

**Syllabus for Integrated M. Phil-PhD Programme in Human Resource Management
For the academic year 2014-15, 2015-16**

M. Phil=40 credit

Course Work = 20 Credits

Thesis = 20 Credit

1 Course = 04 Credit

3 Contact Hours per week for each course of the study

Duration of Examination: 3Hrs

Maximum Marks for each course: 100

Course Structure

1st Semester

IMPHRM 101 Global Strategic Management	04
IMPHRM 102 Contemporary Issues in People Management	04
IMPHRM 103 Industrial Relation & Labour Laws	04
IMPHRM 104 Research Methodology and Computer Applications	04
IMPHRM 105 Applied Statistics	04

2nd Semester and 3rd Semester shall be devoted to research work as per university ordinances for Integrated M. Phil-PhD Programme

**Syllabus for Integrated M. Phil-PhD Programme in Human Resource Management
For the academic year 2014-15, 2015-16**

Course No. IMPHRM-101
Course Title: Global Strategic Management
Duration of Examination: 3Hrs

Credit: 04
Contact Hrs/Week: 3 Hrs
Maximum Marks: 100

Objective: The objective of this course is to present the students with the concepts and framework of global strategic management.

Unit-I

Global Strategic Management: An Overview, The Changing Competitive Landscape, Key Challenges Facing Managers, Defining Globalization, The Dark Side of Globalization, Globalization in a Historical Context, A Synthesis of Globalization: Implications for Management, A framework for Global Strategic Management

Unit-II

Analyzing the dynamic External Environment, Macro-environmental Analysis, Industry Analysis: Five Forces of Competition, The Role of Complementors, Analyzing an Industry's Globalization Potential Formulating Strategy and Developing a Business Model, Strategy and Business Models, Components of a Business Model, Representing Value Propositions, Understanding the Sources of Competitive Advantage, Refining the Business Model: Competitive Dynamics, Extending the structure of the Game

Unit-III

Strategic Choice and Positioning: Positing Strategic Choices in a Global Context, Importance of Strategic Positioning, Global and Multi-domestic Industries, Leveraging Competitive Advantage Through Global Marketing, Global Sourcing, Strategic Alliances, Innovation, The Emerging Context of Innovation and Creativity in a Knowledge-based, Digital Economy

Unit-IV

Implementing the Strategic Plan: Implementing Strategy Using Structures and Process, Fundamental Principles of Implementation, Implementing Strategy by Cultivating a Global Mindset, Implementing Strategy Using Financial Performance Measures
Integration: Integration and Emerging Issues in Global Strategic Management Objectives, Reviewing the Global Strategic Management (GSM) Framework, Exploring Future Trends and Directions

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies and latest researches conducted in the area.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings:

- Strategic Management Theory: An Integrated Approach, Charles Hill, Gareth Jones, Cengage Learning
- Strategic management: competitiveness and globalization : concepts & cases Michael

- Hitt, R. Duane Ireland, Robert E. Hoskisson, Cengage Learning
- Exploring Corporate Strategy: Text & Cases, Johnson, Pearson Education India
- Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant, W. Chan Kim, Renee Mauborgne, Harvard Business School Press
- The Balanced Scorecard : translating strategy into action, Robert S Kaplan, David P Norton, Harvard Business Press
- The strategy-focused organization: how balanced scorecard companies thrive in the new business environment, Robert S. Kaplan, David P. Norton, Harvard Business Press
- Readings In Strategic Management, Arthur Thompson, Jr., A. J. Strickland III, Tracy Kramer, McGraw Hill
- Strategy Safari: A Guided Tour Through The Wilds of Strategic Management, Henry Mintzberg, Bruce Ahlstrand, Joseph Lampe!, Simon and Schuster

**Syllabus for Integrated M. Phil-PhD Programme in Human Resource Management
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Course No. IMPHRM-102

Credit: 04

Course Title: Contemporary Issues in People Management

Contact Hrs/Week: 3 Hrs

Duration of Examination: 3Hrs

Maximum Marks: 100

Unit I

Human Capital Management: Human Capital Measurement and reporting

Competency-based HRM: Types of competencies, Competency frameworks, application of competency based HRM, Behavioral competency modeling, **People Resourcing:** Talent Management: Strategic role of talent management, Next generation talent management, HR Succession Planning, Managing Career Aspirations: Mentoring vis-à-vis career success, HR Scorecard,

Unit II

HR Challenges: Sustaining High Performance Employees, Performance Management System (PMS), Performance Management Models, Designing the right rewards package, Skill Based Pay, Organizational Citizenship Behavior (OCB), Conflict management, Career Transitions-Mid life career issues, Emerging concept of Double Income Groups with no Kids (DINKS), Employee Engagement: Drivers, Outcomes of engagement, Theory of engagement, Smart HR Departments, Innovation through people, Workplace Bullying, Ethical HR Practices

Unit III

HR in Multi-Cultural Environment : Cross-cultural Management, Cultural Orientations and managerial implications; The cross-cultural puzzle of global human resource management, Cultural Shocks, Cultural Intelligence, Work behaviour across cultures; Coping with cultural differences, Cross-Cultural Diversity: Importance of valuing diversity; The challenge of work-force diversity; managing diversity in organizations

Cross-cultural communication and Motivation, communication break down across cultures, Motivational difference across cultures; Cross cultural transition; Expatriate employee; careers in international management.

