



Ph.D. Course Work Common Syllabus

Paper Name: Research Methodology	Paper Code: PHD-101/RM	Credits: 4 (4-0-0)
Evaluation (Maximum Marks = 100)	Internal = 30	External = 70
Course Objectives <ol style="list-style-type: none"> 1. To introduce the fundamental concepts, methods, and ethics of scientific research. 2. To develop skills in research design, data collection, analysis, and interpretation. 3. To enable students to formulate research problems and communicate findings effectively. 		

Unit	Contents	Lectures
I	Foundations of Research: Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method – Understanding the language of research – Concept, Construct, Definition, Variable. Research Process. Problem Identification & Formulation – Research Question – Investigation Question – Measurement Issues – Hypothesis – Qualities of a good Hypothesis – Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Logic & Importance.	10
II	Research Design: Concept and Importance in Research – Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design: Concept of Independent & Dependent variables. Qualitative and Quantitative Research: Qualitative research – Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches.	10
III	Sampling: Concepts of Statistical approach, Sample, Sampling Frame, Sampling Error, Sample Size. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Determining size of the sample – Practical considerations in sampling and sample size. Data Analysis: Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association.	15
IV	Measurement: Concept of measurement– what is measured? Problems in measurement in research – Validity and Reliability. Techniques of Scientific Measurement. Interpretation of Data and Paper Writing – Layout of a Research Paper, Journals in Computer Science, Impact factor of Journals, When and where to publish? Ethical issues related to publishing, Plagiarism and Self-Plagiarism. Use of Encyclopedias, The art of Scientific Communication.	12

V	Use of tools/techniques for Research: methods to search required information effectively, Reference Management Software like Endnote/Zotero/Mendeley, Software for paper formatting like LaTeX/MS Office, Software for detection of Plagiarism. Presentation in Seminars and Conferences, Sponsored Research-basics, Major funding bodies for research, National- DST, UGC, CSIR, ICMR, DBT, SERB, ISRO, and DRDO, International- NSF, NIH, Horizon Europe and UNESCO.	13
	Total	60

Suggested Readings

1. Kothari, C. R., and Gaurav Garg. Research Methodology: Methods and Techniques. 4th ed., New Age International Publishers, 2019.
2. Creswell, John W., and J. David Creswell. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. 5th ed., SAGE Publications, 2018. <https://us.sagepub.com/en-us/nam/research-design/book255675>
3. Saunders, Mark, Philip Lewis, and Adrian Thornhill. Research Methods for Business Students. 8th ed., Pearson Education, 2019.
4. Bryman, Alan. Social Research Methods. 5th ed., Oxford University Press, 2016. <https://global.oup.com/ukhe/product/social-research-methods-9780199689453>
5. Flick, Uwe. An Introduction to Qualitative Research. 6th ed., SAGE Publications, 2018.
6. Walliman, Nicholas. Research Methods: The Basics. 2nd ed., Routledge, 2017. <https://www.routledge.com/Research-Methods-The-Basics/Walliman/p/book/9781138693981>
7. Kumar, Ranjit. Research Methodology: A Step-by-Step Guide for Beginners. 5th ed., SAGE Publications, 2022.
8. Neuman, W. Lawrence. Social Research Methods: Qualitative and Quantitative Approaches. 8th ed., Pearson, 2014.
9. Research Methods in Psychology. <https://www.saylor.org/courses/psych301/>
10. https://onlinecourses.nptel.ac.in/noc23_ge36/preview
11. https://onlinecourses.nptel.ac.in/noc22_ge08/preview



Ph.D. Course Work Common Syllabus

Paper Name: Research and Publication Ethics	Paper Code: PHD-102/RPE	Credits: 2 (2-0-0)
Evaluation (Maximum Marks = 100)	Active participation, group discussion and quizzes (25%); Practical: 40%; and End Semester written examination: 35 %	

Introduction:

This course is designed to create awareness among doctoral students about research and publication ethics and different types of unethical practices and misconduct in publications. This course has total 6 units focusing on basics of philosophy of science and ethics, research integrity, publication ethics. Hands-on-sessions are designed to identify research misconduct and predatory publications. Indexing and citation databases, Open Access publications, research metrics (citations, h-index, Impact Factor, etc.) and Plagiarism tools will be introduced in this course.

