

Board of Studies (BOS)
for the
Ph.D. Course work
in
Human Resource Development

With effective from academic session 2022-23

BOS held on 22/09/2023



Department of HRD
Faculty of Management Studies
Veer Bahadur Singh Purvanchal University, Jaunpur U.P.

R. K. Singh
22/9/23

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Subject prerequisites:

PG in Human resource development/PMIR/ Business Administration/M.A. (Psychology)/ M.A. (Sociology)/ M.A. (Public Administration/ M.A. (Economics)/ M.A. (Economics)/ M. Com with 55% qualified combined university research entrance test and UGC NET.

Programme Outcomes (POs):

PO1: Upon completion of the program, students will be able to critically evaluate and apply contemporary HRM and OB theories to address complex organizational challenges, demonstrating a deep and nuanced comprehension of the field.

PO2: Students will be able to design, conduct, and analyze empirical research studies in HRM and OB including identifying research gaps, formulate research questions, appropriate research methods, and communicate research findings effectively through publications and presentations.

PO3: Student will be familiarising the latest statistical tools and techniques for solving any problem with justifications and develop the new theories and models in the domain.

PO4: Students will be able to demonstrate the ability to navigate complex organizational dilemmas with ethical considerations at the forefront.

Programme Specific Outcomes (PSOs):

PSO1: Students would be able to demonstrate a deep understanding of the various theories, models, and frameworks in the field of Human Resource Management.

PSO2: Students would be able to design, conduct, and analyze original research in HRD, contributing to the body of knowledge in the field.

PSO3: Students would be skilled in critically evaluating HRD issues and proposing innovative solutions to complex challenges faced by organizations in relation to their human resources.

List of all papers of Pre-Ph.D. course work or Post graduate Diploma in Research (PGDR)

Year	Sem	Course Code	Course Title	Theory/ Research	Credit	Max. Marks
6	XI	FHRDPHD01T	Human Resource Management	Theory	6	100 [25(CIE)+75(UE)]
		FHRDPHD02T	Organizational Behavior	Theory	6	100 [25(CIE)+75(UE)]
		FHRDPHD03T	Research Methodology, Research Publication Ethics and Computer Applications	Theory	4	100 [25(CIE)+75(UE)]
		FHRDPHD04R	Research Project	Research	-	100 [25(CIE)+75(UE)]

Credit system:

- A four (4) credit theory course/paper will have four Lectures/periods (of one hour) in a week. In one full semester the course will be covered in 60 Lectures.

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- Similarly, a six (6) credit theory course/paper will have six Lectures/periods (of one hour) in a week. In one full semester the course will be covered in 90 Lectures.

Continuous Internal Evaluation (CIE) of 25 marks:

- Continuous internal evaluation will be performed by the teacher/ course coordinator concerned.
- CIE shall be 25% of total assessment in a Theory paper and research project.
- 25 marks shall be distributed as 5 marks for attendance, 5 marks for presentation and assignment and remaining 15 marks for class test.

Marking system:

- All papers will have a total maximum mark of 100, including both CIE and University Examination (UE). Maximum marks of 25 will be allotted to CIE and 75 to UE in a theory paper/ research project.
- The CIE of the research project shall be evaluated by the research supervisor and co-supervisor (if any).
- 75 marks of research project shall be distributed as 50 marks (project work and presentation) and a viva voce of 25 marks.
- The evaluation (Max Marks 75 UE) of the research project shall be done by internal examiner/s (Supervisor and Co-supervisor (if any)) and one external examiner appointed by the University.

Research Project Submission:

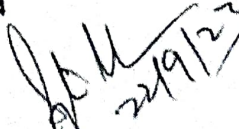
- The evaluated research project report in two sets of hard copy (spiral binding) must be prepared. One copy of it shall be submitted to the university if it demands. A second copy of the evaluated research project report must be in the records of the college/research centre.
- The format of university Ph.D. thesis writing guidelines can be used as format of Research project writing guidelines.


