

# *Curriculum of Ph.D., in HRM (Human Resource Management)*

Course Work Syllabus

From 2026-27 Onwards



DEPARTMENT OF LIFELONG LEARNING (DLL)  
SCHOOL OF EDUCATION  
BHARATHIDASAN UNIVERSITY  
KHAJAMALAI CAMPUS  
TIRUCHIRAPPALLI - 620 023

**PROGRAMME CODE: PHDHRM**  
**PROGRAMME OUTCOME**

**Research & development Competences** equipped Ph.D. Research Scholars/Graduates are expressive of their **Creative Knowledge, Inventive Skill, Resolute Attitude** and **Innovative Pursuits** in their chosen fields.

Research Graduates well **Seasoned** to the challenging Research Environment and precisely **Spirited** to the occasion, are **continually committed** enough to their probing research –quests with stress on **fruitful contribution to society, nation** and **world** in their chosen realms.

Research Graduates ready enough to expound **Leadership Responsibilities** in their chosen fields are capable of significant contributions with **Revealing Perfection** and **Hallmark Quality**.

Research Graduates **Collate** information from a variety of sources and **Enrich** a clear coherent understanding of the subject concerned through **Novel** investigation of the Problems in Life.

**PROGRAMME SPECIFIC OUTCOME**

The scholars, upon completion of the Programme, be able to

1. Be familiar with planning and evaluation techniques of HRM programmes.
2. To impart counseling and mentoring activities.
3. To understand the concepts and different functions of HRM.
4. To apply the performance management strategies in the Organization.
5. To manage effectively the industrial disputes and issues.
6. To understand the concepts of research tools and designs clearly.
7. To apply statistical techniques in the research.
8. To able to manage stress related issues.

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**DEPARTMENT OF LIFELONG LEARNING**

**Ph.D. - COURSE WORK**

**CREDITS: 4**

**PAPER-I : RESEARCH METHODOLOGY**

**Course Objectives:**

- To make the students aware of the concepts of research method and its aspects.
- To familiarize the students with latest statistical techniques in research methodology.

**Unit- I: Research Methodology**

Introduction to concepts - Definition, objectives, types, approaches, significance - Research methods v/s methodology - Research process - Criteria of good research – Review of literature - Research problems encountered by researchers - Defining the Research problem - Techniques involved in selecting a Research problem - Research Design - Meaning and need for research design - Features of a good design - Important concepts relating to research design - Explanation of different types of research designs and their uses - Developing a research plan.

**Unit-II: Methods Of Data Collection and Sampling Design**

Concept of primary and secondary data - Methods of data collection - questionnaire, schedule - observations, interview, case study, etc. - Appropriate method of data collection and guidelines. Processing and Analysis of Data - Processing operations - Problems in processing – Sampling design - census and sample survey - The Sampling Process - Sample Size - Determination - Various sampling methods.

**Unit-III: Measurement, Scaling Techniques & Questionnaire Design**

Measurement concept in research - Measurement scales and tests of sound measurement - Technique of developing measurement tools - Sources of errors in measurement - Scaling - definition, classification, important techniques - Derived Attitude Scales - Scale construction techniques - Questionnaire Design.

**Unit-IV: Hypothesis & Test Of Significance**

Testing of Hypotheses-basic concepts, procedure, Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test -T test, F Test and Z test, One way

ANOVA, two way ANOVA - Multivariate analysis- factor, cluster, Multidimensional Scaling, Discriminate analysis.

### **Unit-V: Interpretation and Report Writing**

Meaning of interpretation - Need and technique of data interpretation - Caution in interpretation - Significance and steps in report writing - Mechanics of writing a research report - Layout of report – Types of reports - Oral presentation -executive summary - mechanics of writing research report - Precautions for writing report -Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

### **Unit-VI : Research in Management**

Research in Management – Human Resource Management – Research as an aid in Managerial decision making and Research in Managerial functional areas.

#### **Books for Study**

- Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
- P. Saravanavel – Research Methodology-Kitab Mahal.
- Research Methodology - Methods and Techniques - C.R. Kothari, Eastern limited Publication.

