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# UNIVERSITY OF MUMBAI



**Revised Syllabus for the MHRDM**

**Program: MHRDM**

**Course: MHRDM**

**Second Year (Semester II)**

**&**

**Third Year (Semester I &II)**

**(Part Time)**

(As per Credit Based Semester and Grading System  
with effect from the academic year 2012–2013)

## MHRDM Second Year Second Semester

### 4.1) ORGANISATIONAL BEHAVIOUR-II 100 Marks (15 Sessions of 3 Hours Each)

#### OBJECTIVES:

Improving organisational effectiveness through understanding of group dynamics, team development and the process of organisational change.

SL.No	Particulars	Sessions
1	Groups Behaviour in the organisational environment	2 Sessions of 3 Hours each
2	Defining environment	1 Session of 3 Hours
3	Organisation structure, the Organisation as a structural group	1 Session of 3 Hours
4	team development - formal and informal groups	1 Session of 3 Hours
5	individual motives and group goal	1 Session of 3 Hours
6	role concept, role dynamics -leadership and supervision, leadership styles and effectiveness	2 Sessions of 3 Hours each
7	communication in groups, structured situations	1 Session of 3 Hours
8	Organisational structure and human behaviour	1 Session of 3 Hours
9	Management sources, uses and applications of Power –Group Dynamics	2 Sessions of 3 Hours each
10	Organisational change.	1 Session of 3 Hours
11	Case Studies and Presentations	2 Sessions of 3 Hours each

**4.2) INDUSTRIAL RELATIONS ENVIRONMENT & LABOUR WELFARE AND MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
4.2a	<b>Industrial Relations Environment</b>	
1	Industrial relations - Role of Employer, Employees and Government - changing aspirations of work force.	1 Session of 3 Hours
2	Collective bargaining -Conciliation -Adjudication -Voluntary Arbitration.	2 Sessions of 3 Hours each
3	Strike - Lockout - Public Utility services. Role of Trade unions.	1 Session of 3 Hours
4	Standing Orders - Misconducts - Penalties - principle of Natural Justice - Disciplinary Procedure - Grievance Handling - Industrial Relations Audit.	2 Sessions of 3 Hours each
4.2b	<b>Labour Welfare and Management</b>	
5	Changing concept of labour management and welfare	1 Session of 3 Hours
6	scope and approaches to employee welfare, main stages in the growth of industrial welfare in India.	2 Sessions of 3 Hours each
7	Functional aspects of employee welfare, working conditions, administration of canteen, creche, safety and accident prevention	2 Session of 3 Hours each
8	Co - operative housing, agencies of employees welfare, administration, personnel and financing of welfare, social security, concept philosophies methods.	2 Sessions of 3 Hours each
9	Case Studies and Presentations	2 Sessions of 3 Hours each

### 4.3) MANPOWER PLANNING 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	The pre-requisites for manpower planning, Business Planning, Organisation planning and Productivity planning - Manpower requirement planning - Setting manpower standard - Ratio -trend manpower forecasting - Other statistical forecasting techniques - Demand forecasting for managerial staff, technical staff, office staff, skilled and unskilled labour - Integrated budget, for manpower planning.	2 Sessions of 3 Hours each
2	Manpower supply - Manpower inventory - personnel record - Performance appraisal and potential abilities - Selection, training and development - Career planning operation -Personnel turnover-Methods of measurement - Prediction of individual progression.	2 Sessions of 3 Hours each
3	Manpower utilization indices and techniques - Scheduling techniques – factors affecting performance - Planning to improve performance. Manpower accounting and control.	2 Sessions of 3 Hours each
4	Manpower information systems -Personnel records and methods - Different Systems- Manpower reporting - Report material - Structuring of reports.	1 Session of 3 Hours
5	Manpower planning practices in Indian Industries: Engineering, Pharmaceutical, Insurance, Public sector undertakings. Government, Process Industries.	1 Sessions of 3 Hours
6	Mathematical models and manpower planning: an economic model for national manpower planning - Demographic and Ecological models for manpower planning	1 Session of 3 Hours
	Mathematical models for staff structure evaluation Management Science and Manpower Analysis - Markov Chain Models for manpower systems - Network model for training and recruiting divisions in manpower planning – A stochastic programming model for manpower planning	2 Sessions of 3 Hours each
7	Manpower Research - Aspects of cost benefit analysis in Manpower planning Systems analysis is approach to the theory of manpower management.	2 Sessions of 3 Hours each
8	Case Studies and Presentations	2 Sessions of 3 Hours each