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Programme: Post graduate diploma in Research (PGDR)	Year: six (6)	Semester: XI
Subject: Human Resource Management		
Course Code: FHRDPHD01T	Course Title: Human Resource Management	
Course Outcomes (COs)		
CO1: Upon course completion students will learn about the history of management thoughts, significant thinkers, approaches, and philosophy of HRM.		
CO2: Students will comprehend different HRM Models, differentiate Traditional and Strategic HRM, and understand the linkage with business strategy, emphasizing Sustainable HRM.		
CO3: Students will grasp HR practices and theories, understand their impact on organizational outcomes, and excel in the different functional areas of HRM.		
CO4: Upon course completion, students will analyze and address contemporary HRM challenges, including diversity, talent management, remote work, and HR analytics.		
Credits: 6	Core Compulsory	
Max. Marks: 25 (CIE) + 75(UE)	Min. Passing marks: 55	
Total number of lectures: Lectures-Tutorial-Practical (6 hours in a week) L-T-P: 6-0-0(90 hr)		
Unit	Topics	No. of Lecture Hrs.
I	Management Thoughts approaches, evolution and contribution of various thinkers, Human Relation Approach, Hawthorne Experiment. Human Resource Management concept and basic Philosophy	20
II	HRM Models: Fombrun Model, Harvard Model, Guest Model and Warwick Model, Strategic HRM, Traditional V/s Strategic HR, Linkage between business Strategy & HRM, Sustainable HRM	25
III	HR practices and related theories, HR practices and organizational outcomes, Recruitment & Selection, Training & Development, Compensation, Performance Management, Job Design, Job Analysis, Job Description, Job Specification, Competency Mapping	20

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IV	Emerging Issues in HRM, Cross cultural Management, Workforce Diversity, Dual Career, Employee Engagement, Work Flexibility, Talent Management, Knowledge Management, Emotional intelligence, Work from Home, HR Analytics and other emerging issues in HRM	25
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One credit is equivalent to 15 lecture hours as per NEP norms in theory classes. Number of hours in each unit 15 hours may vary as per the content of the unit.

Suggested Readings:

- Bailey, C., Mankin, D., Kelliher, C., &Garavan, T. N. (2018). *Strategic human resource management*. Oxford university press.
- Clyde W. Holsapple, (2014) 'Handbook on Knowledge Management 2', Springer.
- Dessler, G., &Varrkey, B. (2005). *Human Resource Management, 15e*. Pearson Education India.
- Dugan L., (1985) 'Approaches to Training & Development', Pearson books.
- Lynton, R. P., &Pareek, U. (2011). *Training for development*. SAGE publishing India.
- Taylor, B., &Lippitt, G. L. (1983). *Management development and training handbook*. (Bernard Taylor and Gordon Lippitt (Eds),McGraw-Hill.

Suggested Continuous Evaluation Methods: Class Tests, Case Studies, Presentations

Course prerequisites: To study this course, a student must have had the basic knowledge and understanding of HR concepts

Suggested equivalent online courses:Massive Open Online Course (MOOCS), Study Webs of Active Learning for Young Aspiring Minds (SWAYAM)

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Programme: Post graduate diploma in Research (PGDR)	Year: six (6)	Semester: XI
Subject: Organizational Behavior		
Course Code: FHRDPHD02T	Course Title: Organizational Behavior	
Course Outcomes (COs)		
CO1: Upon course completion, students will comprehend Organizational Behavior concepts, approaches, significance, models, and individual/organizational outcomes.		
CO2: Upon course completion, students will demonstrate knowledge of attitude, personality, learning, motivation theories, HR outcomes, and their relationships to organizational effectiveness.		
CO3: Upon course completion, students will understand organizational change theories, climate, culture, work culture, and their impact on individual and organizational well-being, including self-esteem and self-efficacy.		
CO4: Upon course completion, students will grasp leadership approaches, theories, contemporary styles, transformational leadership, and the nuances of upcoming leadership styles in the digital age.		
Credits: 6	Core Compulsory	
Max. Marks: 25 (CIE) + 75(UE)	Min. Passing marks: 55	
Total number of lectures: Lectures-Tutorial-Practical (6 hours in a week) L-T-P: 6-0-0		(90 hrs)
Unit	Topics	No. of Lecture Hrs.
I	Concept of Organizational Behavior, Approaches to study behavior Significance of Behavioral Science, OB Models, Individual and organizational outcomes	20
II	Attitude and Personality Theories and models, Theories of Learning, Theories of Motivation, Input, Process and Outcome variables HR Outcomes: OCB, Commitment, Innovation, Creativity, Input, Mediating and output variables Organizational Citizenship Behavior, Career commitment, Innovative Work behavior, Organizational Effectiveness	20
III	Organizational Change Theories and Models, Organizational Climate, Organizational Culture and its	25

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	components, Work Culture, Organizational and Individual Wellbeing, Self-esteem and self-efficacy	
IV	Leadership approaches and theories and style. Contemporary Leadership Styles, Transformational leadership, E- Leadership.	25

* One credit is equivalent to 15 lecture hours as per NEP norms in theory classes. Number of hours in each unit 15 hours may vary as per the content of the unit.

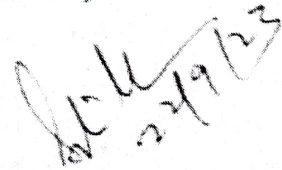
Suggested Readings:

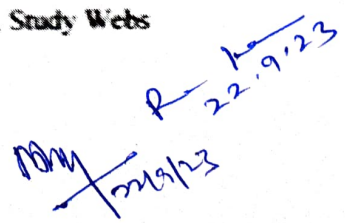
- Cameron, E., & Green, M. (2019). Making sense of change management: A complete guide to the models, tools and techniques of organizational change. Kogan Page Publishers.
- Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). Organizational behavior: An evidence-based approach fourteenth edition. IAP.
- Mullins, L. J., & McLean, J. E. (2019). Organisational behaviour in the workplace. Harlow: Pearson. G. Moorhead & Griffith, 2007. Organisational Behaviour. Houghton Muffin Co.
- Northouse, P. G. (2021). Leadership: Theory and Practice (8th ed.). SAGE Publications.
- Organ, D. W. (Ed.). (2018). Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences. Routledge.
- Robbins, S. P., & Judge, T. A. (2021). Organizational Behavior (19th ed.). Pearson.
- Roff-Wexler, S. (2018). Leadership in a Digital World: Mindful Leadership in the Digital Age. Routledge.
- Stone, R. J., Cox, A., & Gavin, M. (2020). Human resource management. John Wiley & Sons.
- Uhl-Bien, M., Piccolo, R. F., & Schermerhorn Jr, J. R. (2020). Organizational behavior. John Wiley & Sons.

Suggested Continuous Evaluation Methods: Class Tests, Case Studies, Presentations

Course prerequisites: To study this course, a student must have had the basic knowledge and understanding of HR concepts

Suggested equivalent online courses: Massive Open Online Course (MOOCS), Study Webs of Active Learning for Young Aspiring Minds (SWAYAM)

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Programme: Post graduate diploma in Research (PGDR)	Year: six (6)	Semester: XI
Subject: Research Methodology, Research Publication Ethics and Computer Applications		
Course Code: FHRDPHD03T	Course Title: Research Methodology, Research Publication Ethics and Computer Applications	
Course Outcomes (COs)		
CO1: With the help of this course, students will be able to decide the research field, topic, design, and pros and cons of research, sampling, and data collection techniques.		
CO2: The student will be able to understand the research process and acquire the skill of writing research articles.		
CO3: The course will enable you to execute the best practices, morals, and ethical values in scientific conduct and avoid publication misconduct.		
CO4: With the help of this course, students will be able to learn about the standards of journals for good-quality publications of their research work.		
CO5: After this course, the students will be able to learn how to use computers and different application software for manuscript writing.		
CO6: This course will enable the students to learn about reference management and the maintenance of academic integrity using scientific tools. They will be familiar with the protection of the machines from computer hazards.		
Credits: 4	Core Compulsory	
Max. Marks: 25 (CIE) + 75(UE)	Min. Passing marks: 55	
Total number of lectures: Lectures-Tutorial-Practical (4 hours in a week) L-T-P: 4-0-0		(60 hr)
Unit	Topics	No. of Lecture Hrs.
I	Research Methodology Definition, and Objectives, Motivation and Significance of Research, Types of Research, Truth and Facts of Research, Similarity and Contrast in Literary Research and Scientific Research, Research and Criticism, Research Problem and Research Design, Sampling Design and Methods of Data Collection.	12
II	Research standards Layout of the Research Report, Research Process: subject Selection, Outline of the Research, Review of Literature, Material Collection;	12

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	Testing and Classification, Analysis, Discussion and Conclusions, Precautions in Writing Synopsis/Research Paper/Thesis/Research Report.	
III	Philosophy, Ethics, Scientific Conducts and misconducts Moral Philosophy, Nature of Moral Judgments and Reactions, Publication Ethics, Best Practices/Standards Setting Initiatives and Guidelines: Committee on Publication Ethics (COPE), World Association of Medical Editors (WAME) etc., Intellectual Honesty and Research Integrity: Falsification, Fabrication and Plagiarism (FFP), Open Access Publishing, and Publication Misconduct.	08
IV	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, i-10 Index, and Altmetric.	08
V	Fundamentals of Computers and application Softwares Types Of Computers, Computer Peripherals and internal component, Types of Operating Systems, Web Browser, Web Search Engine, Spreadsheet Processing, Presentation (MS PowerPoints Preparation or Beamer or Libre Office (Optional), Project/Thesis/Report writing, Using MS-Word or LaTeX or LibreOffice documentation style Labelling, References Style, Footnotes etc.	12
VI	Scientific Software Use of Reference Management Software Like Mendeley, Zotero, Reference Manager, Endnote, Authorea Etc. Anti-Plagiarism Software Like Turnitin, iAuthenticate, Urkund, Ebooks and Virtual Library, UGC-Infonet, Computer Hazards and Security	08

Suggested Readings:

- Collier, J. (2020). Applied structural equation modeling using AMOS: Basic to advanced techniques. Routledge.
- Hayes, A. F. (2017). Introduction to mediation, moderation, and conditional process analysis: A regression-based approach. Guilford publications.
- Nargundkar, Rajendra (2020), Marketing Research: Text and Cases (4th edition), McGraw-Hill Education.

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- Panneerselvam, R. (2014). Research methodology. PHI Learning Pvt. Ltd.
- Shaughnessy, J. J., Zechmeister, E. B., & Zechmeister, J. S. (2015). Research methods in psychology tenth edition.
- Sreejesh, S., Mohapatra, S., & Anusree, M. R. (2014). Business research methods: An applied orientation. Springer.

Suggested equivalent online courses: <https://epgp.inflibnet.ac.in/>

Suggested Continuous Evaluation Methods: Class Tests, Case Studies, Presentations

Course prerequisites: To study this course, a student must have had the basic knowledge and understanding of HR concepts

Suggested equivalent online courses: Massive Open Online Course (MOOCS), Study Webs of Active Learning for Young Aspiring Minds (SWAYAM)

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Programme: Post graduate diploma in Research (PGDR)	Year: six (6)	Semester: XI
Subject: Research Project		
Course Code: FHRDPHD04R	Course Title: Research Project	
Course Outcomes (COs)		
CO1: Familiarise the students with research process.		
CO2: Giving the practical exposure about data collection, calculation and analysis.		
CO3: Develop the skills of scientific writing		
Credits: Non -Credit	Core Compulsory	
Max. Marks: 25 (CIE) + 75(UE)	Min. Passing marks: 55	

Suggested Readings: To be suggested by respective mentor/guide depending on the selected topic and research area

Suggested equivalent online courses: To be suggested by respective mentor/guide depending on the selected topic and research area

Further Suggestions: To be suggested by respective mentor/guide depending on the selected topic and research area

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