#### **Books for Reference**

- Bhatnagar, 6P, Research Methods and Measurements in Behavioural and Social Science.
- Reddy.C.R. Research Methodology in Social Sciences.

#### **Journals**

- International Journal of Human Resource Development and Management , 2017 onwards (Research India Publication, Delhi).
- Indian Journal of Human Resource Development & Management, 2017 onwards (GBS Publishers & Distributors(I), New Delhi).
- Human Resource Development (HRD) Review – International, Journal 2017 onwards (Sage Publications, New Delhi).
- South Asian Journal of Human Resources Management, 2017 onwards (Sage Publications, New Delhi).
- Indian Journal of Human Development, 2017 onwards (SAGE Publications, New Delhi).

**Course Outcome:**

1. The students would be able to use SPSS techniques particularly in management research.
2. The students would be familiar with Report Writing of a research.
3. The students would understand the role and importance research in social sciences.
4. The students would be able to apply reliability and validity in the research.
5. The students would know the difference between primary data and secondary and its sources.
6. The students would understand variables and its importance in research.
7. The students would be able to understand the importance and use of tables and its types in research.
8. The students would be able to clear the NET exam conducted by UGC.

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**DEPARTMENT OF LIFELONG LEARNING**

**Ph.D -COURSE WORK**

**CREDITS: 4**

**PAPER-II : HEALTH PROGRAMMES, PLANNING AND EVALUATION**

**Course Objectives:**

- To make the students aware of the various health programmes implemented in India .
- To familiarize the students with national health policy and health system in India.

**Unit: I Health Programmes**

Health Programmes in India - Introduction – National Vector Borne disease Control Programme – National Anti – Malaria Programme – National Filaria Control Program – Kala-Azar Control Programme –Dengue Fever Control.

**Unit: II: Eradication Programmes**

National Leprosy Eradication Programme – National Action Plan TB programme – Pediatric Tuberculosis – Revised National Tuberculosis Control Programme - Drug Resistance Surveillance (DRS), National AIDS control and prevention programme.

**Unit: III: Planning and Management**

Health planning and Management –Management methods and Techniques – National health policy 1983 and 2002 – Evaluation of health care system.

**Unit : IV: National health policy**

National health policy – Various committees – Health for all by 2000 AD –Health sector planning – Five year plan – Health system in India.

**Unit: V: Control and Treatment**

National Programme for control & treatment of occupational diseases, common diseases – Diabetus, renal diseases, cardiac diseases and its national programmes, Integrated Disease Surveillance project – National Family Welfare Programme – National Water supply and Sanitation Programme – Minimum needs programme.

**Unit: IV: WHO**

Japanese Encephalitis Control – Planning cycle – Planning Commission – 20 point programme – Contagious diseases – WHO.

### **Books for Study**

- Dictionary of Health & Nutrition by Geethanjali Chatterjee
- Hospital Administration by Tabish.
- Preventive and Social Medicine by K.Park.

### **Books for Reference**

- Maimum, Nisha, Diet Planning for Diseases
- Om Prakash Aggarwal, Perspectives on Health Education

### **Journals**

- International Journal of Human Resource Development and Management , 2017 onwards (Research India Publication, Delhi)
- Indian Journal of Human Resource Development & Management, 2017 onwards (GBS Publishers & Distributors(I), New Delhi)
- Human Resource Development (HRD) Review – International, Journal 2017 onwards (Sage Publications, New Delhi)
- South Asian Journal of Human Resources Management, 2017 onwards (Sage Publications, New Delhi)
- Indian Journal of Human Development, 2017 onwards (SAGE Publications, New Delhi)

### **Course Outcome:**

1. The students would be familiar with management methods and techniques of evaluation of health programmes in India.
2. The students would get exposure on national programmes for control and treatment of occupational and common diseases.
3. The students would be able to create awareness of various health programmes implemented in India.
4. The students would be able to understand the role and function of health Departments in India.
5. The students would be able to plan manage and implement health programmes at grass root level
6. The students would understand the role of Planning Commission in health programmes in India.
7. The students would be able to understand the contribution of WHO in health programmes at International level.
8. The students would be able to get through the NET examination conducted by UGC.