Course Structure

The course comprises of six modules listed in table below. Each module has 4-5 units.

Modules	Unit title	Teaching hours
Theory		
RPE 01	Philosophy and Ethics	4
RPE 02	Scientific Conduct	4
RPE 03	Publication Ethics	7
Practice		
RPE 04	Open Access Publishing	4
RPE05	Publications Misconduct	4
RPE 06	Databases and Research Metrics	7
	Total	30

THEORY

RPE 01: PHILOSOPHY AND ETHICS (3 hrs.)

1. Introduction to philosophy: definition, nature and scope, concept, branches
2. Ethics: definition, moral philosophy, nature of moral judgements and reactions

RPE 02: SCIENTIFIC CONDUCT (5hrs.)

1. Ethics with respect to science and research.
2. Intellectual honesty and research integrity.
3. Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP)
4. Redundant publications: duplicate and overlapping publications, salami slicing
5. Selective reporting and misrepresentations of data.

RPE 03: PUBLICATION ETHICS (7 hrs.)

1. Publication ethics: definition, introduction and importance
2. Best practices/standards setting initiatives and guidelines: CARE, COPE, WAME, etc.
3. Conflicts of interest
4. Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types
5. Violation of publication ethics, authorship and contributorship
6. Identification of publication misconduct, complaints and appeals
7. Predatory publishers and journals

PRACTICE

RPE 04: OPEN ACCESS PUBLISHING (4 hrs.)

1. Open Access Publications and Initiatives
2. SHERPA/RoMEO online resource to check publisher copyright & self- archiving policies
3. Software Tools to Identify Predatory Publications
4. Journal Finder/Journal Suggestion Tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggester, etc.

RPE 05: PUBLICATION MISCONDUCT (4 hrs.)

A. Group Discussions (2 hrs.)

1. Subject specific ethical issues, falsification, fabrication, and plagiarism (FFP), authorship
2. Conflicts of interest
3. Complaints and appeals: examples and fraud from India and abroad

B. Software tools (2hrs.)

- Use of plagiarism software, like, Turnitin, Urkund and open-source software tools.

RPE 06: DATABASES AND RESEARCH METRICS (7 hrs.)

A. Databases (4 hrs.)

1. Indexing Databases
2. Citation Databases: Web of Science, Scopus, etc.

B. Research Metrics (3hrs.)

- 1 Impact Factor of journal as per Journal Citation Report, SNIP, SJR, IPR, Cite Score
- 2 Metrics: h-index, g-index, i10 index, altmetrics

Essential Readings

- Suber, P. (2012). [*Open Access*](#). Cambridge, MA, USA: MIT Press.
- Resnik, D.B. (2011). [*What Is Ethics in Research & Why Is it Important*](#). National Institute of Environmental Health Sciences, I-10.
- National Academy of Sciences, National academy of Engineering and Institute of Medicine (2009). [*On Being a Scientist: A Guide of Responsible Conduct in Research*](#): Third Edition, National Academies Press.
- Madalli, D.P. (2015). [*Concepts of Openness and Open Access*](#). UNESCO Curriculum for Researchers, Module 2. Paris: UNESCO.
- MacIntyre, Alasdair (1967). *A Short History of Ethics*. London.
- Kanjilal, U. & Das, A.K. (2015). [*Introduction to Open Access*](#). UNESCO Curriculum for Library Schools, Module 1. Paris: UNESCO.
- INSA (2019). [*Ethics in Science Education, Research and Governance*](#), Edited by K. Muralidhar, A. Ghosh, & A.K. Singhvi. New Delhi: Indian National Science Academy. ISBN: 9788193948217.
- Das, A.K. (2015). [*Research Evaluation Metrics*](#). UNESCO Curriculum for Researchers, Module 4. Paris: UNESCO.