#### 4.4 PERSONNEL ASSESSMENT 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Personnel Policy and personnel measurement-objective of personnel measurement	2 Sessions of 3 Hours each
2	Advantages and Limitations-different categories of Personnel : Trade skill, supervisory personnel, executive staff, salesmen, research and technical staff, accountants, technology and computer personnel etc.	2 Sessions of 3 Hours each
3	Designing and administering measurement test for each category for measuring aptitude, attitude, dexterity, social skill, intelligence personality and communication abilities and measurement of achievement - morale and motivation surveys -	3 Sessions of 3 Hours each
4	Group dynamics and measurement techniques-surveying conflict and resistance to change and identifying factors for resolution.	2 Sessions of 3 Hours each
5	Personnel assessment in Interviews-Designing of application Blanks- Different interview techniques-Scoring patterns-Using test score in Final evaluation	2 Sessions of 3 Hours each
6	The problem of weightage-Approaches to objectivity in personnel interview assessment.	2 Sessions of 3 Hours each
7	Case Studies and Presentations	2 Sessions of 3 Hours each

**4.5) ORGANISATIONAL THEORIES, STRUCTURE & DESIGN (INCLUDING APPLICATIONS) 100 Marks (15 Sessions of 3 Hours Each)**

**OBJECTIVE:** To help the student in understanding the role of organisation structure in changing corporate environment.

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Organisation structure and their impacts.	1 Session of 3 Hours
2	Assessing the existing organisation, structure and its effectiveness.	2 Sessions of 3 Hours each
3	Determinants of Structure	2 Sessions of 3 Hours each
4	Structure - Technology - Environment People relationship	2 Sessions of 3 Hours each
5	Understanding of organisation structure and Design	2 Sessions of 3 Hours each
6	Organizational theories and their critical evaluation Power and Authority	2 Sessions of 3 Hours each
7	Designing of Organisation in changing corporate environments.	2 Sessions of 3 Hours each
8	Case Studies and Presentations	2 Sessions of 3 Hours each

**PART-TIME MASTER'S DEGREE IN HUMAN RESOURCE  
MANAGEMENT (MHRDM) THIRD YEAR**

**Third Year First Semester**

**5.1) INTERNATIONAL PERSONNEL MANAGEMENT 100 Marks (15  
Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Personnel Management - An International perspective	1 Session of 3 Hours
2	Principles of People Management -Integrity, Fairness and Empathy, Respect for and Trust in People, Commitment to Drawing Out and Developing People's Talents to the Full	2 Sessions of 3 Hours each
3	Cross- Cultural Issues in Management of People - Corporate Cultural and National Cultures in Multinational Firms	2 Sessions of 3 Hours each
4	Human Resource Management Strategies for Competitive Advantage-in Global Markets by Multinational National Companies	3 Sessions of 3 Hours each
5	Personnel Availability and Development - Employment Equity - Pay Equity and Reward Fairness Employee Participation and Empowerment	3 Sessions of 3 Hours each
6	Union and Management Co-operation; Developing Global Managers.	2 Sessions of 3 Hours each
7	Case Studies and Presentations	2 Sessions of 3 Hours each

