

PH.D. COURSE WORK PROGRAMME: BUSINESS ADMINISTRATION (HUMAN RESOURCE)

CBCS-BASED COURSE CURRICULUM

PROGRAMME OBJECTIVE

To equip the research scholars with the requisite and pertinent tools and techniques relevant for undertaking research in the field of human resource management and allied areas; enable them to gain expertise on advanced topics in human resource management, employment relations and other related areas; recognise the important aspects of research and publication ethics and acquire proficiency in literature review that highlight existing knowledge for undertaking effective research in the field of human resource management and allied areas.

PROGRAMME ADMINISTRATION

- All eligible candidates after fulfilment of the stipulations laid down in the University Regulations relating to Doctoral (Ph.D.) degrees, shall have to undertake and satisfactorily complete the courses/modules equivalent to one semester Course Work of six months' duration prior to getting registration for the Ph.D. programme.
- Subject to the provision as laid down in the university regulation, a candidate enrolled in the Ph D programme will have to undertake and satisfactorily complete the courses/modules equivalent to One Semester Course Work Examination of six months duration of 14 credits within two years from the date of qualifying the prescribed test as per the university regulation, prior to obtaining registration for Ph.D. Programme as per the following generic structure:

Course Code	Course Title	Credit Value	Marks Distribution
PHDCW 101	Research Methodology	4	50
PHDCW 102	Research and Publication Ethics (RPE)	2	25
PHDCW 103	Compulsory/Optional Paper	4	50
PHDCW 104	Term Paper(s) & Related Seminar Presentation(s)	4	50 (25+25)
Total		14	175

- A candidate is compulsorily required to take two core courses, one elective course to be chosen from the extant elective courses and one term paper on literature review and seminar presentation. While, the core course(s) are core requirement of the Ph. D. course work programme, the elective course(s) can be chosen from a pool of courses that facilitate advanced understanding of the subject. Additionally, a candidate can choose a term paper, which shall be on literature survey/ literature review related to his / her field of research work.
- All issues relating to Ph. D. course work programme administration in the CBCS will be governed by the decision of the Doctoral Committee and the provisions of the University Regulations relating to Doctoral (Ph.D.) degrees.
- **The revised curriculum of PhD Course Work under Choice Based Credit System (CBCS) mode will come into effect from the academic year 2020.**

CORE COURSES

PHDCW 101

RESEARCH METHODOLOGY IN HUMAN RESOURCE MANAGEMENT [4 CREDITS]

Unit-I: Types of Research—Nature, Context and Aspects of Human Resource Management (HRM) Research—Reviewing the Literature: Selecting, Organising and Synthesising Literature—Problems and Hypotheses: Generality and Specificity—Conceptualising and Preparing a Research Design: Important Considerations—Mixed methods in HRM research—HR research and research ethics.

Unit-II: Constructs and Variables—Measurement, Reliability and Validity: Important Considerations—Types of Data: Qualitative and quantitative—Collecting Data and Coding—Scaling Techniques and Questionnaire construction data—Secondary data sources, organisational information and documents—Ethical Issues in Collecting data—Sampling Techniques: Quantitative and Qualitative Aspects.

Unit-III: Summarising Data—Statistical Presentation and analysis: Important considerations in HRM research—Central Tendency, Dispersion—Measuring Association—Partial and Multiple Correlations— Theory of attributes.

Unit-IV: Bivariate Regression and Multiple Regression—Hypothesis testing—Parametric and Non-parametric Tests—Overview of Multivariate analysis.

Unit-V: Qualitative research approaches, relevance and application in HRM research—Different Qualitative Research Approaches: Case study method, Phenomenology and Grounded theory; Ethnographic Approach etc— Qualitative Data Collection and Analysis: Techniques and Tools; Observation and fieldwork; Interview and Interview schedules; Projective Methods, Focus group, etc.—Qualitative Text Analysis, Content analysis and Reporting: Analysis of visual and material text; analysis of verbal data, writing field stories and narrative reports.