Unit IV

Leadership: Leadership Pipeline, Assessing leadership talent during business transformation, Developing organizational leadership capabilities, Building a high-impact leadership organization, Top Management leadership and influence on innovation, Role of leadership in managing change. Managing transitions: Stages, process, role of a leader in managing transition.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include latest researches conducted in the area beside case studies
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- Armstrong, M. Armstrong's Essential Human Resource Management: A Guide to People Management, Kogan Page, 2010

- Armstrong, M. Armstrong's Handbook of Management and Leadership 3/e Kogan Page, 2012
- Andrews, T. G. and Mead, R. Cross-Cultural Management: Critical Perspectives on Business and Management. Volume III, Routledge Tylor & Francis Group.
- Encyclopedia of Human Resource Management: Thematic Essays, Volume 3, Rothwell, W. J. Pfeiffer A Wiley Imprint
- Berger, A. Berger, D. The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People. McGraw Hill
- Charan, R., Drotter, S., Noel, J. The Leadership Pipeline: How to Build the Leadership-Powered Company 2/e, John Wiley and Sons
- French & Bell., "Organizational Development", Prentice Hall of India, New Delhi.
- Hofstede, Geert, Culture's Consequences, Strategies' Sage, 1999
- Harris, Anthony W. and Myers, Salma G., Tools of valuing diversity, Wheeler Publishing, 1998
- Myers, Salma G. Team Building for Diverse Work Groups, Wheeler Publishing, 1998
- Mead, R., International Management : Cross Cultural dimensions, Oxford : Blackwell, 1994
- Ansari, K. H. and Jackson, J. Managing Cultural Diversity at work, New Delhi: Kogan.

**Syllabus for Integrated M. Phil-PhD Programme in Human Resource Management
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Course No. IMPHRM-103

Course Title: Industrial Relation & Labour Laws

Duration of Examination: 3Hrs

Credit: 04

Contact Hrs/Week: 3 Hrs

Maximum Marks: 100

Objective

The objective of this course is to acquaint the research students with the essentials of Industrial Relations in relation to the social, economic and political trends in the society and regulatory labour environment.

Unit I: Introduction

Application of Dunlop's model of industrial relations; issues and problems of industrial relations in Indian Industry; Preventive measures: grievances procedure, code of discipline and standing orders; settlement measures: mediation, conciliation, arbitration and adjudication,

Industrial Relations in the New Economy: From disputes to relationships: Employee engagement and High Performance Work Cultures; industrial relations in the service economy; emerging issues and challenges of IR in the knowledge era; globalization and changing IR terrain.

Unit II: Trade Unions and Collective Bargaining

Trade Unions: Trade unionism in India; trade union legislation; relevance of trade unions in the 21st century. Employee relations: Employment Relationship Philosophies, Collective Bargaining: tactics and strategies; process and collective bargaining model; collective bargaining in India, its effectiveness and relevance.

Unit III: Worker's Participation in Management

Forms, and levels and models of participation; WPM in India; various schemes in participation - works committees, joint management councils and work-director; Schemes introduced during emergency (1975); shop council; working and effectiveness of the schemes in India; payment of bonus, profit sharing and ESOPs;

Unit 4: Labour Legislations

Constitution of India vis-a-vis Labour Legislations, Fundamental Rights and Labour Laws (Articles of Constitution having direct relationship with labour laws), Right to Constitutional Remedies (Article 32); Directive Principles of State Policy

Some Specific Provisions under Various Laws: Industrial Disputes Act, 1947; Instruments of Economic Coercion, A comparison between Industrial Disputes Act, 1947 and essential services maintenance Act, 1982; provisions relating to health, safety, working conditions and welfare under Factories Act, 1948.

Suggested Readings

- R.C. Saxena, Labour Problems and Social Welfare.
- B.P. Tyagi, Labour Economics and Social Welfare.
- Promod Verma, Management of Industrial Relations.
- A.M Sharma, Industrial Relations, Concept and Legal Framework.
- Verma and others, Trade Union in India.
- Arun Monappa, Industrial Relations.
- B.K. Tondon, Collective Bargaining and the Indian Scene.
- M.L. Monga, Industrial Relations and Labour Laws in India.
- Srivastava, S. C. Industrial Relations and Labour Laws, 6th /e, Vikas Publishing House Pvt. Ltd.
- Goswami, V. G., Labour and Industrial Relations Law, Central Law Agency, Allahabad
- Misra, S. N. Labour and Industrial Laws, Central Law Publication,
- Agarwal, S. L. Labour Relations Law in India, Mc Millan Company of India Ltd., New Delhi

**Syllabus for Integrated M. Phil-PhD Programme in Human Resource Management
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Course No. IMPHRM-104

Credit: 04

Course Title: Research Methodology and Computer Applications Contact Hrs/Week: 3 Hrs

Duration of Examination: 3Hrs

Maximum Marks: 100

Objective

The Course has been designed to enhance the methodological understanding of research scholars and equip them on designing a sound research design for carrying out quality research.