**5.2) QUANTITATIVE TECHNIQUES IN HUMAN RESOURCES  
MANAGEMENT AND MANAGEMENT DEVELOPMENT  
100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
<b>a</b>	<b>QUANTITATIVE TECHNIQUES IN HUMAN RESOURCES MANAGEMENT</b>	
1	Principle of Individual Differences - Quantitative Approaches to Measurement of Individual Differences. Characteristics of Scientific Measurement Techniques - Reliability, Validity and Standardization.	1 Session of 3 Hours
2	Test Construction Procedures and Scaling Techniques. Administration & Usage of Objective. Test for Measuring Aptitude, Attitude, Intelligence Social skills & Creativity.	1 Session of 3 Hours
3	Quantitative Assessment & Motivation & Morale. Quantitative Techniques for Personnel Assessment - Factor Analysis - Analysis of Variance -Regression.	1 Session of 3 Hours
4	Approaches to Objectivity in Personnel Interview Assessment. Setting Scoring Patterns - Using test Scores in Final Evaluation - Weighted Scores Designing Application Blanks & Performance Appraisal Systems	1 Session of 3 Hours
5	Developing personnel Information Systems. Human Resource Audit.	1 Session of 3 Hours



<b>b</b>	<b>MANAGEMENT DEVELOPMENT</b>	
6	Management development as an integral part of Human resources planning exercise - concept of development - developing managerial skills in terms of technical, human and conceptual skills - developing personnel inventory records - storing skill on computer tape and retrieval for personnel placement and advancement – personnel skill development, career path scheduling and management succession.	2 Sessions of 3 Hours each
7	Different methods of developing personnel skill - on the job - of the job - under study, job rotation, task force, committee participation - in company and outside management training programs	2 Sessions of 3 Hours each
8	distinction between training and education - designing of management development programs - clarifying the objective of programs in terms of orientation, appreciation, application and education - the learning process - psychology of learning - choosing and designing the appropriate teaching methods: case methods incident process, role play in basket, business game, laboratory technique, T-group and transactional analysis.	2 Sessions of 3 Hours each
9	The technique of surveying the training and development needs in an organization - measuring the impact of training and development - integrating training and development with the proper placement, advancement and performance appraisal of the executive - designing executive performance appraisal system.	2 Sessions of 3 Hours each
10	Case Studies and Presentations	2 Sessions of 3 Hours each

**5.3) PERSONNEL FINANCE AND MARKETING FINANCE 100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
	<b>PERSONNEL FINANCE</b>	
1	Job evaluation as the basis of wage and salary Administration - Financial implication of wage terms negotiated with unions	1 Session of 3 Hours
2	Cost of living index linked wages – Incentives wage system and their financial implications	1 Session of 3 Hours
3	Payment of commission Based on profits - Payment of Bonus under Bonus Act	1 Session of 3 Hours
4	Determining Optimal fringe benefits and salary of executives in relations to Profitability and size of operations of company using DCF Technique - Developing superannuation benefits schemes and early voluntary benefit schemes.	2 Sessions of 3 Hours each
5	Cost analysis for areas such as labour and executive turnover, cost of recruitment training and development, cost of employee benefit programs - cost of committee management - cost of strikes, lockouts and gheraos.	2 Sessions of 3 Hours each
6	Human Resources Accounting - Motivational Accounting - Developing personnel budget -Personnel cost-audit.	1 Session of 3 Hours
	<b>MARKETING FINANCE</b>	
7	Forecasting requirements of marketing personnel in various categories and grades - Development perspective plan.	1 Session of 3 Hours
8	Selection, recruitment, training and development of sales, supervising and managerial personnel.	1 Session of 3 Hours
9	Management of marketing personnel - allocation of territories- budgets - travel programmes - control	1 Session of 3 Hours
10	Marketing personnel compensation schedules - cost benefit analysis Marketing organisation - concepts, roles and practices	1 Session of 3 Hours
11	Marketing Personnel Audit - Behavioural Aspects of Distribution Management	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours each