Unit-VI: Computer applications in different phases of research—Application of open source software—Using the Internet for Research—Databases and file management—Basic features of Word Processing, text formatting; preparing documents— Spread Sheet Solutions – Basic features and uses of Spreadsheets—Creating Presentations—Software for qualitative and quantitative data analysis—Writing a Research Proposal—Writing a Research Report—Reference Styles and Reference Management Software.

Suggested Readings:

1. F. N. Kerlinger and H. B. Lee, Foundations of Behavioural Research. Harcourt College Publishers
2. Daymon, Christine and Holloway, Immy; Qualitative Research Methods in Public Relation and Marketing Communications. Routledge.
3. E. Gummesson, Qualitative Methods in Management Research. Sage.
4. C. R. Kothari, Research Methodology. New Age International Publishers.
5. V. Anderson, Research Methods in Human Resource Management: Investigating a Business Issue. CIPD.

RESEARCH AND PUBLICATION ETHICS (RPE) [2 CREDITS]

Unit-I: Philosophy of Ethics: Introduction to philosophy: Definition, Nature and scope, concept, branches; Ethics: Definition, moral philosophy, nature of moral judgements and reactions.

Unit-II: Scientific Conduct: Ethics with respect to science and research; Intellectual honesty and research integrity; Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP); Redundant publications: Duplicate and overlapping publications, Salami Slicing; Selective reporting and misrepresentation of data.

Unit-III: 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 vice-versa, types; Violation of publication ethics, authorship and contributorship; Identification of publication misconduct, complaints and appeals; Predatory publishers and journals.

Unit-IV: Open Access Publishing: Open access publications and initiatives; SHERPA/ROMEO online resource to check publisher copyright & self-achieving policies; Software tool to identify predatory publications developed by SPPU; Journal finder/journal suggestion tool viz., ZAME, Elsevier journal Finder, Springer Journal Suggester, etc.

Unit-V: Publication Misconduct: 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.

Unit-VI: 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, g index, i10 index, altmetrics.

References:

- 1.
1. Bird, A. (2006). *Philosophy of Science*. Routledge.
2. MacIntyre, Alasdair (1967) *A Short History of Ethics*. London.
3. P. Chaddah, (2018) *Ethics in Competitive Research: Do not get scooped; do not get plagiarized*, ISBN:978- 9387480865
4. National Academy of Sciences, National Academy of Engineering and Institute of Medicine. (2009). *On Being a Scientist. A Guide to Responsible Conduct in Research: Third Edition*. National Academies Press.
5. Resnik, D. B. (2011). What is ethics in research & why is it important. *National Institute of Environmental Health Sciences*, 1-10. Retrieved from <https://www.niehs.nih.gov/research/resources/bioethics/whatis/index.cfm>
6. Beall, J. (2012). Predatory publishers are compromising open access. *Nature*, 489(7415), 179—179. <https://doi.org/10.1038/489179a>
7. Indian National Science Academy (INSA), *Ethics in Science Education, Research and Governance*(2019), ISBN:978-81-939482-1-7. <http://www.insaindia.res.in/pdf/EthicsBook.pdf>

Suggested Readings:

1. Paul Oliver, *The Student's Guide to Research Ethics*, Open University Press.
2. Kandy Woodfield, *The Ethics of Online Research*, Emerald Publishing Limited
3. Donna M. Velliaris, *Handbook on Research on Academic Misconduct in Higher Education*, IGI Global.

4. Rafael Ball, Handbook Bibliometrics, De Gruyter.
5. Francisco J. Cantu-Ortiz, Research Analytics Boosting University Productivity and Competitiveness Through Scientometrics, CRC Press.
6. Lexi Rubow, Brianna Schofield, Rachael Shen, Understanding Open Access When, Why, Et how to Make Your Work Openly Accessible, Author's Alliance.
7. Adil E. Shamoo, David B. Resnik, Responsible Conduct of Research, Oxford University Press.
8. Information Resources Management Association, Scholarly Ethics and Publishing: Breakthroughs in Research and Practice, IGI Global.
9. Melanie Mauthner, Maxine Birch, Tina Miller, Julie Jessor, Ethics in Qualitative Research, Sage Publication.