- Das, A.K. & Mishra, S. (2014). [Genesis of Altmetrics or Article-level Metrics for Measuring Efficacy of Scholarly Communications: Current Perspectives](#). *Journal of Scientometric Research*, 3(2): 82-92.
- Chaudhari, N. & Baliga, V. (2015). [Intellectual Property Rights](#). UNESCO Curriculum for Researchers, Module 3. Paris: UNESCO.
- Chaddah, P. (2018). [Ethics in Competitive Research: Do Not Get Scooped; To Not Plagiarized](#). ISBN: 9789387480865
- Bird, A. (2006). [Philosophy of Science](#). Routledge.

Supplementary Readings

- ICMR (2017). [National Ethical Guidelines for Biomedical and Health Research Involving Human Participants](#). New Delhi: Indian Council of Medical Research.
- Indian Sociological Society (2020). [ISS Code of Ethics](#). New Delhi: Indian Sociological Society.
- PSA (2019). [Draft National Policy on Academic Ethics](#). New Delhi: Principal Scientific Adviser (PSA) to the Government of India.
- The InterAcademy Partnership (2022). [Report: Combatting Predatory Academic Journals and Conferences](#). Trieste: The InterAcademy Partnership.
- UGC (2019). [Consortium for Academic Research and Ethics \(CARE\)](#). New Delhi: University Grants Commission.
- UGC (2020). [Good Academic Research Practices](#). New Delhi: University Grants Commission.
- UNESCO (2021). [UNESCO Recommendation on Open Science](#). Paris: UNESCO.
- Das, A.K. (2008). [Open Access to Knowledge and Information: Scholarly Literature and Digital Library Initiatives - the South Asian Scenario](#). New Delhi: UNESCO, ISBN 9788189218218.
- Das, A.K. (2015). [Scholarly Communications](#). UNESCO Curriculum for Researchers, Module 1. Paris: UNESCO.
- Das, A.K. (2019). [Research Integrity in the Context of Responsible Research and Innovation Framework](#). *DESIDOC Journal of Library & Information Technology*, 39(2): 82-86.
- Das, A.K. (2020). [UNESCO Recommendation on Open Science: An Upcoming Milestone in Global Science](#). *Science Diplomacy Review*, 2(3): 39- 43.
- Mishra, S. & Das, A.K. (2015). [Sharing your Work in Open Access](#). UNESCO Curriculum for Researchers, Module 5. Paris: UNESCO.

- Nisha, F., Das, A.K. & Tripathi, M. (2020). [Stemming the Rising Tide of Predatory Journals and Conferences: A Selective Review of Literature](#). *Annals of Library and Information Studies*, 67(3): 173-182.
- Smith, I. (2015). [Open Access Infrastructure](#). UNESCO Curriculum for Library Schools, Module 2. Paris: UNESCO.
- Bealt, J. (2012). [Predatory Publishers Are Corrupting Open Access](#). *Nature*, 489(7415),179-179.



Ph.D. Course Work Common Syllabus

Paper Name: Computer Application	Paper Code: PHD-103/CA	Credits: 4 (4-0-0)
Evaluation (Maximum Marks = 100)	Internal = 30	External = 70
Course Objectives <ol style="list-style-type: none"> 1. To introduce the fundamental concepts, architecture, and classifications of computers along with operating systems like Windows and Linux. 2. To develop proficiency in using Microsoft Office tools (Word, Excel, PowerPoint) for document preparation, data analysis, and presentations. 3. To familiarize students with internet usage, email communication, and basic networking concepts for effective digital connectivity and communication. 		