#### **5.4) ORGANISATION DEVELOPMENT 100 Marks (15 Sessions of 3 Hours Each)**

**OBJECTIVE :** Developing effective organisation through proper Understanding of organisational Dynamics.

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Organisational Diagnosis - Methodology to assess the status of existing organisation.	2 Sessions of 3 Hours each
2	Organisational Climate - Culture	2 Sessions of 3 Hours each
3	Organisational Transformation	2 Sessions of 3 Hours each
4	The role of sensitivity training, Transactional Analysis, and Grid training in organisational development	3 Sessions of 3 Hours each
5	Understanding of Organisational Roles	2 Sessions of 3 Hours each
6	Achieving Excellence organisational effectiveness and its assessment.	2 Sessions of 3 Hours each
7	Case Studies and Presentations	2 Sessions of 3 Hours each

## **5.5) SPECIAL STUDIES IN PERSONNEL (PROJECT)**

### **PART-TIME MASTER'S DEGREE IN HUMAN RESOURCES MANAGEMENT (MHRDM) THIRD YEAR**

#### **Third Year Second Semester**

### **6.1 ENTREPRENEURSHIP MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Concept of entrepreneurship, Difference between an entrepreneur and an executive qualities of a successful entrepreneur Indian styles of entrepreneurship business ethics and entrepreneurship	3 Sessions of 2 Hours Each
2	Theories of Entrepreneurship Analysis of business opportunities environmental scanning, sectoral studies, process of generating business ideas, screening and selection	3 Sessions of 2 Hours Each
3	International Variations in entrepreneurship (with cultural and political differences) Risk & Return Management and Business Vision for an entrepreneur	2 Sessions of 2 Hours Each
4	Small and Big Size Entrepreneurs Entrepreneurship for building Indian Multinational Companies	2 Sessions of 2 Hours Each
5	Government's role for entrepreneurship development in India Institutes and non-government organisations imparting training on entrepreneurship.	3 Sessions of 2 Hours Each
6	Case Studies and Presentations	2 Sessions of 3 Hours each

**6.2 MANAGEMENT OF ENVIRONMENT & PRODUCTIVITY**  
**MANAGEMENT OF ENVIRONMENT 100 Marks (15 Sessions of 3 Hours Each)**

SL.No	Particulars	Sessions
1	Significance of Environment Management - Broad outline of National Environment - Policy Definition of Environment with particular reference to Management.	2 Sessions of 3 Hours each
2	Environmental issues relevant to India. Present status of Environment Management Major issues	1 Session of 3 Hours
3	Scope of Environment Management, Role and functions of the government as a planning, organising, directing, implementing and controlling agency. Managerial aspects involved in Environment management. Environment Quality Management - Overview of the role and responsibilities of the industries.	2 Sessions of 3 Hours each
4	<b>PRODUCTIVITY TECHNIQUES</b>  Concept of Productivity - application in manufacturing and service industries, application in different functional areas.	1 Session of 3 Hours
5	Measurement of Productivity - partial, Multifactor and Total Factor Models, Sumath's Total Productivity Model, Sink's Multifactor Model, Productivity by Objectives, American productivity Center Models. Value Analysis & Value Engineering.	2 Sessions of 3 Hours each
6	Approach to Productivity Improvement - Classic ILO approach, Modern TQC approach, Sumath's 5-pronged approach - product based, technology based, people based, and material based and task based techniques.	2 Sessions of 3 Hours each
7	Quality Circles - Relationship with total quality management, objectives, seven tools - fishbone diagram, Pareto, Analysis, Scatter diagrams, checklists, control charts, etc. - use in solving chronic problems, Organising for Quality Circles, Structure, method of implementation of Quality Circles.	2 Sessions of 3 Hours each
8	Creativity Based Techniques - Brain Storming, Synectics, Whole Brain Thinking, Nominal Group Techniques, use in Creative problem solving with practical applications.	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours each