ELECTIVE COURSES

PHDCW-103

Elective A: CONTEMPORARY STRATEGIC HUMAN RESOURCE MANAGEMENT [4 CREDITS]

Unit I: Strategic Human Resource Management as a Field of Study and Research – Emerging Models of Strategic HRM, SHRM Views: Convergence and Debates – Strategic HRM vis-à-vis Resource-Based view and dynamic capability view of the firm—Research issues in the context of alignment between organisational aspects involving corporate and competitive strategies and HR strategies.

Unit II: Aspects of Formulation and Implementation of Human Resource Strategies-Resourcing strategy and emerging forms of employment, Strategic Issues for Managing Performance, Strategic Human Resource Development, Reward and Compensation Strategy, Employee Relations Strategy and emerging forms of voice- Organisational Issues involving work-life balance—Impact of Human Resource Strategies.

Unit III: Research issues involving Strategic HRM and Strategic Change- Strategic HRM issues and concerns in organisation-wide processes—and the role of HR in the context of Organisational Change, Culture Management, Total Quality Management, Knowledge Management, Merger and Acquisition—Strategic HRM vis-à-vis Strategic HRM in various organisational environment and organisational forms—Strategic HRM and the changing world of work.

Unit IV: Evaluating and Measuring the Impact of Strategic HRM: contemporary approaches—Evaluating strategic Contributions of Traditional HR Areas- Strategic contribution of HRM to organizational success—High Performance Work Practices (HPWP)-Transformational Strategic HRM and organisational change and strategic innovation—Issues in aligning employees' orientation and engagement with organisation's strategic action orientation.

Unit V: Issues associated in the linkage between Human Capital Management (HCM) business strategy, HCM and strategic HRM—Role of HR in HCM-The business partner concept and HCM-The skills HR specialists need for HCM-HCM viewpoint and the future of HCM—ROI of Human Capital—Measurement of Human capital's contribution to enterprise goals—Leverage of Human capital.

Unit VI: International Strategic HRM: Emerging issues and context—Evolving issues in staffing, training and international management development—International pay and reward,

employee representation, corporate social responsibility and employment relations.

Suggested Readings:

1. Angela Baron & Michael Armstrong, Human Capital Management- Achieving Added Value Through People, Kogan Page
2. Michael Armstrong, Strategic Human Resource Management – A Guide to Action, Kogan Page.
3. G. F. Dreher and T. W. Dougherty, Human Resource Strategy, Tata Mc Graw-Hill
4. Charles Greer, Strategic Human Resource Management, A general managerial approach, Pearson Education.
5. P. A. Bamberger and I. Meshoulam Human Resource Strategy: Formulation, Implementation, and Impact, Sage Publications.
6. Jac Fitz-enz, The ROI of Human Capital-Measuring The economic Value of Employee Performance, Amacom

Elective B: CONTEMPORARY EMPLOYMENT RELATIONS & LABOUR LAW COMPLIANCE [4 CREDITS]

Unit I: Employment Relations: Conceptual Transformation, Processes, Industrial Relations and Employment Relations, the political, economic, social and legal framework for employment relations, Theories of Employment Relations, Actors, contexts and interests in employment relations, Dunlopian model of Employment Relations: Extensions and Ramifications vis-à-vis contemporary perspective.

Unit II: Comparative politics, globalisation, and employment relations, role of ‘Institutions’ in employment relations, individual and collective aspects of employment relations, Emerging paradigm vis-à-vis labour law compliance in a global context.

Unit III: Changing patterns of work and employment relations, Technology and employment relations, developing strategies for managing employment relations, Technology as an enabler of Labour Law Compliance.

