



MASTER OF HUMAN RESOURCE MANAGEMENT
DEPARTMENT OF BUSINESS ADMINISTRATION
University College of Commerce & Management Studies
MOHANLAL SUKHADIA UNIVERSITY, UDAIPUR
(NAAC Accredited 'A' Grade State University)



Two-year (4 semesters) Full-Time Course

SCHEME OF PAPERS

PART- I

SEMESTER-I

Paper 101	Management Concepts and Practices
Paper 102	Human Resource Management
Paper 103	Management of Industrial Relations
Paper- 104	Business Statistics and Research Methodology
Paper -105	Computer Applications
Paper- 106	Managerial Communication
Paper- 107	Viva-Voce

SEMESTER-II

Paper- 201	Human Resource Development
Paper- 202	Organizational Behavior
Paper- 203	Organizational Development
Paper- 204	Business Environment
Paper- 205	Industrial Relations Laws
Paper- 206	Managerial Effectiveness
<u>Paper- 207</u>	<u>Summer Training and Industrial Tour</u>

PART- II

SEMESTER-III

Paper- 301	Human Resource Planning
Paper- 302	Training and Development
Paper-303	CTC and Compensation Management
Paper-304	Paradigm of Employability Skills
Paper-305	Professional Skill Development Lab
Paper-306	Organizational Psychology
Paper-307	Performance Strategies and Retention Management
CBC - I	Human Resource Information System

SEMESTER-IV

Paper- 401	Management of Transformation
Paper- 402	Contemporary Issues of Human Resource Management
Paper- 403	Strategic Management
Paper- 404	International Human Resource Management
Paper- 405	Empowerment and Participative Management
Paper- 406	Business Ethics & Corporate Governance
<u>Paper-407</u>	<u>Project Report & Viva Voce</u>
CBC - I	Advance Training Skills
CBC - II	HR Analytics

Note: (a) At least 5 cases will be discussed in each subject during the course of study. (b) Course contents are only indicative. The institute reserves the right to modify / change should it be considered necessary.
Attendance: The student is required to have a minimum of 75% attendance to be eligible to appear in the examination.

PAPER- 206

MANAGERIAL EFFECTIVENESS

Objective: The course is aimed at giving the student an insight into what makes managers to be effective. This course helps the students to be effective in whatever they do and wherever they are.

UNIT-I

Managerial Effectiveness: what is Managerial Effectiveness? Characteristics of an effective manager, Basic Managerial Skills, Contribution, Productivity, Prioritize, Effective Decision Making, effective Communication, Participation, Ethical Manager, Interpersonal Skills and Multi-Cultural Communication Skills, Empowerment & Delegation

UNIT-II

Stress Management: Definition of Stress, Sources of Stress, Internal Stress, External Stress, Difference between Stress and Burnout, Steps to handle Burnout, Strategies for Coping with Stress and to Fight Stress, Avoiding Stress, and Spirituality and Stress management.

UNIT-III

Time Management: Importance of Time Management, Analysis of Time, Time Logs, Time Wasters, Time Abusers, Planning Time and Resources, Need for Planning Time, Types of Planning, Strategies for Planning Time, Setting Goals and Objectives, Planning, Scheduling, Delegating and Controlling Time Wasters.

UNIT-IV

Creativity Management: Defining Creativity, Innovation and Creativity, Science of Creativity, Stages of Creativity, Creativity in Organization, Barriers to creative thinking, Developing creativity and creative work environment,

Developing Team Creativity, Popular Techniques of Enhancing Creativity, Stimulating Creativity in Organization.

UNIT-V

Emotional Intelligence in Management: Nature and Evolution of Emotional Intelligence, Components of EI, Analyzing impact of emotions at work place, Negative and Positive emotions at work place, Applying and managing emotions at work place, Emotional Intelligence and career development, Emotional Intelligence and Leadership, Emotional Intelligence and Team Building.

Suggested Readings:

Managerial Effectiveness- Managing Self and Others, ICMR.

The Seven Habits of Highly Effective People, Covey, Stephen R, Simon and Schuster Inc.

Working with Emotional Intelligence, Goleman, Daniel- Batman Books.

Corporate Creativity- The Winning Edge, Khandwalla, Pradip N –Tata McGraw Hill The Effective Executive, Peter Drucker, Harper Collins.

Managing Time, David Fontana, New Delhi, BPS Books.

Executive Time Power –need of the Hour, Raja Achanta, The ICFAI University Press.

PAPER- 207

SUMMER TRAINING AND INDUSTRIAL TOUR

The summer training and Industrial tour Report will comprise of 100 marks. The marks will be awarded by the Course Director on the basis of the Reports of Summer Training and Industrial Tour, Submitted by the students.

BUSINESS ETHICS & CORPORATE GOVERNANCE

Objective: To enable students to critically examine ethical dilemmas and to understand the importance governance mechanisms in a globalized economy.

UNIT-I

An overview of Business Ethics: Definition and Nature of business ethics, Need and benefit of business ethics, History of the development of business ethics, Arguments for and against business ethics, Economic issues, Competitive issues, Framework for ethical decision making – Individual factors, organizational factors.

UNIT-II

Individual & organizational factors: The role of Corporate Culture, Ethical Corporate Behavior, its development, and Ethical Leadership, structure and business ethics, Interpersonal relationships in organizations.

UNIT-III

Corporate Governance: Conceptual Framework, Objectives, principles, Need of Corporate Governance, SEBI Guidelines–clause 49. Ethical dilemmas in organization, Corporate social responsibilities–Concept, benefits, CSR & Corporate governance, Compliance of CSR.

UNIT-IV

Internal Context- Employee: Job discrimination, Affirmative action, Corruption, Gender issues, Sexual Harassment, the employee's obligation to the firm, The firm's duties to the employee, The employee Rights, Need for organizational ethics program, code of conduct ethics training and communication, systems to monitor and enforce ethical standards, the Ethics audit

UNIT-V

Ethics in Functional areas: Finance, marketing HR & IT, multinational national corporations and various ethical issues.

Suggested Readings:

Hartmen, Laura P. *Perspective In Business Ethics*, Mcgraw- Hill

C.V. Baxi, *Corporate Governance*, Excel Books.

O C Ferrell- *Business ethics- biztantra*.

P.S. Bajaj, Raj Agarawal :- *Business Ethics Biztrantra*

Steiner and Steiner, *Government and Society*, Mcgraw- Hill

Velasquez- *Business Ethics: Concepts & Cases*, Prentice Hall of India

Prasad- *Corporate Governance*, prentice hall of India

Gopaldaswamy- *Corporate Governance*, New Age International (P) Ltd.

PAPER-407

PROJECT REPORT & VIVA VOCE

Every student will be required to submit a project assigned by course director. On the basis of his/her report a viva-voce examination would be conducted by a panel company of course director and one external expert appointed by the vice chancellor from the panel. The panel would be submitted by the course director consisting of 6 names. Marks out of 100 would be awarded on the basis of Project report and *Viva Voce*.