### 6.3) PROJECT MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Total Project Management - Concept, relationship with other function and other organisations, organising for project management - matrix organisation - the project manager is an entrepreneur	1 Session of 3 Hours
2	Project Identification - Scouting for project ideas and promoters, identification of investment opportunities, basis of governmental regulatory framework, various acts and laws affecting project identification.	2 Sessions of 3 Hours each
3	Locational Decisions - Objectives, factors affecting location, concept of Industrially Backward Areas, Incentives available for appropriate location.	1 Session of 3 Hours
4	Project Appraisal - Market Appraisal, Demand Estimation and Forecasting, Technical Appraisal - Raw materials technology - product mix-plant capacity – distribution channels.	2 Sessions of 3 Hours each
5	Project Financing - Basic concepts of cost of project, profitability Analysis, Means of Financing, raising capital, assessing tax burdens and using Financial projections. Appraisal criteria used by lending institutions.	2 Sessions of 3 Hours each
6	Risk Analysis of Project - measures of risk, use of subjective probabilities, mathematical analysis, sensitivity analysis, simulation analysis, decision tree analysis.	2 Sessions of 3 Hours each
7	Project Planning, Monitoring & Control - network Techniques - Gantt charts, network cost system, resource allocation and scheduling, progress reports, updating. Management information system for projects.	2 Sessions of 3 Hours each
8	Use of computer in network Analysis - project management packages - choosing and using them.	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours each

## 6.4) STRATEGIC MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)

### OBJECTIVE :

The market scenario is undergoing a significant -change contributed to by changing consumer life style, increase in interfirm rivalry, which is further contributed to by Liberalized Policies Of Government of India. The Global changes, advances in technology and travel have brought the world closer today. Such that the national borders have ceased to have any significance. In this context it is this strategic orientation that is going to make firms survive.

SL.No	Particulars	Sessions
1	The concepts of strategy - Five P'S for strategy (strategy as plan, as pattern, as position, as perspective and as purpose). The strategic management process, organisation of strategic management function.	2 Sessions of 3 Hours each
2	Environmental Analysis, Mission and Definition of Goals : Corporate philosophy, corporate governance.	1 Session of 3 Hours
3	Industry structural analysis and identification of opportunities and threads : Porter's five forces model.	1 Session of 3 Hours
4	Internal analysis - identification of distinctive competencies : value chain analysis.	1 Session of 3 Hours
5	Business strategy, customer needs and product differentiation/customer groups and market segmentation: Development of competitive strategy - cost leadership strategy/ differentiation strategy/focus strategy.	2 Sessions of 3 Hours each
6	Strategy and industry structure - strategy in fragmented industries, strategy in for industries in growth stage : strategy in mature industry and strategies in decline industries.	2 Sessions of 3 Hours each
7	Vertical integration and diversification. Global strategy	1 Session of 3 Hours
8	Strategic implementation - organisations dealing with a problem of organizational structure, systems, culture and power.	2 Sessions of 3 Hours each
9	Managing change The strategic management in entrepreneurial organizations.	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours each

### RECOMMENDED READINGS;

1. Michael Porter - Competitive Advantage
2. Michael Porter - Competitive Strategy
3. Samuel C Certo and J Paul Peter - Strategic Management Concepts and Applications - McGraw Hill
4. Henry Mintzberg and James Brian Quinn - Strategic Process, Concepts, Contexts, Cases - Prentice Hall.

### **6.5) BUSINESS ETHICS 100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Evolution of thought of Ethics in Business	1 Session of 3 Hours
2	Culture and Ethics - Overview of Ethics Value Systems, Attitudes, Beliefs & Life Patterns	1 Session of 3 Hours
3	Social and Economic Values and Responsibilities - Trusteeship Management	2 Sessions of 3 Hours each
4	Gandhian Philisophy of Wealth Management Ethics and Indian Management	2 Sessions of 3 Hours each
5	Basic Framework of Normative Ethics, Ethics and Decision Making, Social Responsibility of Business	2 Sessions of 3 Hours each
6	Ethical Aspects of Corporate Policy, Morality and Rationally in Formal Organisation	2 Sessions of 3 Hours each
7	Moral Relationship between Individual and Organisations.	1 Session of 3 Hours
8	Relationship between Ethics and Corporation Excellence	1 Session of 3 Hours
9	Approaches for Developing various Orientations towards Ethical Business Behaviour.	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours each