Monitoring Committee (CMC) of the Department will consist of the Head and THREE Senior Most Teachers on roll of the Department with Head of the

Department as Chairperson. Under special circumstance, when the number of teachers on roll is less than four, the Vice-Chancellor may constitute the Credit Monitoring Committee. Registration of candidates in the First and subsequent Semesters after the prescribed last date shall not be permitted. For subsequent semesters no minimum credit earning criterion will be applicable. Credit registration atleast once in all Compulsory Credit Course shall be binding, however, earning all CCC Credits for accumulation of the prescribed minimum credits shall not be required.

c) The candidate will be required to finalize the number of credits at the time of registration in a semester and no change will be permitted after seven days of start of the semester. The CMC of the Department shall forward the credit registration details of all students enrolled in the semester, latest by the tenth day of commencement of the semester. The prior approval of Credit Monitoring Committee will be essential and decision of Credit Monitoring Committee shall be final and binding.

d) The Credit Courses have been classified as

    i.   Compulsory Core Courses(CCC)

    ii.   Elective Core Courses(ECC),

    iii.   Seminar (SEM), Project Work (PRJ), Field Study (FST), Self Study Courses(SSC), and other Supportive Courses (OSC), Research Publications [RPJ] can also be taken in support of Core or Elective course wherever so prescribed.

e) The aim of the seminar is to give students an exposure to recent developments and advance topics of research interest. The Seminar preparations can be undertaken only on prior approval of Credit Monitoring Committee of the Department. The CMC will allot Seminar Credits on Merit Basis out of desiring students. Seminar preparations are to be undertaken under guidance of a Teacher of parent Department. No teacher shall be permitted to guide more than three students in a semester for Seminar supervision. The guiding teacher will make continuous internal assessment of the Seminar. At the End of Semester Examination (EoSE) the Seminar will be conducted and credits will be awarded by a Board of Three Examiners consisting of the Head of the Department, guide and one faculty member other than guide.

f) The aim of Project Work or Field Study is to introduce students to research methodology in the subject and prepare them for pursuing research in theoretical or experimental or computational areas of the subject. The project work or Field Study is to be undertaken under guidance of a Teacher of thet Department or a Scientist or any

other suitable person with proven research excellence in the concerned field of study. The Project Work or Field Study can also be taken up in an outside institution of repute on approval by Credit Monitoring Committee of the Department. The Project Work or Field Study can be undertaken only on prior approval of Credit Monitoring Committee of the Department. The CMC will allot Project Work or Field Study Credits on Merit Basis out of desirous students. The guiding teacher will make continuous internal assessment of the Project Work/ Field Study. No teacher shall be permitted to guide more than three students in a semester for Project Work/Field Study under his/her supervision. EoSE for Project Work/ Field Study will be held at the unit where project work has been undertaken by a board of three examiners consisting of HoD, guide and one senior faculty.

g) Each department is required to arrange delivery of all compulsory core courses and special number of elective core courses so that the students enrolled for the course can complete prescribed minimum number of credits. It is not binding on the Department to make provision for all elective core courses.

h) A course is identified by a course code designated by a string of six alphanumeric characters and a course title. In a course code the first three characters of the string indicate the Department offering the course and the later three alphanumeric characters designate a particular course. In the case of compulsory core course the fourth character identifies the semester numeric digit and in case of the elective core courses the fourth character indicates the cluster of specialization. For compulsory theory core courses the fifth character is '0' , for laboratory core courses it is '1' and for Project Work/ Seminar/Field Study it is '2' and for Research Publications in journals it is '3'.

i) There will be no supplementary/due paper/special examination. Students with grade 'F" or 'E" will have to get themselves re-registered in the course if they so desire with option either as a Self Study Course or as a regular course depending on the feasibility at the Department. The credit will be considered and counted only if registered and approved by the Credit Monitoring Committee at the time of semester registration.

j) The candidate shall not be permitted to appear in EoSE of a particular credit if (i) he/she does not fulfil the minimum 75% attendance requirement, or (ii) he/she fails to secure a Semester Grade Point Average (SGPA) of 1.5 in the continuous assessment. The concerned department will have to communicate the eligibility of candidate for EoSE to the University Fifteen days before commencement of Examination.

