



जम्मू केंद्रीय विश्वविद्यालय

Central University of Jammu

राया-सूचानी (बागला), जिला सांबा-181143 जम्मू (जम्मू एवं कश्मीर)

Rahya- Suchani (Bagla), District Samba-181143, Jammu (J &K)

Ph.No. 01923-2649658 and website: www.cujammu.ac.in

No. 4-5/CUJ/Reg/HRM/2020/106

05th March, 2020

NOTIFICATION No. 15 /2020

Sub: Course Scheme and Syllabus Notification of Ph.D. in Human Resource Management, Dept. of HRM & OB w.e.f. Academic Session 2019 - 20 – Reg.

It is hereby notified for the information of all concerned that on the recommendations of the Board of Studies, Department of HRM & OB and Dean, School of Business Studies, the Academic Council, has approved the **Course Scheme** and **Syllabus** of Ph.D. in Human Resource Management, Dept. of HRM & OB w.e.f. Academic Session 2019 – 20.

The approved Course Scheme and syllabus is as under:

Semester - I

| Course Code | Course Title | Credit | CIA | MSE | ESE | Max. Marks |
|---|--|-----------|----------|----------|----------|------------|
| Core Courses | | | | | | |
| PHHRM1C001T | Research Methodology and Computer Applications | 4 | - | - | - | 100 |
| PHHRM1C002T | Industrial Relation & Labour Laws | 4 | - | - | - | 100 |
| PHHRM1C003T | Contemporary Issues in People Management | 4 | - | - | - | 100 |
| Elective Courses (Area of Research Interest) Any One | | | | | | |
| PHHRM1E001T | Decision Making | 4 | - | - | - | 100 |
| PHHRM1E002T | Diversity Management | | | | | |
| PHHRM1E003T | HR in Composite Cultural Environment | | | | | |
| PHHRM1E004T | Cross Cultural Management | | | | | |
| PHHRM1E005T | Strategic Human Resource Management | | | | | |
| PHHRM1E006T | HR Analytics | | | | | |
| PHHRM1E007T | Sustainable Development and HRM | | | | | |
| PHHRM1E008T | Seminar on Thrust Area | | | | | |
| Total | | 16 | - | - | - | 400 |

[Signature]
Deputy Registrar

(Admin – HR)

Encl: Syllabus of Ph.D. in Human Resource Management

To:
Head, Department of HRM & OB

Copy to:
Controller of Examinations

**Syllabus for PhD Programme in Human Resource Management
For the academic year 2019-20**

Course Code: PHHRM1C001T

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 PhD Programme in Human Resource Management
For the academic year 2019-20**

Course Code: PHHRM1C002T

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, Competencies for Sustainable Industrial Relations, Employer and Employee Response to New Age Industrial Relations, Leveraging IR for Workplace Harmony & Growth

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 IV: 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, Unorganised Social Security Act, 2008, Sexual Harassment of Women at workplace Act, 2013

Note:

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

Reference Books and 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 PhD Programme in Human Resource Management
For the academic year 2019-20**

Course Code: PHHRM1C003T

Course Title: Contemporary Issues in People Management

Duration of Examination: 3Hrs

Credit: 04

Contact Hrs/Week: 3 Hrs

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, 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 Culture and Gender Issues, People Practices and Culture of Inclusivity and Growth

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: 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, People, Technology, Leadership and Future of Work, Leadership Pipeline, & Succession Planning, Leadership: Agility, Precision & Performance, New Models for Rewards, Liquid Workforce-Myth or Reality

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include latest researches conducted in the area beside case studies
- ❖ Teaching-Learning Process will involve 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 thrust area course for PhD Programme in Human Resource Management
For the academic year 2019-20**

Course Code: PHHRM1E001T
Course Title: Decision Making
Duration of Examination: 3Hrs

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

Course Objective: The main objective of this course is to develop deep understanding of the processes involved in judgment and decision making. The idea is to further inculcate the acumen of research pertaining to the decision making among the scholars.

Unit I: Summary of the inductive judgment research before Tversky and Kahneman: Formal models of decision making. The Bounded Rationality approach: a first answer to the limitations of the decision making models

(Refer to readings page for unit I)

Unit II: The research program on Heuristics and biases initiated by Tversky and Kahneman: a new approach to judgment under uncertainty. Judgmental Heuristics: structure and function; recent developments of the Heuristics and biases research program

(Refer to readings page for unit II)

Unit III: Human statistical intuition versus heuristic judgment: Conditions of incidence of one and the other. On The illusion of some heuristics; Simple and smart heuristic; Individual differences in judgment under uncertainty

(Refer to readings page for unit III)

Unit IV: Computational models: for an integrated explanation of heuristic judgment. Dual process approaches of judgment under uncertainty: integrating heuristics with rule-based judgment under uncertainty.