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**Ph.D -COURSE WORK**

**CREDITS: 4**

**PAPER-III COACHING, COUNSELING AND MENTORING**

**Course Objectives:**

- To make the students aware of the concepts of counseling and guidance.
- To familiarize the students with counseling theories.

**Unit-I : Introduction To Counseling**

History of counseling, definitions of counseling, difference between counseling, guidance and psychotherapy, types of counseling, qualities of good counselors, Ethical aspects of counseling.

**Unit-II : Theories of Counseling**

Adlerian Theory, Cognitive Behaviour Therapy, Reality Theory, Rational, Emotive Behavior Therapy, Carl Rogers Client Centered Therapy, Humanistic theories, Psychoanalytic Theory.

**Unit-III : Process of Counseling**

Counseling meaning – definition - importance – type of counseling , Counseling skills and strategies, Interviewing skills, Ethical aspects of counseling.

**Unit-IV : Coaching**

Introduction, orienting, reducing burnout, communication, time management, record keeping, planning ahead, working towards better administrative competence.

**Unit-V : Mentoring**

Introduction, Role of the workplace mentor, Planning and Providing Infrastructure, Participant Recruitment and Selection, Matching Mentors and Protégés, Training, Mentoring, Structure and Processes, Tailor learning to mentee, Motivating the mentee, Role of feedback in mentor and mentee relationship, Monitoring and Program Evaluation.

## **Unit-VI : Monitoring**

Monitoring – Meaning, definition, importance – process and functions – Monitoring and Programme evaluation.

### **Books for Study**

- Gibson, R. L & Mitchell, 2006, Introduction to Counseling and Guidance 6<sup>th</sup> ed., M.H. Pearson, New Delhi. 2006.
- Susan de Grandpre, 2010, Common Sense Work Place Counseling.

### **Books for Reference**

- Manju Goel, Nirmala Sherjung, Volume-I, Marital Disputes and counseling
- Vol.I – Counselling Methodology
- Vol.II – Diagnostic Techniques
- Vol.III – Remedial Measures.

### **Journals**

- International Journal of Human Resource Development and Management , 2017 onwards (Research India Publication, Delhi).
- Indian Journal of Human Resource Development & Management, 2017 onwards (GBS Publishers & Distributors(I), New Delhi).
- Human Resource Development (HRD) Review – International, Journal 2017 onwards (Sage Publications, New Delhi).
- South Asian Journal of Human Resources Management, 2017 onwards (Sage Publications, New Delhi).
- Indian Journal of Human Development, 2017 onwards (SAGE Publications, New Delhi).

### **Course Outcome:**

1. The students would be able to understand clearly the concepts of counseling and guidance and their needs and importance now a day.
2. The students would acquire the qualities of good counselors.
3. The students would impart skills related to mentoring.
4. The students would be able to understand the process of Counseling.
5. The students would have the capacity for arrangement and administration of coaching.
6. The students would be able to understand the structure and process of mentoring.
7. The students would have the capacity to act as mentor.
8. The students would be able to easily get through the NET Examination conducted by UGC.

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**Ph.D -COURSE WORK                      CREDITS : 4**  
**COURSE – I : HUMAN RESOURCE MANAGEMENT**

**Course Objectives:**

- To make the students be aware of need, importance and functions of Human Resource Management.
- To impart knowledge on job analysis, evaluation, training and performance appraisal.

**Unit –I: Human Resource Management**

Meaning – Nature – Scope, objective – Personnel Management Vs HRM – Importance of HRM – Problems of HRM – HRM as a profession. Functions of HRM – Classification of HRM.

**Unit-II: Human Resource Planning, Selection and Recruitment**

Human Resource Planning – Meaning – need and Importance – Factors Influencing Recruitment – Recruitment Policy – Problems in Recruitment Selection – Meaning - Factors affecting selection decisions – selection – Policy - Steps in Selection.

**Unit-III: Job Analysis, Description, Evaluation And Design**

Job Analysis: Meaning of Job analysis – Purpose – Uses – Contents - Steps in Job Analysis – Techniques of Job Analysis.

Job Description : Purpose – Contents – Uses – Limitations – Guidelines for Job Description – Job Specifications.

Job Evaluation : Meaning – Objective – Procedure – Uses – Limitations – Job Evaluation Methods.

**Unit-IV: Development of Human Resources**

Meaning of Training – development and education: Training: Need and Importance – Objective – Types – Steps in Training Programme – Organization of Training Programmes – Evaluation of Training Programmes.

Techniques of Training and Development : Training and Development in India – need – Training Courses – Training Institutes – Problems – Government Policy.

## **Unit-V: Performance Appraisal**

Meaning – Need and Importance – Objectives – Problems in Performance Appraisal – Factors Influencing Performance Appraisal – Responsibility for Appraisal – Techniques of Performance Appraisal – Traditional Techniques – Straight Ranking Method – Paired Comparison Method – Man to Man Comparison Method – Grading Method – Linear Rating Method – Forced Choice Description Method – Free Essay Method – Critical Incident Method – Group Appraisal Method – Field Review Method.

Modern Techniques of Performance Appraisal – Appraisal by MBO – Assessment Centre Method – Human Assets Accounting Method – Behaviorally – Anchored Rating Scales.

Quality of Working Life: Meaning – Issues in Quality of Working Life – Measuring Quality of Working Life – Obstacles to Quality of Working Life, Programmes Quality Circles – Techniques – How to Make Quality Circles Effective.

## **Unit-VI: Human Resource Management and Management**

Management – genesis – Human Resource Management – Extension of Management various Resources of an organization.

### **Books for Study**

- Yodanis and Dale, Personnel Management and Industrial Relations, Prentice Hall of India, New Delhi, 1986.
- Jucions, M.J. Personnel Management, Richard D. Irwin, Homewood, 1961.

### **Books for Reference**

- Agrwal, R.D., Dynamics of Personnel Management in India, Tata McGraw Hill Book Company, New Delhi, 1994.
- Flippo, E.E. Personnel Management, McGraw Hill Kogakusha, New Delhi, 1986.
- Memoria, C.B. Personnel Management, Himalaya Publishing House, Bombay 1993.
- Munirappa C.M. A. Shankaraiah, Kamaraju Panthulu, Personnel Management and Industrial Relations, Excel Publications, New Delhi, 1988.
- Robbins, P. Stephen, Personnel Management of Human Resources, Prentice Hall Inc. Englewood Cliffs, New Jersey, 1991.

### **Journals**

- International Journal of Human Resource Development and Management, 2017 onwards (Research India Publication, Delhi)
- Indian Journal of Human Resource Development & Management, 2017 onwards

- (GBS Publishers & Distributors(I), New Delhi)
- Human Resource Development (HRD) Review – International, Journal 2017 onwards (Sage Publications, New Delhi)
- South Asian Journal of Human Resources Management, 2017 onwards (Sage Publications, New Delhi)
- Indian Journal of Human Development, 2017 onwards (SAGE Publications, New Delhi)

**Course Outcome:**

- The students would be able to familiar with HRM concept, role and importance of HRM in the organization.
- The students would be able to impart HRM training in the organization.
- The students would understand clearly the concepts of planning, selection and recruitment.
- The students would be competent to recruit the employees.
- The students would be familiar with job analysis and job evaluation and roles in the organization.
- The students would understand the problems of performance appraisal and factors influencing the performance appraisal.
- The students would able to know the modern techniques of performance appraisal.
- The students would be familiar with issues of quality of work life and programmes of
- Quality Circle.

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**Ph.D -COURSE WORK                      CREDITS : 4**

**COURSE–II : INDUSTRIAL RELATIONS**

**Course Objectives:**

- To make the students to understand the need and importance of ILO and Trade Union in Industrial Relations.
- To familiarize students with concepts of Industrial relations and current industrial scenario in India.

**Unit-I: Industrial Relations**

Definition, meaning of industrial relations, characteristics of a good industrial relations system – changing profile of industrial workers – Labour in constitution – Administration of Labour Department.

**Unit-II: ILO**

History, aims, objectives, structure and functions, social security measures, achievements, influence of ILO on Indian Industrial relations – Labour Welfare practices in India.

**Unit-III: Trade Unionism**

History, objectives, problems faced, recognition – Trade Union Movement in India – Employer Federation, Trade Unions and Economic Development – Trade Union Act, 1926 in India.

**Unit-IV: Industrial Conflict**

Standing orders, industrial disputes, settlement machineries, Industrial peace and harmony, industrial conflict types, causes, consequences, grievance, discipline, domestic enquiry – recent trends.

**Unit-V: Industrial Democracy-Workers Participation**

Workers participation - Objectives schemes, methods – participation schemes in Industrial in India – quality circles – Quality of work life.

## **Unit-VI: Collective Bargaining**

Process and importance of Collective Bargaining – Issues involved – Status of Collective Bargaining in India – Negotiations.

### **Books For Study**

- Bhatia, S.K. (2003), Consturctive Industrial Relations and Labour Laws, Deep and Deep, New Delhi.
- Gregory Moorhead & Ricky W.Griffin, (2009) Organizational Behaviour , Managing people and organization, Bigtanfra, New Delhi.
- Mamoria, C.B. (2001), Industrial Labour and Industrial Relations in India, Kitab Mahal.

### **Books For Reference**

1. Arun Monappa,(1989), Industrial Relations, S.Chand Co., 1989.
2. Kesar Singh Bhangoo, (2004), Dynamics of Industrial Relation, Deep Publications, 2004.
3. Sharma A.M., Industria Relations and Conceptual, legal frame work, Himalaya Publishing House, Bombay, 1989.
4. Srivastava, Indusrial Relations and Labour Laws (2<sup>nd</sup>) Vikas Publishing House Pvt. Ltd., 2002.
5. Vijay Ashdir, Management of Industrial Relations (2<sup>nd</sup>) Kalyani Publishers, 2003.

### **Journals**

- International Journal of Human Resource Development and Management , 2017 onwards (Research India Publication, Delhi)
- Indian Journal of Human Resource Development & Management, 2017 onwards (GBS Publishers & Distributors(I), New Delhi)
- Human Resource Development (HRD) Review – International, Journal 2017 onwards (Sage Publications, New Delhi)
- South Asian Journal of Human Resources Management, 2017 onwards (Sage Publications, New Delhi)
- Indian Journal of Human Development, 2017 onwards (SAGE Publications, New Delhi).

### **Course Outcome:**

#### **The Scholars, upon completion of the course, be competent**

- The students would clearly understand Labour administration
- The students would be familiar with objectives, structure and functions of ILO
- The students would impart training to industrial Workers on Labour Welfare and Safety Management practices.
- The students would be able to deal with Trade Union issues successfully.

- The students would perform the role as Negotiator maintain and promote industrial democracy.
- The students would be aware of current trends of Industrial disputes and settlement machineries.
- The students would understand the importance of workers participation and quality circles.
- The students would be able to deal with grievance, discipline and promote Industrial peace.

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**PH. D COURSE WORK**

**CREDITS-4**

**Paper-1. HUMAN RESOURCE MANAGEMENT**

**Course Objectives:**

1. To understand the definition and functions of HRM.
2. To Study the evolution, development, contemporary thoughts and models of HRM.
3. To know the dimensions, activities and career planning of HRM

**UNIT – I – Introduction**

Principles of Management - Human Resource Management - Job Analysis - Human Resource Planning – Recruitment – Selection – Placement - Training and development.

**UNIT – II - Organisational Behaviour**

Individual Behaviour - Group behaviour and Group Dynamics - Behaviour problems - symptoms, consequences and remedy - Group norms - Cohesiveness - features - effects - group thinking - group decision making techniques.