O.199F4: In Continuous Assessment (Department/ College/Institution wise) and End of Semester Examination (EoSE) examination (University as a whole) separate Grades will be awarded as specified under this ordinance. The continuous assessment will consist of two components, namely, (i) Internal Assessment and (ii) Sessional Test(s) in ratio 30:70. The internal assessment component will comprise of assessment of students performance on the basis of factors like Attendance, Classroom Participation, Quiz, Home Assignment etc. The sessional test shall be conducted on coverage of 50% of course content specified in the syllabus. The Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) for Continuous Assessment will be calculated on the Department/College level and for EoSE at the University level. The name of College/Department will be mentioned with SGPA and CGPA of Continuous Assessment.

O.199F5:

a) Grades in a particular examination with less than 10 students registered in the course (cumulative at Department level for continuous assessment and cumulative at university level for EoSE) will be awarded on the basis of percentage of marks obtained as per table given below.

Percentage Range	Grade	Grade Point	Grade Definition
75-100	O	6	Outstanding
65-74	A	5	Very Good
55-64	B	4	Good
45-54	C	3	Average
33-44	D	2	Below Average
25-33	E	1	Poor
0-24	F	0	FAIL

b) Grades in a particular examination with more than 10 students registered in the course (cumulative at Department level for continuous assessment and cumulative at university level for EoSE) will be calculated on the basis of relative merit of marks obtained, that is, Grade O (Point 6) to top 10% students, Grade A (Point 5) to next 25 % students in merit order, Grade B (Point 4) to further next 30% students in the merit order and Grade C (Point 3) to further next 25% in the merit order and Grade D (Point 2) to remaining last 10% students with exceptions permitted (i) to the extent to award students with same mark and the same grade, (ii) to award Grade E (Point 1) to those

students securing less than 33% but more than 25% marks in the examination, and (iii) to award Grade F (Point 0) to those students securing less than 25% marks in the examination. The grade point assignment is also given below in tabular form.

Standing in Merit of the Course or Marks Obtained in the course	Grade	Grade Point	Grade Definition
Top 10 % in Merit	O	6	Outstanding
Among Top 35% in Merit but not in Top 10%	A	5	Very Good
Among Top 65% in Merit but not in Top 35%	B	4	Good
Among Top 90% in Merit but not in Top 65%	C	3	Average
Among Last 10% in Merit	D	2	Below Average
25% <=Marks<33%	E	1	Poor
Marks<25%	F	0	FAIL

c) Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) will be calculated on the credit weighted average of the grade points obtained as given below.

$$SGPA = \frac{\sum_{i=1}^{n} C_i P_i}{\sum_{i=1}^{n} C_i}$$

Where

C_i: Number of credits earned in the ith course of Semester for which SGPA is to be calculated.

P_i: Grade Point Earned in i^{th} course

i: 1, 2, ...n represents the number of courses in which a student is registered in the concerned semester.

$$CGPA = \frac{\sum_{i=1}^{n} C_i P_i}{\sum_{i=1}^{n} C_i}$$

Where

C_i: Number of credits earned in the ith course of Course till date for which CGPA is to be calculated.

P_i: Grade Point Earned in i^{th} course

i: 1, 2, ...n represents the number of courses in which a student is registered in the concerned semester.

d) The SGPA, CGPA grades will be assigned as per table given below.

SGPA or CGPA	Grade	Definition
5.50 to 6.00	O	Outstanding
4.50 to 5.49	A	Very Good
3.50 to 4.49	B	Good
2.50 to 3.49	C	Average
1.50 to 2.49	D	Below Average
0.50 to 1.49	E	Poor
0.00 to 0.49	F	FAIL

e) The University will issue a complete transcript of credits, grade obtained, SGPA and CGPA on declaration of each semester result and a consolidated one on the accumulation of minimum credits required for the award of Master degree.

f) The maximum period for accumulation of the credit for Award of Master degree is 5 years (8 years for Ten Semester courses). Failing which the credits earned will stand withdrawn and null and void.

g) The details of conversion of seven point scale into percentage as per UGC notification is given below

SGPA or CGPA	Grade	Definition	Percentage
5.50 to 6.00	O	Outstanding	75-100
4.50 to 5.49	A	Very Good	65-74
3.50 to 4.49	B	Good	55-64
2.50 to 3.49	C	Average	45-54
1.50 to 2.49	D	Below Average	33-44
0.50 to 1.49	E	Poor	25-33
0.00 to 0.49	F	FAIL	0-24