Unit	Contents	Lectures
I	Definition and Characteristics of systems-Hardware & Software, Windows and Linux (Latest Version) Microsoft Tools- Definition and Characteristics of Computers: Classification of Computers; Application of Computers; Hardware; Software; Functional Units of a Computer System; Computer Architecture; Bit, Nibble and Byte. Windows: Introduction to Windows Operating System; Windows Features; Starting Windows; Parts of Windows Screen; Shortcuts in Windows; Windows Applets; Windows : My Computer; Working with files and Folders; what is MS-DOS? Booting Process; The DOS Directory Structure; Referencing Group of files; Command Syntax; Types of Commands; Microsoft Word (Latest Version): Introduction to Microsoft Tools; Starting Word; Mail Merge.	15
II	Microsoft Excel; (Latest Version) Excel Features; Entering data into a Cell; Entering Numbers; Spreadsheets Operations; Freezing Window Panes; Excel Offers Several Methods for Selecting Cells; Erasing the Content of A Cell; Formatting Cells from the Home Tab; The Format Painter; Formulas and Functions; Using Logical Functions; Date and Time Functions; Math and Trigonometric Functions; Statistical Functions; Copying Formulas; Charts; Creating a New Embedded Chart; Type of Charts; Formatting Chart Elements from the Format tab.	15
III	Microsoft PowerPoint (Latest Version) What is Presentation? Introduction to PowerPoint; Starting PowerPoint; PowerPoint Views; Save a Presentation; Exiting PowerPoint; Working with Slides.	10
IV	Introduction to Internet and E-Mail Hardware requirement; to connect to the Internet; Types of Connections; Internet Service Providers; Internet Addressing; Resource Addressing; The World Wide Web; E-Mail.	10
V	Networking Concepts What is a Networks?; Uses of Computer Networks; Network Topologies; Network Hardware and Software.	10

	Total	60
--	--------------	-----------

Suggested Readings

1. Rajaraman, V. Fundamentals of Computers. 6th ed., PHI Learning, 2018.
2. Sinha, P. K., and Priti Sinha. Computer Fundamentals. BPB Publications, 2010.
3. Balagurusamy, E. Programming in ANSI C. 8th ed., McGraw Hill Education, 2019.
4. Forouzan, Behrouz A. Data Communications and Networking. 5th ed., McGraw Hill Education, 2017.
5. Tanenbaum, Andrew S., and Herbert Bos. Modern Operating Systems. 4th ed., Pearson, 2014.
6. Stallings, William. Computer Organization and Architecture: Designing for Performance. 10th ed., Pearson, 2016.
7. Riley, David, and Kenny Hunt. Computational Thinking for the Modern Problem Solver. CRC Press, 2014.
8. Rouse, Margaret Z. Information Technology for Management. Wiley, 2020.
9. Evans, Alan, Kendall Martin, and Mary Anne Poatsy. Technology in Action: Introductory. 15th ed., Pearson, 2019.
10. NPTEL. Computer Science and Engineering, <https://nptel.ac.in/course.html>
11. GeeksforGeeks. Computer Science Portal for Geeks, <https://www.geeksforgeeks.org/>
12. Coursera. Computer Science Courses, <https://www.coursera.org/browse/computer-science>
13. TutorialsPoint. Computer Programming and IT Tutorials, <https://www.tutorialspoint.com/index.htm>
14. <https://nptel.ac.in/courses/106106092>



Glocal School of Arts and Social Science
Ph.D. Course Work in Management- Elective

Paper Name: Contemporary Issues in Marketing Management	Paper Code: PHD-104/MM (I)	Credits: 4 (4-0-0)
Evaluation (Maximum Marks = 100)	Internal = 30	External = 70
Course Objectives 1. To explore emerging trends and challenges in modern marketing, including digital transformation and consumer behavior shifts. 2. To analyze strategic marketing approaches in response to globalization, sustainability, and technological innovations. 3. To evaluate ethical, cultural, and regulatory dimensions impacting contemporary marketing practices.		

Unit	Contents	Lectures
I	Orientation of Modern Marketing and Analyzing Market Opportunities: Marketing Tasks and Approaches to Modern Marketing, Marketing Environment and Environment Scanning, Analyzing Market Environment. Role of Marketing in Corporate sector in Recent era: 4Ps & beyond, Marketing Challenges, Marketing information system and Marketing Research, Strategic Planning in Marketing Management.	10
II	Service Marketing : Concepts, Characteristics and Classification. Marketing Mix for Services. Problems in marketing of Services. Marketing Strategies for Service Firms. A brief study of Specific Services.: Tourism, Hospitality, Banking and Insurance Services. Customer Evaluation of Service Quality: Gaps Model for improving the Quality of Service - knowledge gap, standards gap, delivery gap, communications gap. Service Recovery.	10
III	Measurement Process in Marketing Research: Measurement in Marketing, Difficulties in Measurement, Concepts of Validity and Reliability; Attitude Measurement: Importance of Attitude in Marketing, Nature of Attitudes and their Measurement, Attitude Scaling Procedures, Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and MultiDimensional Scale (MDS) and Their Applications. Applied Marketing Research: Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research. Use of Statistical Package for Social Sciences (SPSS) in Marketing Research.	10
IV	Supply Chain Management: Components of SCM, Physical Distribution System; Distribution Channels, Types & Functions, Selection, Cooperation and Conflict Management. Retail Marketing: Retailing in India, Significance of retail industry, Marketing retail equations, new role of retailers, Indian retail scenario and its future prospects, Retail Formats	15

	and Theories, Theories of retail development, Concept of retail life cycle, Classification of retail stores, the role of franchising in retail. FDI in retail. Understanding the Retail Consumers: The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers, Store Locations.	
V	Emerging Issues in Marketing: Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Nucleus Marketing; Mergers and Acquisitions: Regulatory Framework, Marketing Issues and Relevance in 21st century business Enterprises Competing through E-Marketing – Components of e-marketing, Impact of e-Marketing on marketing Strategy.	15
	Total	60

Suggested Readings

1. Kotler Philip & Armstrong, G., Principles of Marketing, Prentice-Hall of India, 2008.
2. Kotler Philip, Marketing Management, Prentice-Hall of India, 2007.
3. Kotler Philip & Keller, Principles of Marketing, Prentice-Hall of India, 2007.
4. Saxena Rajan, Marketing Management, Tata McGraw-Hill Publishing Co. Ltd., 3rd Edition.



Glocal School of Arts and Social Science
Ph.D. Course Work in Management- Elective

Paper Name: Contemporary Issues in Finance and Financial Markets	Paper Code: PHD-104/MM (II)	Credits: 4 (4-0-0)
Evaluation (Maximum Marks = 100)	Internal = 30	External = 70
Course Objectives 1. To examine recent developments and challenges in global and Indian financial markets. 2. To analyze contemporary issues in corporate finance, investment strategies, and fintech innovations. 3. To evaluate regulatory, ethical, and risk management practices affecting financial systems today.		

Unit	Contents	Lectures
I	Financial Management and Policy Financial Strategy: Concept, OBJECTIVES and components of Strategic planning process. Linkage between corporate strategy and financial strategy; implications of capital budgeting, capital structure and dividend policy on corporate strategy; Shareholders value creation. Security Valuation Principals and Models: Bonds, Equities, Preference shares.	10
II	Stock Market and Regulation in India: Stock Exchanges in India: Listing of Scrips, On-Line Trading, Depositories, Trading, Settlement, Risk Management, Investor Grievances, Basics of Pricing Mechanism, Inside trading, Circular trading, Price rigging. Regulation of Indian Capital Market: SEBI, Stock Exchange Board. Stock Indices, Role of FIIS, MFs, and Investment Bankers in the Stock market.	10
III	Issues in Corporate Restructuring: Need, Methods of restructuring, Mergers and Acquisitions, Divesture, Contracting out, Outright sale, Disinvestment, leveraged buyout. Mergers and Acquisitions: Motives, considerations in M&A decisions, Synergy Value, Due Diligence Process, Business Valuation Methods, Evaluation of Mergers and Acquisitions and regulations. Behavioral Finance, Conceptual and Research Issues, Micro Financing in India, Financial inclusion and role of Banks.	10
IV	Multinational Financial Management: Its organization, Opportunities and challenges of Multinational Corporations; Foreign Exchange Markets: Spot market, Forward market. Mechanism of foreign exchange management, Derivatives: forwards, futures, options, swaps.	15
V	Banking System in India: Organisation, Structure, Emerging scenario of Banking in India, Entry of Private and foreign Banks. Financial Innovation and Opportunities for Banks: Universal Banking, Banc assurance, Factoring and Securitization. Regulation of Banking Sector: Role of RBI: Prudential Norms and performance measurement, CRR, SLR, CRAR, NPA, Income recognition, Asset qualification and	15