**UNIT – III - Introduction to Labour Legislation**

Laws on Working Conditions: The Factories Act, 1947, Contract Labour (Regulation and Abolition Act, 1986) Child Labour (Prohibition and Regulation] Act, 1986 - Industrial Relations Laws - Trade Unions Act, 1928, Industrial Disputes Act, 1947 - Wages and Labour Laws. Minimum Wages Act, 1948, Payment of wages Act, 1936, The Payment of Bonus Act, 1965.

**UNIT – IV -Industrial relations and labour welfare**

Industrial unrest - Co-operation and conflict - Workers complaints and grievances - Disciplinary action - Domestic enquiry - Strikes - Lock - outs - Settlement of dispute. Compensation Plans; Principles and techniques of wage fixation - Basic, dearness and other allowances - Job evaluation - Methods of wage payment.

**UNIT – V - Training and Development**

Need of training - Methods of training - brain storming - Need for development - differences between training and development - evaluation of training and development program – performance appraisal methods.

## **Unit-VI - The Future of Human Resource Management**

Globalization and HRM -International Assignments and Political Instability - Technology and HRM -HR Legislation and the Future of HRM - The Future of Unions - The Characteristics and Expectations of the 21st Century - Generational Differences - Future Trends in Human Capital and Talent Management.

### **Materials for References**

1. Vikas Arora and Seema Arora(2011) HRM, Global Vison publishing
2. S.K.Bhatia (2011)HRM, Deep and Deep publications PVT ltd.
3. Aswathappal (2015) HRM, McGraw Hill Education India(P) Ltd.
4. Rober L.Mathis, John H.Jackson and Mano Ranjan Tripathy (2012) HRM –A south Asian Perspective, Cengage Learning India Pvt. Ltd.
5. Neea Sharma (2014) HRM in 21<sup>st</sup> Century, Kumud Publications, New Delhi
6. Ashly H.Pinnington, Rob Macklin, Tom Campbell, (2007) Human Resource Management: Ethics and Employment, Oxford University Press –ebook
7. Chris Roweley and Keith Jackson (2011) Routledge, London-ebook

### **Materials for Readings**

1. Kapoor N.D. Elements of Industrial Law, Sultan Chand, 1998.
2. RUDRABASAVARAJ, M.N.: Personal Administration Practices of India.
3. Human Resource Management - Lawrence S. Kleeman, Biztantra , 2012.
4. Human Resource Management – Aswathappa K HPH.
5. B. Taylor & G.Lippitt: .MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.
6. Dhandapani, Commercial and Industrial Law, Sultan Chand, 1998.
7. Michael, V. : Industrial Relations in India and Workers involvement in Management.
8. Fred Luthans : Organisational Behaviour ,Mc Graw hill , NewYork.
9. L. M Prasad, Organisational Behaviour, S. Chand Publishers, New Delhi.

### **Course Outcomes:**

Students able to understand the

1. Basics of HRM.
2. Difference between Personnel Management and Human Resource Management.
3. Philosophy, Principles and various theories of HRM.
4. Models of HRM and Appraisal.
5. Various strategy of HRM.
6. Career development and opportunities of HRM.
7. Transfer and promotion systems well.
8. Career opportunities effectively and efficiently.

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**PH. D COURSE WORK**

**CREDITS:4**

**PAPER-II. RESEARCH METHODOLOGY**

**Course Objectives:**

- 1 To learn meanings, problems, variables, hypothesis of research and research in management functions.
2. To study the research types, design, types of data, scaling and sampling techniques
3. To enhance the learning data coding, classification and tabulation, statistical tools for analysis and report writing.

**Unit-I - Definition of Research**

Types of Research - Role of Research in Management Studies - Identification of Research Problems - Selection of a research problem - Formulation of a Research problem - Research design.

**Unit-II - Research Methods**

Case study - Survey - Experimental study Relative advantages and disadvantages of these methods - Formulation of hypothesis - Sources of hypotheses - Characteristics of hypotheses - types of hypotheses - Testing of hypotheses.