Thus the percentage will be obtained by using this table

CGPA	%	CGPA	%	CGPA	%
6	100	4	60	2	39
5.9	95	3.9	59	1.9	37.8

5.8	**90**	3.8	**58**	1.8	**36.6**
5.7	**85**	3.7	**57**	1.7	**35.4**
5.6	**80**	3.6	**56**	1.6	**34.2**
5.5	**75**	3.5	**55**	1.5	**33**
5.4	**74**	3.4	**54**	1.4	**32.2**
5.3	**73**	3.3	**53**	1.3	**31.4**
5.2	**72**	3.2	**52**	1.2	**30.6**
5.1	**71**	3.1	**51**	1.1	**29.8**
5	**70**	3	**50**	1	**29**
4.9	**69**	2.9	**49**	0.9	**28.2**
4.8	**68**	2.8	**48**	0.8	**27.4**
4.7	**67**	2.7	**47**	0.7	**26.6**
4.6	**66**	2.6	**46**	0.6	**25.8**
4.5	**65**	2.5	**45**	0.5	**25**
4.4	**64**	2.4	**43.8**	0.4	**20**
4.3	**63**	2.3	**42.6**	0.3	**15**
4.2	**62**	2.2	**41.4**	0.2	**10**
4.1	**61**	2.1	**40.2**	0.1	**5**

The enhancement of CGPA by 0.01 will enhance percentage as given below:

Grade	SGPA or CGPA	Percentage enhancement on 0.01 CGPA enhancement
O	5.50 to 6.00	0.5
A	4.50 to 5.49	0.1
B	3.50 to 4.49	0.1
C	2.50 to 3.49	0.1
D	1.50 to 2.49	0.12
E	0.50 to 1.49	0.08
F	0.00 to 0.49	0.5

For example (i) CGPA of 5.73 is equivalent to 86.5%, (ii) CGPA of 5.12 is equivalent to 71.2%, (iii) CGPA of 4.34 is equivalent to 63.4%, (iv) CGPA of 3.26 is equivalent to 52.6%, (v) CGPA of 2.17 is equivalent to 41.04%, and (vi) CGPA of 1.11 is equivalent to 29.88%.

2. **Eligibility:**

   As Per University Prospectus.

3. **Scheme of Examination:**

(1) Each theory paper EoSE shall carry 100 marks The EoSE will be of 3 hours duration. Part 'A' of theory paper shall contain 10 Short Answer Questions of 20 marks, based on knowledge, understanding and applications of the topics/texts covered in the syllabus. Each question will carry two mark for correct answer.

(2) Part "B" of paper will consisting of Four questions with internal choice (except in cases where a different scheme is specifically specified in the syllabus) of 20 mark each. The limit of answer will be five pages.

(3) Each Laboratory EoSE will be of four/six hour durations and involve laboratory experiments/exercises, and viva-voce examination with weightage in ratio of 75:25.

4. Course Structure:

The details of the courses with code, title and the credits assign are as given below.

Abbreviations Used

Course Category

CCC: Compulsory Core Course

ECC: Elective Core Course

OEC: Open Elective Course

SC: Supportive Course

SSC: Self Study Core Course

SEM: Seminar

PRJ: Project Work

RP: Research Publication

Contact Hours

L: Lecture

T: Tutorial

P: Practical or Other

S: Self Study

Relative Weights

IA: Internal Assessment (Attendance/Classroom Participation/Quiz/Home Assignment etc.)

ST: Sessional Test

EoSE: End of Semester Examination

FIRST SEMESTER

S. No.	Sub. Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					L	T	P	Thy.	P.
1.	HRM 101	Human Resource Mgt. (Pri. & Prct.)	CCC	8	6	3	0	3	0
2.	HRM 102	Organizational Change	CCC	7	5	2	0	3	0
3.	HRM 103	Labour Economics & Labour Welfare	CCC	7	5	2	0	3	0
4.	HRM 104	Industrial Relations & Social Security	CCC	7	5	2	0	3	0
5.	HRM 105	Labour Laws in India	CCC	7	5	2	0	3	0

SECOND SEMESTER

S. No.	Sub. Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					E	T	P	Thy.	P.
1	HRM 201	Mgt. Concept & Org. Behaviour	CCC	8	6	3	0	3	0
2	HRM 202	Designing Organizational Structure	CCC	7	5	2	0	3	0
2	HRM 203	Training and Development	CCC	7	5	2	0	3	0
4	HRM 204	Human Resource Planning	CCC	7	5	2	0	3	0
5	HRM 205	Compensation Management	CCC	7	5	2	0	3	0