	Provisioning norms, Basel accord. Risk Management in Banks, Asset liability Management Using traditional GAP and modern techniques.	
	Total	60

Suggested Readings

1. Kapil, Sheeba. Financial Management. Pearson, 2010.
2. Berk, Jonathan, and Peter DeMarzo. Financial Management. Pearson, 2017.
3. Sharan, Vyuptakesh. Fundamentals of Financial Management. Pearson, 2011.
4. Van Horne, James C. Financial Management and Policy. 12th ed., Pearson, 2002.
5. Vij, Madhu. International Financial Management. Excel Books, 2010.
6. Bhalla, V.K., and S. Shiva Ramu. International Business Environment and Management. Anmol Publications, 2006.
7. Peng, Mike W. International Business. Cengage Learning, 2016.
8. Weston, J. Fred, Mark L. Mitchell, and J. Harold Mulherin. Takeovers, Restructuring, and Corporate Governance. Pearson Education Inc., 2014.



Glocal School of Arts and Social Science
Ph.D. Course Work in Management- Elective

Paper Name: Contemporary Issues in Global Business Environment	Paper Code: PHD-104/MM (III)	Credits: 4 (4-0-0)
Evaluation (Maximum Marks = 100)	Internal = 30	External = 70

Course Objectives

1. To examine key economic, political, legal, and socio-cultural factors influencing the global business environment.
2. To analyze the impact of globalization, trade policies, and international institutions on business strategies.
3. To explore contemporary challenges such as sustainability, digital disruption, and geopolitical risks in global markets.

Unit	Contents	Lectures
I	Global Business Environment: Concept, Importance, Rationale; Globalization and its Phases. Traditional Schools of International Political Economy: Mercantilism; Liberalism; and Marxism.	10
II	Regional Integration and Economic Blocks: Levels of Regional Economic Integration; Leading Economic Blocks: European Union (EU): North America Free Trade Agreement (NAFTA); South Asian Association of Regional Cooperation (SAARC); Association of South East Asian Nations (ASEAN) ; Brazil Russia India China South Africa Group(BRICS).	10
III	International Finance: Importance, Types of International Transitions, Risks in International Transactions. Foreign Investments: Portfolios Vs Foreign Direct Investments (FDI); Role and Impact on Developing Countries. Development in International Monetary Systems: Bretton Woods System; Contemporary International Monetary Arrangements; Foreign Exchange Mechanism and its Determinants; Brief Overview of the European Monetary System, Balance of Payments: Concepts and Components with Special Reference to India.	15
IV	International Financial Flows, Emergence of International Financial Intermediation, Recent Changes in the International finance, Resource flows to Developing Countries, Emerging Market Analysis, and Country Risk Analysis. Foreign Investment Analysis: Direct and Portfolio, Currency Convertibility, Current Account and Capital Account, South Asian Currency Crisis.	15
V	International Trade: Developments in International Trade Theory, Trade Policy Instruments and Liberalization, World Trade Organization, Legal Dimension in International Business.	10
	Total	60

Suggested Readings

1. Varma, Sumati. International Business. Pearson, New Delhi, 2011.
2. Rao, P. Subba. International Business: Text and Cases. Himalaya Publishing House, Delhi, 2012.
3. Bhalla, V.K., and S. Shivaramu. International Business Environment and Business. Anmol Publications, New Delhi, 1995.
4. Bhalla, V.K. International Economy: Liberalization Process. Anmol Publications, New Delhi, 1993.
5. Daniel, John D., and Lee H. Radebaugh. International Business. 5th ed., Addison-Wesley, New York, 1989.
6. Eiteman, David K., and Arthur I. Stonehill. Multinational Business Finance. Addison-Wesley, New York, 1986.



