



SIR PADAMPAT SINGHANIA UNIVERSITY

Udaipur

SCHOOL OF MANAGEMENT

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

HUMAN RESOURCE MANAGEMENT

(Batch-2017-18)

Credit Structure

Category	Credits
Departmental Major Subjects	6
Minor Subject	3
Total	9

Note: The student has to select the courses of minimum 6 credits from the departmental major subjects and a compulsory Research Methodology course (common to all PhD Scholars) of 3 credits.

Course Structure: Ph.D. Degree (2017-18)

Departmental Major Subjects

S. No.	Code	Course Title	L	T	P	Credits
1	BM-609	Compensation & Social Security Management	3	0	0	3
2	BM-610	Industrial Relations & HR Laws	3	0	0	3
3	BM-611	Training & HR Development	3	0	0	3
4	BM-612	Contemporary Issues in HR	3	0	0	3

Minor Subject

S. No.	Course Code	Course Title	L	T	P	Credit (s)
1	BM-617	Research Methodology	3	0	0	3

**Detailed Syllabus for Ph.D. Degree Programme
in
Human Resource Management**

Semester - I

(Departmental Major Subject)

BM-609	L-T-P-C
Compensation & Social Security Management	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

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.

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

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.

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

BM-610
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

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.

Grievance Handling: Nature and causes, Grievance procedure

Collective Agreements, Workers' Participation in Management

Labour Administration in India, Labour Statistics, Research

Workers' Organizations

ILO & Impact on IR/ Legislations

Trade Unionism & IR

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
in
Human Resource Management
Semester - I
(Departmental Major Subject)**

BM-611
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

The difference between training & education, The importance of training & development, Training & HRM, Learning styles

The training cycle, Training Needs Analysis, Training Design, Training Implementation, The training transfer problem.

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

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.

**Detailed Syllabus for Ph.D. Degree Programme
in
Human Resource Management**

Semester - I

(Departmental Major Subject)

BM-612	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

Human Resource Management: meaning, concept and functions
Emotional Intelligence

Work-Life Balance

International Human Resource Management

Leadership: Generation Y as future leaders, Transient Leadership, Transformational Leadership

Talent Management

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

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
in
All Disciplines
Semester - I
(Minor Subject)**

BM-617
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 and 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 and compare research data and 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

Research & its Methodology: Definitions, Nature, Scope & Types of research, Stating the research problem and developing an approach, Importance of statement of research objectives.

Research Design and Research Instruments: Comparison on important research designs (Exploratory, Descriptive and Experimental); Methods of Data Collection - Observational and Survey Methods, Questionnaire Design.

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

Measurement and Scaling: Discussion on primary scales of measurement, discussion on comparative scaling technique (paired comparison scaling, rank order scaling, constant sum scaling) and non-comparative scaling techniques (continuous rating scale, itemized rating scale, Likert scale, Semantic differential scale, staple scale);

Challenges of ensuring accuracy (reliability and validity of research).

Hypothesis Testing: Basic Concepts – Null and Alternative Hypotheses; Type I and Type II errors; the significance level. Chi-square and Analysis of Variance: Chi-square as a test of (a) independence and (b) goodness of fit; ANOVA, Non parametric tests & its applications.

Multivariate analysis using SPSS: Factor Analysis, Multiple Regression Analysis, Multiple Discriminant Analysis and Logistic Regression, Multivariate Analysis of Variance.

Presenting Research findings: Tabulation of Data, Synopsis & Report Writing, Ethical aspects of research.

Use of Analytical Tools for Research: Analysis of data through spreadsheets, Use of SPSS, Use of open source tools like R for research.

List of Exercises (Excel/SPSS/R)

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.

Text/Reference Books

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