(Refer to readings page for unit IV)

Unit V: Implications and applications of judgment and decision making research.

(Refer to readings page for unit V)

UNIT WISE READINGS

| | |
|-----------------|--|
| Unit I | <ol style="list-style-type: none"> 1) Peterson, C. R., & Beach, L. R. (1967). Man as an intuitive statistician. <i>Psychological Bulletin</i>, 68, 29-46. 2) Edwards, W. (1982). Conservatism in human information processing. In D. Kahneman, P. Slovic, & A. Tversky (Eds.), <i>Judgment under uncertainty: Heuristics and biases</i> (p. 359-369). Cambridge: Cambridge University Press. (Excerpts from a chapter in B. Kleinmuntz (Ed.), <i>Formal representation of human judgment</i> (p. 17-52), 1968. New York: Wiley.) |
| Unit II | <ol style="list-style-type: none"> 1) Tversky, A., & Kahneman, D. (1974). Judgment under uncertainty: Heuristics and biases. <i>Science</i>, 185, 1124-1131 2) Kahneman, D., & Tversky, A. (1973). On the psychology of prediction. <i>Psychological Review</i>, 80, 237-251. |
| Unit III | <ol style="list-style-type: none"> 1) Nisbett, R. E., Krantz, D. H. Jepson, S. D., & Kunda, Z. (1983) The use of statistical heuristics in everyday reasoning. <i>Psychological Review</i>, 90, 339-363. 2) Ferreira, M. B., & Garcia-Marques, L. (2003). O papel do reconhecimento do acaso no raciocínio indutivo. The role of perception of randomness on inductive reasoning. <i>Análise Psicológica</i>, 3, 353-374. |
| Unit IV | <ol style="list-style-type: none"> 1) Dougherty, M. R. P., Gettys, C. F., & Ogden, E. E. (1999). MINERVA-DM: A memory processes model for judgments of likelihood. <i>Psychological Review</i>, 106, 180-209 2) Ferreira, M. B., Garcia-Marques, L., Sherman, S. J., & Sherman, J. (2006). A dual-process approach to judgment under uncertainty. <i>Journal of Personality and Social Psychology</i>, 91, 797-813. |
| Unit V | <ol style="list-style-type: none"> 1) Pidgeon, N.F. and Gregory, R. (2004) Judgment, decision making and public policy. In D. Koehler and N. Harvey (eds.) <i>Blackwell Handbook of Judgment and Decision Making</i> (pp. 604-623). Oxford, UK: Blackwell Publishing. 2) Ariely, D., Norton. M. I. (2011). From thinking too little to thinking too much: a continuum of decision making. <i>Interdisciplinary Reviews: Cognitive Science</i>, 2, 39-4 |

**Syllabus for thrust area course for PhD Programme in Human Resource Management
For the academic year 2019-20**

Course Code: PHHRM1E002T

Course Title: Diversity Management

Duration of Examination: 3Hrs

Contact Hrs/Week: 3 Hrs

Credit: 04

Maximum Marks: 100

Course Objective: To acquaint the scholar with global aspect of human asset management, various challenges and opportunities in cross cultural organization.

Unit I

Introduction to cross cultural management dimensions of culture, communication across culture, challenges of cross cultural Management, Globalization

Unit II

Negotiation across cultures, Negotiation framework, Negotiation styles in different countries, Negotiation process, Interpretation, Translation and Mediation

Unit III

Culture Influence on Motivation, Content theories of motivation and process theories of motivation .Cultivating a Global mindset, developing cross cultural skills

Unit IV

Leadership and global relevance. Leadership theories in other cultures .Leadership style in Europe, South East Asia and in middle east .HRM in globalizing world.