Glocal School of Arts and Social Science
Ph.D. Course Work in Management- Elective

Paper Name: Contemporary Issues in Human Resource Management	Paper Code: PHD-104/MM (IV)	Credits: 4 (4-0-0)
Evaluation (Maximum Marks = 100)	Internal = 30	External = 70
Course Objective The student should be able to critically analyze organizational situations, prescribe courses of action necessary for problem solving, and integrating the steps necessary for effective implementation. Upon completion, the Ph.D. student should be able to indicate and explain various research issues in HR interventions that may be required when dealing with the work environment, people and problems.		

Unit	Contents	Lectures
I	An overview of Human Resource Management: Framework of HRM in the present day corporate sector; environmental scanning, HRM in the Global Context. Challenges of HRM. Strategic HRM. Manpower Search: Employee Acquisition Strategies and Selection Process in Corporate Sector, Career & Competence Development, Training and Retraining, Measuring Training Effectiveness. Job Involvement, Employee Engagement. Performance Appraisal and Potential Evaluation, Employee Empowerment, Compensation, Incentives and Fringe benefits.	15
II	Retention Strategies: Counseling & Mentoring, Managing Separations and Rightsizing. Organizational Change & Development: Measurement and Coping strategies for frustration, Stress & Burn out. Quality of Work Life, Work Life Balance, Motivation, Leadership Styles, Job Satisfaction, Organization Culture, Organizational Effectiveness.	10
III	Industrial Relations: Causes of Industrial Unrest and Remedial Measures, Industrial disputes in India, Employment Security and Management of Redundancies. Trade Unionism in India. Social Security, Health & Welfare Measure in India.	12
IV	Ethical Issues in Human Resource Management: Need and Implications of Ethics for Human Resource Management. Corporate Social Responsibility. Indian Ethos, Values, Human Values in HRM. HRD: HRD Practices, HRD Audit, HRD Culture & Climate, Strategic HRD.	15
V	International Human Resource Management: Dynamics of HRM in Multinational Corporations, Cross Cultural HRM. Human Relations Challenges of the Future.	8
	Total	60

Suggested Readings

1. Dessler, Gary. Human Resource Management. 10th ed., Prentice-Hall India Pvt. Ltd., New Delhi, 2005.
2. Flippo, Edwin B. Personnel Management. 6th ed., McGraw-Hill Book Company, 1984.
3. Noe, Raymond A., Barry Gerhart, John R. Hollenbeck, and Patrick M. Wright. Human Resource Management: Gaining a Competitive Advantage. 5th ed., Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2006.
4. Snell, Scott, and George Bohlander. Human Resource Management. Cengage Learning India Pvt. Ltd., New Delhi, 2010.
5. Werner, Jon M., and Randy L. DeSimone. Human Resource Development. Cengage Learning India Pvt. Ltd., New Delhi, 2009.
6. Regis, Richard. Strategic Human Resource Management and Development. Excel Books, New Delhi, 2008.
7. Pareek, Udai. Understanding Organizational Behaviour. Oxford University Press, 2004.
8. Kaushal, S.L. Business Ethics. Deep & Deep Publications, New Delhi, 2000.
9. Sen, Ratna. Industrial Relations in India. Macmillan, New Delhi, 2003.
10. Rao, T.V. HRD Audit: Evaluating the Human Resource Function for Business Improvement. Response Books, New Delhi, 2008.
11. Kandula, Srinivas R. Strategic Human Resource Development. PHI Learning Pvt. Ltd., New Delhi, 2005.
12. Hodgetts, Richard M., and Katherine W. Hegar. Modern Human Relations at Work. Thomson South-Western, 2005. Locke,