Unit-I

Research: Definition and objectives, Types, Steps in Research Process, Errors in Research, Significance of HR Research, Concept-mapping for HR Research, Model Building in HR Research,

Unit-II Literature Survey

Literature review and Identification of Issues; Exploring the Electronic Databases: Locating and Evaluating Research Data; Collection and Compilation of Literature; Referencing: Styles, Using & Citing Sources; Research Gap; Objectives and Hypotheses formulation

Unit III Research Design

Research Design: Types: Exploratory, Conclusive: Causal and Descriptive: Longitudinal and Cross-Sectional, **Scaling Techniques:** Non-metric and Metric Measurement Scales, **Measurement:** Validity: Content Validity, Face Validity and Construct Validity; Reliability: Types, Factor Analysis: Exploratory and Confirmatory Factor Analysis

Questionnaire: Stages of Questionnaire Development, **Methods of Data Collection:** Primary and Secondary Data, Data collection through Questionnaire and Schedules

Unit-IV Computer Applications

Word processing; Formatting and Page Layout; Preparation and Use of Spread Sheet; Power point presentation, Computer Security,

Scholarly Writing and Report Preparation: Academic Writing, Structure and Contents of a Research Paper and Dissertation, Mechanics of Writing a Research Report; Ethics in Academic Writing and Plagiarism

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include practical implementation of different techniques

Reference Books and Suggested Readings

- Levin, R.I. and Rubin, D.S., Statistics for Management, ed.vii, 1998, Pearson.
- Naresh Malhotra, Marketing Research: An Applied Orientation, ed. vi, 2010, Pearson.
- Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, 2006, Tata McGraw-Hill Co. Ltd.
- Zikmund, W. G. Business Research Methods, 7/e, 2012, Cengage Learning
- Field, A. Discovering Statistics Using SPSS, Third Edition, Sage Publication
- Electronic Resources: Databases, E-libraries, Online Journals etc.

**Syllabus for Integrated M. Phil-PhD Programme in Human Resource Management
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Course No. IMPHRM-105
Course Title: Applied Statistics
Duration of Examination: 3Hrs

Credit: 04
Contact Hrs/Week: 3 Hrs
Maximum Marks: 100

Objective

The Course has been designed to enhance the statistical understanding of research scholars and equip them on application of statistical tools/software used in data analysis for carrying out quality research.

Unit-I:

Descriptive and Inferential Statistics; Frequency Distributions; Graphical Representation of Data; Measures of Central Tendency and Dispersion; Probability Distribution: Binomial, Poisson and Normal Distributions, Classification of Data; Assumptions of Parametric Tests; Test of Normality of Data; Test of Homogeneity of Variance.

Unit-2:

Sampling: Sample Unit, Sampling Techniques: Probability and Non-probability, Sample Size, Procedure to Select a Sample, Sampling and Non-Sampling Error, **Hypothesis Testing:** Sources of Hypothesis, Characteristics of Hypothesis, Hypothesis Testing Procedure, Types of Decision Errors, Level of Significance, Statistical versus Practical Significance, Relation between Theory and Hypothesis

Unit-3:

Testing differences between group means: Analysis of variance and Covariance, Testing association, Discriminating between groups: Discriminant Analysis, Correlation and its applications, Regression: Linear Regression Model and Estimation using the method of Ordinary Least Squares (OLS), Properties of Estimators, Multiple Linear Regression Model Fundamentals of Time Series Analysis and Spectral Analysis, Error Analysis, Applications of Spectral Analysis.

Unit-IV Soft Computing

Use of statistical software SPSS, AMOS in Data feeding, Data Analysis, Data Interpretation, Reporting

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include practical application and implementation of different techniques

Reference Books and Suggested Readings

- Levin, R.I. and Rubin, D.S., Statistics for Management, ed.vii, 1998, Pearson.
- Cramer, D. Advanced Quantitative Data Analysis, ed IV, 2012, Open University Press McGraw-Hill Education
- Field, A. Discovering Statistics Using SPSS, Third Edition, Sage Publication

- Electronic Resources: Databases, E-libraries, Online Journals etc.
- Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, 2006, Tata McGraw-Hill Co. Ltd.
- Zikmund, W. G. Business Research Methods, 7/e, 2012, Cengage Learning