Unit V

Expatriate Management issues, Selection of expatriate, cross cultural training, ethics framework, ethical binding for global managers

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading

- Mead R, "International Management cross cultural dimensions"
- Cross cultural Marketing, Robert Rugimbana&Sonny Nwankwo , Thomas Asia Pte. Ltd Singapore
- Alder N J, International Dimensions of Organizational Behavior , Kent Publishing

**Syllabus for thrust area course for PhD Programme in Human Resource Management
For the academic year 2019-20**

Course Code: PHHRM1E003T

Contact Hrs/Week: 3 Hrs

Course Title: HR in Composite Cultural Environment

Credit: 04

Duration of Examination: 3Hrs

Maximum Marks: 100

Objective

To expose the scholar to the international dimension of people's behaviour in organizations and to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.

Unit I

Cross-cultural Management: The meaning and concept; cultural orientations; cross-cultural differences and managerial implications; The cross-cultural theories .Culture and Global strategy formulation.

Unit II

Work behaviour across cultures; National cultures; National culture and organizational culture; Hofstede's cultural / value dimensions; coping with cultural differences; Understanding socialization; Implications of organizational cultures for international management.

Unit III

Cultural Diversity: Meaning and nature; the importance of valuing diversity; The challenge of work-force diversity; Managing work-force diversity as competitive advantage; the impact of diversity on groups / teams; Types of diversity in groups; A model for a high performance diverse teams; managing diversity in organizations : success model, strategies and guidelines; Developing a multi-cultural organization.

Unit IV

Managing people in the international context: India, China; Cross – cultural communication: communication misperception, communication misevaluation, communication misinterpretation, communication break down across cultures. Cross cultural partnership. European, Japanese and US leadership approaches; Leadership approaches in developing countries; Factors contributing to effective leadership across cultures.

Unit V

Cross cultural motivation: Are motivation theories universally applicable across cultures? Motivational difference across cultures; Negotiating internationally; Cross-cultural perspective. Negotiation process, qualities of a good negotiator. Cross cultural transition; Expatriate employee; cross-culture entry, home country re-entry; careers in international management.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practioner's view will be incorporated.

Reference Books and Suggested Readings:

- ❖ Alder, Nancy J 'International Dimensions of Organizational Behaviour, PNS – Kent 1991
- ❖ Peter, J. Bowling, Denjee H. Hule and Nandall S. Shuler, International Human Resource Management – Managing People in Multinational context, South College Publication, 1999
- ❖ Hofstede, Geert, Culture's Consequences, Strategies' Sage, 1999
- ❖ PucikVladinia, Noel M. Tichy and Carole K. Barnett (eds.) – Globalising Management, John Wiley, 1992
- ❖ Hodgeits, Richard M. and Fred Luthans, International Management, McGraw Hill, 1994
- ❖ Luthans, Fred, Organizational Behaviour, McGraw Hill, 1995
- ❖ 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
- ❖ Kluchkhohn and Strodtbek, Variations in value orientation, New York: Row Peterson, 1961
- ❖ 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 thrust area course for PhD Programme in Human Resource Management
For the academic year 2019-20**

Course Code: PHHRM1E005T
Course Title: Strategic Human Resource Management
Duration of Examination: 3Hrs

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

Objective

To acquaint the scholars with the basic understanding about concepts, HR strategic processes in an organization, frameworks and strategic issues in People Management

UNIT I

Strategic Intent and Vision, Mission and Objectives, Nature and Scope of Strategic Management, Process of Strategic Planning and Implementation, Strategic Human Resource Management: Concept, Need, Process, Aims, Approaches, The 5P Model of SHRM, Criteria for Sustainable Competitive Advantage and Limitations of SHRM.

UNIT II

Global Human Resource Environment, Strategy Formulation: Corporate Level Strategy, Business Level Strategy, Functional Level Strategy, Characteristics of HR Strategy, Process of Strategic Formulation, Formulation of HR strategy.

Strategy Implementation: Aspects and Issues in Strategy Implementation, Roles in Strategic HRM- Role of Top Management, Role of HR Director, HR Specialist and Role of Front-line management.

UNIT III

HR strategies: Functional HR strategies- Resourcing Strategy, Learning and Development Strategy, Reward Strategy, Employee Relations Strategy and Performance Management Strategy, Building Competitive Advantage through HR Strategy.