THIRD SEMESTER

S. No.	Sub. Code	Course Title	Course Category	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					L	T	P	Thy.	P.
1	HRM 301	Performance Mgt. System	CCC	8	6	3	0	3	0
2	HRM 302	Organizational Development	CCC	7	5	2	0	3	0
2	HRM 303	Human Resource Development	CCC	7	5	2	0	3	0

4	HRM 304	Strategic Leadership	CCC	7	5	2	0	3	0
5	HRM 305	Business Research Methods	CCC	7	5	2	0	3	0

FOURTH SEMESTER

S. No.	Sub. Code	Course Title	Course Categor	Credit	Contact Hours Per week			EoSE Duration (Hrs.)	
					L	T	P	Thy.	P.
1	HRM 401	International Human Resource Management	CCC	8	6	3	0	3	0
2	HRM 402	Strategic Human Resource Development Mgt.	CCC	7	5	2	0	3	0
3	HRM 403	Compensation & Reward Mgt.	CCC	7	5	2	0	3	0
4	HRM 404	Human Resource Information System	CCC	7	5	2	0	3	0
5	HRM 405	Contemporary Issues In HRM	CCC	7	5	2	0	3	0
6	HRM 421	Project Report and Viva-voce	PRJ	8	0	0	12	0	1

HRM 101 -Human Resource Management (Principles and Practice)

Meaning, Scope, Objectives and Functions of Human Resource Management. Role of Personnel Department. Human Resource Policies and Principles. Human Resource Planning, Recruitment, Selection, Placement and Induction. Job Analysis, Job Description, Job Specification and Job Evaluation. Performance Appraisal and Merit Rating.

Employee Motivation : Content and Process theories of Motivation (Maslow, Mcgrrgor, Herzberg, McClland and V.H. Vroom). Job Enrichment and Job Enlargement Employee Communication. Employee Discipline. Leadership and Morale. Informal Relations and Group Dynamics. Management of Conflicts.

HRM 102 - Organisational Change

Organisational Change : An Overview. Models of Change. Change and its Impact. Organisational Culture and Change. A Systematic Approach to Making Change.

Managing Change: Concept, Process and Key Roles of Organisational Change.

Managing Resistance to Change and Effective Implementation of Change. Role Approaches and Skills of Manager as Agent of Change. Training for Trainers

HRM 103- Labour Economics and Labour Welfare

Indian Labour: Chief Characteristics and Economic Background. Sources of Supplyl of Labour in Indian Industries. Labour Problems. Migration, Absenteeism, Labour Turn-over, Housing and Indebtedness. Industrialisation and its Effect. Industrial Efficiency. Wage Policies and Fringe Benefits.Labour Administration, I.L.O. and Indian Labour.

Labour Welfare : Principles, Objects, Scope and Theories. Appointment, Functions and Role of Labour Welfare Officer. Welfare Fund and Its Uses. Agencies of Labour Welfare in India. Major Welfare Plans in India, Recommendations of National Commission on Labour.

HRM 104- Industrial Relations and Social Security

Parties to Industrial Relations, Changing Pattern of Industrial Relations. Industrial Disputes - Causes and Effects, Machinery for Prevention and Settlement of Industrial Disputes; Workers Orcganisations – Main Features and Problems. Employees Organisations – Main Features, Problems and Remedies, Recent Trends in Trade Union Movements in India. Employers Organisation and Their Role.

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

Social Security-Need and Importance, Laws Relating to Social Security. Workmen's Compensation Act, 1923; ESI Act, 1948; Provident Fund and Misc. Act, 1952 (Main Provisions).

HRM 105 - Labour Laws in India

Factory Act, 1948; Industrial Employment (Standing Order) Act, 1936; Trade Union Act, 1926; Industrial Disputes Act, 1947; Payment of Wages Act,1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1952; Maternity Benefit Act, 196

HRM 201- Management Concept and Organizational Behavior

Concept, Nature, Scope and Functions of Management. Planning: Process, Objectives and Types of Plans, Strategic Planning. Decisions Making : Elements, Process and Techniques. Organisation Structure : Determinants, Forms, Span of Management and Determinants. Authority and Power, Communication : Meaning and Types, Communication Channels, Barriers and Break Down in Communication, Effective Communication. Control : Process, Requisites and Techniques.

