



**SIR PADAMPAT SINGHANIA UNIVERSITY**

**Udaipur**

**SCHOOL OF MANAGEMENT**

**Course Curriculum of Ph.D. Degree Programme**

**In**

**Human Resource Management**

**(Batch-2020-2021)**

### **Credit Structure**

<b>Category</b>	<b>Credits</b>
Departmental Major Subjects	6
Departmental Minor Subjects	5
Total	11

Note: The student has to select two courses of 6 credits from the Department Major subjects and two minor courses on “Research Methodology in Science and Engineering” (3 credits) and “Publications & Research Ethics” (2 credits) as compulsory papers.

## Course Structure: Ph.D. Degree (2020-2021)

### (Departmental Major Subjects)

S.No.	Course Code	Course Title	L	T	P	Credit (s)
1	BM-6009	Compensation & Social Security Management	3	0	0	3
2	BM-6010	Industrial Relations & HR Laws	3	0	0	3
3	BM-6011	Training & HR Development	3	0	0	3
4	BM-6012	Contemporary Issues in HR	3	0	0	3

### (Departmental Minor Subjects)

S.No.	Course Code	Course Title	L	T	P	Credit(s)
1	RM-6002	Research Methodology	3	0	0	3
2	RM-6003	Publication & Research Ethics	2	0	0	2

**Detailed Syllabus for Ph.D. Degree Programme  
In  
Human Resources Management  
Semester - I  
(Departmental Major Subject)**

BM-6009

Compensation & Social Security Management

L-T-P-C

3-0-0-3

**Objective:** *The objective of this course to enlighten a student about importance of adequate compensation & social security benefits for workers & determination thereof. Retirement benefits have also been given due emphasis.*

**Course content**

**Module 1:** Concept, Role of Compensation, What influences pay? Pay & equity, Laws relating to Wage & Bonus: PF Act, Minimum Wages Act, Gratuity Act, Payment of Bonus Act

Job Evaluation, External Equity & Pay surveys.

**Module 2:** Pay Package Composition, Problems associated with different salary-systems. Future Trends in Compensation Management

**Module 3:** Concept of Social Security, Need for such measures, Importance. Indian joint families-an example of social security, social security for organized & unorganized labour force.

Types of social securities benefit for employees on retirement: Civil service Pension scheme, Provident Fund, Public Provident Fund, VRS Plans, Personal Pension, Social assistance to physically challenged people, National Old Age Pension schemes, Unemployment benefits.

**Text/Reference Books**

1. Compensation. Milkovich. TMH.1999.
2. Compensation & Rewards management. Singh.B. Excel Books.2012.
3. Compensation Management. Bhattacharya.D. Oxford Education.2009.
4. Compensation Management in a Knowledge based world. Anderson.R. Pearson Education.2006.

5. Human Resource Management. Mathis. R & Jackson. H. Thomson South  
4Western.2010.

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(Departmental Major Subject)**

BM-6010  
Industrial Relations & HR Laws

L-T-P-C  
3-0-0-3

**Objective:** *The objective of this course is to provide an exposure to existing HR Laws in the country & their impact on Industrial Relations. The main emphasis is on machinery for settlement of Industrial Disputes, besides methods for attaining industrial peace.*

**Course Content**

**Module 1:** Industrial Relations, Meaning, parties, Importance of Harmonious Relations, Grievances.

Causes of Industrial Disputes, Gherao, measures to settle Disputes: Voluntary Arbitration, Collective bargaining: The concept, Nature, Negotiating Techniques and skills.

**Module 2:** Grievance Handling: Nature and causes, Grievance procedure  
Collective Agreements, Workers' Participation in Management

**Module 3:** Labour Administration in India, Labour Statistics, Research

Workers' Organizations

ILO & Impact on IR/ Legislations

Trade Unionism & IR

**Module 4:** HR Laws: Industrial Disputes Act, Factories Act, ESI Act, PF Act, Minimum Wages Act, Gratuity Act, Payment of Bonus Act.

**Text /Reference Books**

1. Personnel Management & Industrial Relations. Tripathi. P. Sultan Chand & Sons. 2002.
2. Dynamics of Industrial Relations. Mamoria. C. Himalaya Publishing House. 2008.

3. Participative Management & Industrial Performance. Kulkarni J. Anmol Publications Pvt. Ltd. 2007.
4. Industrial Relations & Labour Laws .Singh. B.D. Excel Books. 2008.
5. Industrial Relations in India. Sen. Macmillan India Ltd.2008.

**Detailed Syllabus for Ph.D. Degree Programme  
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(Departmental Major Subject)**

BM-6011  
Training & HR Development

L-T-P-C  
3-0-0-3

**Objective:** *Need for proper & timely training to workers cannot be overemphasized. The aim of this course is to identify need for training & HR Development in an organization striving for efficiency, higher productivity & profitability.*

**Course Content**

**Module 1:** The difference between training & education, The importance of training & development, Training & HRM, Learning styles

**Module 2:** The training cycle, Training Needs Analysis, Training Design, Training Implementation, The training transfer problem.

**Module 3:** Training evaluation, Solomon's four-group training evaluation design, Kirkpatrick's evaluation model, The learning organization & the concept of continuous learning, Cross-cultural comparisons of training

**Module 4:** Concept of HRD, Goals of HRD, HRD Mechanisms, Contribution of Mechanisms to HRD Goals, HRD Department & its task, HRD for Organizational Effectiveness, Comparative HRD: International Experiences of HRD

**Text/Reference Books**

1. Training & Development A Complete Handbook. Landale. A. Gower Publishing. 1999.
2. Beyond Training & Development. Rothwell. W. Amacom.2005.

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(Departmental Major Subject)**

BM-6012 L-T-P-C  
Contemporary Issues in HR 3-0-0-3

**Objective:** *The course highlights the trends, challenges & HR issues affecting organization's effectiveness. Also the purpose of the course is to convey those aspects of HR that make a difference to the success of organizations.*

**Course Content**

**Module 1:** Human Resource Management: meaning, concept and functions  
Emotional Intelligence

Work-Life Balance

International Human Resource Management

**Module 2:** Leadership: Generation Y as future leaders, Transient Leadership,  
Transformational Leadership

Talent Management

**Module 3:** The changing context of work & managing organizational change

CSR (Corporate Social Responsibility)

Morality at work; 'ethical' decision-making & whistle blowing

Surveillance & control at work

Organizational & Individual stress

The glass ceiling & implications for organizational effectiveness

**Module 4:** Workforce diversity issues

Other contemporary issues

**Text/Reference Books**

1. Leadership for Results. Barker.T. Pearson Education. 2006.
2. Human Resource Management. Bohlander. S. Cengage learning.2013.



3. Human Resource Management. Mathis. R & Jackson. J.Thomson Southwestern.2003.
4. Organizational Culture & Leadership. Edgar Schein. Jossey Bass.2010.

**Detailed Syllabus for Ph.D. Degree Programme  
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**Semester - I**

**(Departmental Minor Subject)**

RM-6002  
Research Methodology

L-T-P-C  
3-0-0-3

**Objective:** *This course aims at helping students appreciate the importance of carrying out research in a planned & systematic manner. It discusses different research designs before providing students with an understanding of sampling for research purposes. It also provides students statistical tools to analyse & compare research data & test hypotheses for arriving at statistical valid results. Finally the course discusses ethical issues relating to sampling & research before providing inputs on development of synopsis that forms the basis of formal research.*

**Course Content**

**Module 01:** Research: Meaning, Types, Tools & Techniques used.

Research Methodology: Nature, Scope & Types of research, Defining the research problem & developing an approach, Importance of statement of research objectives

**Module 02:** Research Design & Research Instruments: Comparison on important research designs (Exploratory, Descriptive & Experimental); Methods of Data Collection - Observational & Survey Methods, Questionnaire Design; Administration of Surveys;

**Module 03:** Sample Design; Field work & Tabulation of Data.

Sampling Methods & Sampling Distributions: Statistics & Parameter, Sampling distributions-conceptual basis; standard error; sampling from normal populations, relationship between sample size & standard error; Finite Population Multiplier.

**Module 04:** Measurement & Scaling: Discussion on primary scales of measurement, discussion on comparative scaling technique (paired comparison scaling, rank order

scaling, constant sum scaling) & non-comparative scaling techniques (continuous rating scale, itemized rating scale, Likert scale, Semantic differential scale, staple scale); Challenges of ensuring accuracy (reliability & validity of research).

**Module 05:** Hypothesis Testing: Basic Concepts – Null & Alternative Hypotheses; Type I & Type II errors; the significance level

**Module 06:** Chi-square & Analysis of Variance: Chi-square as a test of (a) independence & (b) goodness of fit; ANOVA

**Module 07:** Non parametric test: Rank correlation.

**Module 08:** Multivariate analysis using SPSS: Factor Analysis, Multiple Regression Analysis, Multiple Discriminant Analysis & Logistic Regression, Multivariate Analysis of Variance, Synopsis & Report Writing, Problems encountered by Researchers.

### LIST OF EXERCISES (Excel/SPSS/R)

S. No	Title of Experiment
1.	Estimating regression & correlation coefficients;
2.	Estimating probability based on Binomial, Poisson & Normal distribution;
3.	Estimating standard error using central limit theorem (small & large population);
4.	Hypotheses testing for all three kinds of hypotheses;
5.	Use of Chi-Squared value to estimate population variance & hypotheses testing;
6.	Use of F-distribution for comparing multiple samples;
7.	Non parametric testing as a tool for hypotheses tests;
8.	Use of other open source software packages for research purposes.

**Texts / Reference Books:**

1. Levin R.I. & Rubin D.S, Statistics for Management. 7<sup>th</sup> Ed. Dorling Kindersley Pvt. Ltd. 2008.
2. Kothari C.R, Quantitative Techniques, Vikas Publishing House. 2009
3. Hair J.F.Jr., Black W.C. & Babin B.J, Multivariate Data Analysis. 7<sup>th</sup> Ed. Prentice Hall. 2009.
4. Gupta S.P, Statistical Methods. 30<sup>th</sup> Ed. Sultan Chand. 2012.
5. Das N.G, Statistical Methods. McGraw Hill Education (India) Pvt. Limited. 2008.

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**Semester - I**

**(Departmental Minor Subject)**

RM-6003  
Publications & Research Ethics

L-T-P-C  
2-0-0-2

**Objective:** *This course provides awareness about the publication ethics and publication misconducts. Hands-on-sessions are designed to identify research misconducts and predatory publications. Indexing and citation databases, open access publications, research metrics and plagiarism tools will be introduced in this course.*

**Course Content**

**Module 01: Philosophy & Ethics**

Introduction to philosophy: Definition, nature and scope, concept, branches Ethics: Definition, moral philosophy, nature of moral judgments and reactions

**Module 02: Scientific Conducts**

Ethics with respect to science and research, Intellectual honest and research integrity, Scientific Misconducts: Falsification, Fabrication, and Plagiarism (FFP), Redundant Publications: Duplicate and overlapping publications, salami slicing; Selective reporting and misrepresentation of data.

**Module 03: Publication Ethics**

Publication Ethics: Definition, introduction and importance, Best Practices/Standards setting initiatives and guidelines: COPE, WAME, etc., Conflicts of interest, Publication Misconduct: definition, concept, problems that lead to unethical behavior and viceversa types, Violation of publication ethics, authorship, and contributor ship, Identification of Publication misconduct, complaints, and appeals, Predatory publishers and journals.

**Module 04: Open Access Publishing**

Open access publishing and initiatives, SHERPA/RoMEO online resource to check publisher copyright & self-archiving policies, Software tools to identify predatory publications developed by SPPU, Journal finder tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggester, etc.

#### **Module 05: Publication Misconducts**

Group Discussions: Subject specific ethical issues, FFP, authorship; Conflicts of interest; Complaints and appeals: examples and fraud from India and abroad. Software Tools: Use of plagiarism software like Turnitin, Urkund and other open source software tools.

#### **Module 06: Databases and Research Metrics**

Databases: Indexing databases; Citation databases: Web of Science, Scopus, etc. Research Metrics: Impact factor of journal as per Journal citation report, SNIP, SJR, IPP, Cite Score; Metrics: h-index, i10 index, almetrics.

#### **Text/Reference Books**

1. The Student's Guide to Research Ethics. Oliver P., Open University Press, 2003.
2. Responsible Conduct of Research. Shamoo A. E., Resnik D. B., Oxford University Press, 2003.
3. Philosophy of Science. Bird, A., Routledge, 2006.
4. A Short History of Ethics. Alasdair M., London, 1967.
5. Ethics in Competitive Research: Do not get scooped; do not get plagiarized. Chaddah P., (2018). ISBN:9789387480865
6. On Being a Scientist: A Guide to Responsible Conduct in Research. National Academy of Science, national Academy of Engineering, and Institute of Medicine. 3<sup>rd</sup> Ed., national Academies Press, 2009.