Organization HR Strategies- Strategies for Organizational Development, Cultural Management Strategies, Change Management Strategies, HR Strategies in Globalization, HR Process Restructuring: Virtual Organizations

UNIT IV

Sustainable Development: Goals, Vision for future Sustainable Development and HR, Green HRM

Note:

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

Reference Books and Suggested Readings:

- ❖ Michael Armstrong, "Strategic Human Resource Management", Kogan Page India Pvt. Ltd.
- ❖ Charles R. Greer., "Strategic Human Resource Management", Pearson Education Asia, Delhi, 2001
- ❖ Azhar Kazmi, Business Policy; Tata Mc Graw Hill Publishing Co. Ltd. New Delhi
- ❖ P.K. Ghosh: Strategic Planning and Management- Sultan Chand & Sons; New Delhi

- ❖ Goswami and Sitlani, Strategic Human Resource Management, RBD Publication, Jaipur
- ❖ Thompson & Strickland: Strategic Management- Concepts and Cases; Tata Mc Graw Hill Publishing Co. Ltd. New Delhi; 12th Ed. 2001
- ❖ Ramaswamy and Namakumari: Strategic Planning- Formulation of Corporate strategy: Mc Milaan India Ltd. New delhi

**Syllabus for thrust area course for PhD Programme in Human Resource Management
For the academic year 2019-20**

Course Code: PHHRM1E004T
Course Title: Cross Cultural Management
Duration of Examination: 3Hrs

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

Objective

To expose the scholar to the international dimension of people's behaviour in organizations and to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.

Unit I

Cross-cultural Management: The meaning and concept; cultural orientations; cross-cultural differences and managerial implications; The cross-cultural theories .Culture and Global strategy formulation.

Unit II

Work behaviour across cultures; National cultures; National culture and organizational culture; Hofstede's cultural / value dimensions; coping with cultural differences; Understanding socialization; Implications of organizational cultures for international management.

Unit III

Cultural Diversity: Meaning and nature; the importance of valuing diversity; The challenge of work-force diversity; Managing work-force diversity as competitive advantage; the impact of diversity on groups / teams; Types of diversity in groups; A model for a high performance diverse teams; managing diversity in organizations : success model, strategies and guidelines; Developing a multi-cultural organization.

Unit IV

Managing people in the international context: India, China; Cross – cultural communication: communication misperception, communication misevaluation, communication misinterpretation, communication break down across cultures. Cross cultural partnership. European, Japanese and US leadership approaches; Leadership approaches in developing countries; Factors contributing to effective leadership across cultures.

Cross cultural motivation: Are motivation theories universally applicable across cultures? Motivational difference across cultures; Negotiating internationally; Cross-cultural perspective. Negotiation process, qualities of a good negotiator. Cross cultural transition; Expatriate employee; cross-culture entry, home country re-entry; careers in international management.

Note:

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

Reference Books and Suggested Readings:

- ❖ Alder, Nancy J 'International Dimensions of Organizational Behaviour, PNS – Kent 1991

- ❖ Peter, J. Bowling, Denjee H. Hule and Nandall S. Shuler, International Human Resource Management – Managing People in Multinational context, South College Publication, 1999
- ❖ Hofstede, Geert, Culture's Consequences, Strategies' Sage, 1999
- ❖ PucikVladinia, Noel M. Tichy and Carole K. Barnett (eds.) – Globalising Management, John Wiley, 1992
- ❖ Hodgeits, Richard M. and Fred Luthans, International Management, McGraw Hill, 1994
- ❖ Luthans, Fred, Organizational Behaviour, McGraw Hill, 1995
- ❖ 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
- ❖ Kluchholn and Strodtbek, Variations in value orientation, New York: Row Peterson, 1961
- ❖ 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 PhD Programme in Human Resource Management
For the academic year 2019-20**

Course Code: PHHRM1E008T
Course Title: Seminar on Thrust Area
Duration of Examination: 3Hrs

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

Content:

| | |
|--------------------------|--|
| Course Objective: | The scholar shall work on his /her thrust area in consultation with his/ her supervisor based on area of research interest for understanding the research gap. |
| Course Content: | At the end of course work, scholar will have to make a presentation on his/her thrust area in consultation with his supervisor. The guidelines and detailed instructions to complete this course will be given by the Supervisor allocated by the Head of Department. The performance of the students shall be evaluated on the basis of the feedback given by the supervising faculty member, report(s) submitted, presentation made by scholar on the study area, attendance etc before Departmental Research Committee (DRC). |
| Evaluation: | This report to be evaluated by DRC as per the distribution of marks given below. Distribution of Marks: Thrust Area Presentation: 50 Thrust Area Report Evaluation: 50 Total: 100 |

**Syllabus for thrust area course for PhD Programme in Human Resource Management
For the academic year 2019-20**

Course No.