Organisational Behaviour : Meaning, Basic Assumptions, Significance, Scope and Limitations. Motivation : Nature, significance and theories. Leadership : Functions of Leader, Approaches and Leadership Styles. Interpersonal Relations and Group Dynamics. Organisational Conflicts, Corporate Culture and Corporate Ethics. Organisational Health.

HRM 202- Designing Organizational Structure

The Organisation and Its Environment : Organisations and Organisational Effectiveness. The Evolution of Organisation Theory. Organisational System in the Global Environment. Organisational Effectiveness and Its Measurement. Organisation as a System: Foundations of Organisation Structure. Dimensions of Organisation Structure. Strategic Organisation Design. Job and the Design of Work : Job and the Design of Work. Basic Challenges of Orcganisational Design. Organisational Change. Organisational Conflict and Inter-group Behaviour. Organisational Power and Politics. Strategy and Structure for the Future : Leadership and Empowerment. Building a Leaning Organisation. Knowledge Management. Organisational Revitalisation and Emotional Intelligence : Creating and Managing Organisational Culture : Creating and Managing Organizational Culture. Ethical Values in Organisation. Corporate Governance. Social Responsibility of Business.

HRM 203- Training and Development

Concept of Training. Role, Need and Importance of Training. Types of Training. Role of Stakeholders in Training. Principles of Adult Leaning. Understanding the Process of Leaning in a Training Programme. Developing an Integrated Approach to Leaning in Training Programme. Training Needs Assessment (TNA). Levels of Training Needs. Designing Training Procgrammes. Training Programme Delivery. Methods of Conducting Training. Developing Audio-visual Materials. Characteristics of High-Impact Course Material. Measuring Impact of Training. Training for Trainers.

HRM 204 - Human Resource Planning

Human Resource Management. Human Resource Policies and Strategies. Strategic Human Resource Planning. Human Resource Planning. Human Resource Planning Process. Productivity, Technology and HRP. Job Analysis, Description and Job Evaluation. HRP, Recruitment, Selection and Induction. Career Planning., Development and Succession Planning. Training and Performance Appraisal. Skills and Multi Skilling. HRP, Transfer,

Promotions and Job Rotation. Human Resource Costs. Human Resource Accounting and Audit. Emerging Trends and Issues in HRP.

HRM 205 - Compensation Management

Introduction. Objectives of Compensation Management. Concept and Nature of Compensation. Compensation Plans, Policy and Programs. Background Theories and Equity Concept. Competitive Imperatives Influencing Compensation. Diagnosis and Benchmarking. Compensation Payment Systems. Compensation Designing. Job Analysis, Job Description and Job Evaluation. Designing Compensation. Designing Components of Compensation Structure. Benefits and Services. Compensation Designs for the Executive Class of HR. Compensation Practices in Private and Public Sector Organisations. Compensation Process of MNCs. Compensation Management. Managing Motivation and Incentives. Implementing and Improving Compensation. Wage and Salary Fixation Machinery. Legislation to Control Compensation. Tools of Compensation Management.

HRM 301 - Performance Management System

Changing Business Paradigms and Importance of Excellence in Performance. Conceptual Aspects and their Linkages with Performance Management. From HRM to Building Human Capital for Excelling Performance. Historical Perspective of Performance Management System. Performance Management System : The Past and the Future. Performance Management Basic Theories – Systems and Processes. Annual Performance Appraisal System. Performance and HRD. Performance Recognition and Performance – Based Reward System. Building Performing Culture – Creating Performing Organization to meet Current and Future Challenges.

Relevant Performance Related Concepts. Benchmarking. Six Sigma. Competency Mapping. Marching. Balanced Scorecard. Coaching and Mentoring. Pygmalion Effect. Job Analysis.

Performance Appraisal Formats Practised by Corporates. Competency – Based Balanced Scorecard. Excel Awards Scheme. Performance Based Compensation Structure. Performance Improvement. Restructuring Incentive Scheme.

HRM 302 - Organisation Development

Organisation Development : Introduction, History, Nature, Characteristics Assumptions and Values.

Components : Meaning, Need and Importance, Nature, Overview, Diagnostic, Action and Process of OD, Organisational Interventions.

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.

Role Approaches and Skills of Manager as Agent of Change. Steps Leading to Successful OD Programme and Organisational Effectiveness. Possible Reasons of failure.

HRM 303 - Human Resource Development

Conceptual Framework, Issues in HRD, HRD Multidimensional and New Concept, Objects of HRD, HRD and HRM, Agents of HRD, Strategy for HRD, HRD Culture, Mechanism and Subsystems of HRD, HRD Barriers, Frame-work of HRD.

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, Executive – Development. Career Advancement, Career Planning, Succession Planning and Counseling, Feedback. HRD in India-Recent Scenario, HRD in Different Sectors.

HRM 304- Strategic Leadership

Understanding Strategy and Strategic Leadership. Becoming a Strategic Leader. Leaders Paradigm. Understanding Orcganizational Theories. Understanding Human Behaviour to Lead. Understanding Business Dimensions. Leading with Values. Leadership vs. Managing. Leader as a Coach. Emotional Intelligence for Strategic Leadership. Spirituality : The Emerging Context for Business Leadership. Leaders' Competencies. Effective Leadership .Using Six Sigma to Drive Operational Excellence. Commandments for Excellent Leadership.

HRM 305- Business Research Methods

Meaning and Objectives of Research, Need and Importance of Research in Business. Types of Research, Problems in Social Science Research. Identification of Research Problem. Framing of Hypothesis. Research Design – Important Concepts. Sampling Design-Steps.

Collection of Data : Primary and Secondary Sources. Questionnaire and Codes Schedule, Interviews and Code, Observation. Scaling : Importance and Techniques Editing, Coding, Classification and Tabulation. Hypothesis Testing : Pragmatic and Non-Pragmatic, Methods. Interpretation and Report writing. Layout of Research Report.

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

HRM 401- International Human Resource Management

Introduction : Overview. Organisational Structure in MNC and International Dimensions of HRM. International Staffing. Compensation and Benefits. Training and Development. Performance Management in International Organisations. Expatriation and Repatriation. Industrial Relations. Sustaining International Business Operations. Managing People in International Context. Indian Multinational Companies. Issues, Challenges and Theoretical Developments. Cultural Dimensions.

HRM 402- - Strategic Human Resource Development Management

Human Resource Management and Development Strategies. Meaning of Strategic HRD Management. HRD Functions and their Linkages to Business Goals. Strategic Approach in Industrial Relations. HRD as a Profession. HRD Assessment and Audit. Electronic Human Resource Management (E-HRM). 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. Cross-Cultural HRM. Domestic vs International HRM (IHRM). Cross-cultural Educational and Training Programmes. Building a Multicultural Orcganization. Cross-border Merger, Acquisition and Repatriation. Current Challenges in Outsourcing Career and Competency Development. Concept of Career and Career Planning. Managing Career Plateau. Strategic Knowledge Management. Competencies and Career Management and Competency-based

Compensation. Employee Development. Coaching. Counselling. Employees Health and Welfare Programme. Work-related Stress. Self-management and Emotional Intelligence.

HRM 403 - Compensation and Reward Management

Conceptual Dimension of C & R and its Emerging Trends, including the Concept of three P-Compensation System. Theoretical Base – Both Economic and Behavioral. Micro and Macro Perspectives of C & R. Traditional and Emerging Pay Structures. Performance Linked Compensation and Variable Compensation. Managerial Pay including CEO's Compensation. Expatriate Compensation. Tax Plan etc.

HRM 404- Human Resource Information System

Management Information System : An Introduction, Historical Background, Status of MIS in Organisation, Framework for Understanding MIS.

Information Needs and Economics : Growing Need for Information Data, Information from Data, Information Economics.

Systems view, Role of MIS at various Management levels, Structure of MIS, Information Network and Essentials of MIS.

Managing Human Resource Information System (HRIS) : Organising data, Personnel Audit and Personnel Research. Computer Applications in HRM (uses and trends).

Uses of HRIS and HRD with special reference to performance appraisal, training need Identification and Career Planning.

HRM 405 - Contemporary Issues in HRM

An Introduction to Globalization : Meaning, Globalisation and its Implications for HRD. Globalization and work force diversity in different Organisations (including MNCS).

Work Organisations in 21st Century : Changing World, Changing Attitude, Feelings about Jobs, Organisations and People.

Career Development and Stress : Management of Stress-Conflict and Cooperation in Organisations.

Culture and Technology. Creativity in Organisations and Organisational Effectivenss.

Ethics an Organizations : Basic Need and Importance, Influence of Power and Politics. An overview about Indian ethos in HRM and its Relevance to Present Scenario.

HRM 421 – Project Report and Viva-voce