Unit IV: Employment relations and Labour laws, Terms and conditions of employment, notions of employee ‘voice’ in non-union firms, employee representations, employee engagement, involvement and participation, the collective bargaining process including contents and structure of collective agreements, labour codes and labour regulation challenges in digital economy.

Unit V: Trade union decline and the rise of non-unionism, Outsourcing; Contract Management, women workers’ issues, protection and social security at workplace, decent work and employment relations.

Unit VI: Employment relations in small and medium and large enterprises in India: Issues and challenges, fragmented employment relations in digital economy, the future direction of employment relations.

Suggested Readings:

1. P. Blyton and P. Turnbull, The Dynamics of Employee Relations. London: Palgrave Publishers Limited.
2. D. Farnham, The Changing Faces of Employment Relations: Global, Comparative and Theoretical Perspectives. London: Palgrave Publications Limited.
3. J. Gennard, G. Judge, T. Bennett and R. Saunders, Managing Employment Relations. London: Chartered Institute of Personnel Development.
4. B. E. Kaufman, The Global Evolution of Industrial Relations: Events, Ideas and the IIRA. Geneva: International Labour Organisation.
5. E. Rose, Employment Relations. London: Prentice Hall.
6. A. Wilkinson, G. Wood, R. Deeg, The Oxford Handbook of Employment Relations: Comparative Employment Systems. Oxford: Oxford University Press.

7. S. Williams and D. Adam-Smith, Contemporary Employment Relations: A Critical Introduction. Oxford: Oxford University Press

Elective C: HR ANALYTICS [4 CREDITS]

Unit I: Relevance of data analytics and data analytics thinking in HR field—Imperatives for HR Analytics—Understanding HR analytics, Types of HR Analytics- descriptive, prescriptive, diagnostic, and predictive—Advantages, capacity-building and consequences of using HR analytics.

Unit II: HR information system and data issues and concerns in HR analytics: Information sources, importance of sources of data, collating the data together, sorting of data—Data analysis software options: SPSS, Minitab, STATA, Eviews, SAS, R, JASP, Jamovi, Python, MathLab, etc (Overview of their applicability in different context).

Unit III: Analysis strategies: Important considerations—Transition from descriptive report to predictive analysis, data integrity, data types in HR analytics—Aligning HR data with different facets of organisational performance—Relating HR Analytics with different aspects of HRM and organisational strategy—HR Analytics modelling.

Unit IV: Descriptive HR analytics- foundations, uses of past HR records, data mining, clean-up, data aggregation, data visualization—Aspects like diversity analysis, biographical characteristics, performance analysis, job grade analysis etc using descriptive statistics and other relevant methods—Overview of the relevant analytical tools and techniques.

Unit V: Understanding predictive HR analytics- Foundational issues, strategic considerations and key performance indicators—Understanding and examining relationships and optimisation—Quantitative techniques like liner regression model, discrete analysis, logistic regression analysis, multinomial logistic regression analysis, Probit regression analysis, Logit analysis, Time series analysis, survival or duration analysis—Machine learning techniques and AI-driven HR Analytics (Basic overview only).

Unit VI: Recent Trends in HR Analytics- talent analytics, capacity analytics, workforce analytics, HR audit research, HR Metrics—Using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) in HR analytics research, Structural equation modeling (SEM) in HR research—Scenario Modelling—Forecasting the future of Human Capital Analytics: Imperatives and Concerns.

Suggested Readings

1. J. Fitz-Enz and J. Mattox, Predictive Analytics for Human Resources. John Wiley.
2. D. Lahey, Predicting Success: Evidence Based Strategies to Hire the Right People and Build the Best Team. Wiley.
3. M. R. Edwards and K. Edwards, Predictive HR Analytics: Mastering the HR Metric. Kogan Page.
4. J. Fitz-Enz, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom.
5. J. Philips, J and P. P. Philips, Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw Hill.

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TERM PAPER(S) & RELATED SEMINAR PRESENTATION(S) [4 CREDITS]