Course Title: HR Analytics

Duration of Examination: 3Hrs

Contact Hrs/Week: 3 Hrs

Credit: 04

Maximum Marks: 100

Objective

The objective of this course is to acquaint the students with the concepts, tools, methods, approaches and techniques of HR analytics and its application in various HR sub-systems

Unit-I HR Measurement

Need for HR Measurement, Significance and concept of HR Analytics, HR Analytics and business linkages, Prerequisites of HR Analytics; Models and frameworks of HR Analytics; Measuring intellectual capital, need and rationale for HR Accounting & Audit, Approaches and methods of HR Accounting & Audit.

Unit-II HRIS for HR Analytics

Human Resource Information System; Role of HRIS in analytics; HRIS development and Implementation, The development process- need analysis, systems design, structure and culture; HRIS Applications- Making HRIS work.

Unit-III Analytics for HR systems & sub-systems

HR Analytics for Staffing, Training & Development, Performance Management Systems, Career Planning Systems, Rewards and Compensation Management, Employee Relations Systems. HR performance frameworks and measurement systems; Measuring HR Climate and People Management Capabilities; Competency Management Frameworks & Competency Mapping, Integration of competency-based HR System. Measuring HR Effectiveness, The HR Scorecard

Unit IV Trends and Future Challenges

Technology and changes in HR Analytics, Role of Social Media, Big Data and Predictive Analytics in HR, Assessing the effectiveness of HR Analytics, Post analysis steps, Review and monitoring, Issues in HR valuation and measurement; Emerging challenges: Global and Indian Experience.

Note:

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

Reference Books and Suggested Readings:

- ❖ Ulrich, D. & Brockbank, W. (2010). *The HR Value Proposition*. Harvard Business School Press.
- ❖ Fitz-enz, J. (2013). *How to measure HRM*. McGraw-Hill.
- ❖ Fitz-enz, J., & Mattox, J. (2014). *Predictive Analytics for Human Resources*. Wiley.
- ❖ Phillips, J., & Phillips, P.P. (2014). *Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes*. McGraw-Hill
- ❖ Director, S. (2014). *Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy*. Pearson FT Press
- ❖ Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). *The HR scorecard: Linking people, strategy, and performance*. Harvard Business Press

Nalini

Suresh

[Signature]

**Syllabus for thrust area course for PhD Programme in Human Resource Management
For the academic year 2019-20**

Course No.
Course Title: Sustainable Development and HRM
Duration of Examination: 3Hrs

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

Objective

The objective of this course is to provide an in-depth understanding of conceptual framework and evaluations of the research studies conducted in the area of sustainable development vis-a-vis HRM and facilitate the learner in literature synthesis on the subject

Unit 1

Indian and Global scenario of environmental degradation and resource depletion
Sustainable Development (SD): Concept, Policies, Practices, Social & Economic Dimensions, Indicators of sustainability, Triple bottom line sustainability, Resource based view of sustainability, Modals of sustainable Development-Three Spheres Model of sustainability and Four spheres Model of sustainability, ROC model.

Unit II

Integrating sustainability with HRM: Sustainable HRM, Roadmap for sustainable HRM, Organizational readiness for sustainability, GRI framework and HRM related indicators, Sustainability reporting by Business Organisations
Green initiatives and HR Practices: Green analysis and job description, Green recruitment, Green selection, Green training, Green performance assessment, Green rewards. Influence of green HRM practices and Organisational sustainability

Unit III

Meta-Analysis of Literature review on Sustainability and Green HRM

Unit IV

Seminar on Sustainability and Green HRM

Note:

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

Reference Books and Suggested Readings

- ❖ Douglas W.S. Renwick's Contemporary Developments in green Human resources management Research: Towards sustainability in Action?
- ❖ Armstrong, M. Armstrong's Essential Human Resource Management: A Guide to People Management, Kogan Page, 2010
- ❖ Berger, A. Berger, D. The Talent Management Handbook: Creating a Sustainable
- ❖ Competitive Advantage by Selecting, Developing, and Promoting the Best People. McGraw Hill





- ❖ Benard Langat's Green Human resource management and Environment sustainability. Scholar's Press
- ❖ Ina Ehnert's Sustainable Human Resource Management: A Conceptual and Exploratory Analysis from a Paradox Perspective
- ❖ Sugumar Mariappanadar's Sustainable HRM: Strategies, practices and challenges

~~Sugumar~~ ~~Mariappanadar~~