**Unit-III -Methods of Sampling**

Relative merits and demerits of different methods of sampling-Types – Bias - error.

**Unit-IV - Data collection**

Primary method – Interview schedule – Questionnaire – Survey - Pilot study and pre-testing - Collection of Secondary data - Processing of Primary data - Editing - Coding - Transcription - Tabulation.

**Unit-V -Data Analysis**

Measure of central tendency- mean, median, mode – measure of association: correlation, Rank correlation – Test of significance and association: “T” test – “F” test – chi square test.

**Unit-VI - Report Writing**

Writing Research report - Preliminary steps of writing a research report - Essentials of a Good report - Format of the Report. Guidelines for using of quotations, footnotes, bibliography, tables, figures and appendices - style of writing report.

### **Materials for Reference- E-resources**

1. [http://www.sociology.kpi.ua/wp-content/uploads/2014/06/Ranjit\\_Kumar-Research\\_Methodology\\_A\\_Step-by-Step\\_G.pdf](http://www.sociology.kpi.ua/wp-content/uploads/2014/06/Ranjit_Kumar-Research_Methodology_A_Step-by-Step_G.pdf)
2. <http://www.modares.ac.ir/uploads/Agr.Oth.Lib.17.pdf>
3. [https://edisciplinas.usp.br/pluginfile.php/2317618/mod\\_resource/content/1/BLOCO%20\\_Research%20Methods%20The%20Basics.pdf](https://edisciplinas.usp.br/pluginfile.php/2317618/mod_resource/content/1/BLOCO%20_Research%20Methods%20The%20Basics.pdf)
4. <http://web.ftvs.cuni.cz/hendl/metodologie/introduction-to-research-methods.pdf>
5. [http://shodhganga.inflibnet.ac.in/bitstream/10603/3727/12/12\\_chapter%202.pdf](http://shodhganga.inflibnet.ac.in/bitstream/10603/3727/12/12_chapter%202.pdf)

### **Materials for Reading**

1. Kothari, C.R. : Research Methodology - Methods and Techniques - Wiley Eastern, New Delhi.
2. Willam Emory, C: Business Research Methods - Ontario, Irwin Dorsey Limited.
3. Repal Ross : Research - An Introduction - Banes and Nobel Books.
4. Gopal, M.H. : An introduction to Research Procedure in Social Sciences - Asian Publishing House.
5. Amarchand, D: Research Methods in Commerce, Emerald Publishers, Chennai

### **Course Outcome**

Upon completion of this course the student should be able to:

1. Understand the meaning of research problems
2. Review the studies of HRM
3. Understand the various methods of research
4. Understand the various methods of data collection
5. Understand the scaling and samplings of research
6. Know the various statistical tools Techniques of data Analysis
7. Write reports of the research.

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**PH. D COURSE WORK- CREDITS:4**

**Paper-III - STRESS MANAGEMENT**

**Course Objectives:**

- 1. To study the Meaning, components of Stress Management**
- 2. To learn Occupational stress and its psychological related problems**
- 3. To study the Coping stress, adaptive reactions and health related issues**

**Unit-I -Introduction to Stress**

Meaning - Approaches to stress, - Stages of Stress, Signs of Stress at work, Personal types and Stressors.

**Unit-II -Components of Wellness**

Physiological components of stress and the body - Personality and stress - stress and health - communication techniques -Relaxation strategies, biofeedback, meditation.

**Unit-III - Occupational Stress**

Nature, sources – gender differences - Individual and Organizational Intervention - Workplace Safety - Workplace Mistreatment - Work-Family Intersection.

**Unit-IV - Stress Management**

Adopting a healthy life style, Right attitude, Thought Awareness, Learning to relax, Physiology of stress- Acute vs. Chronic effects -Tend and Befriend vs. Fight or Flight - Cognition, stress and anxiety -Stress and related psychological problems - The individual's ten Commandments for effective Stress management.

**Unit-V - Coping Response and Health Buffers**

Understanding the coping stress process - Coping options - Extinguishing maladaptive reactions to distress - Strengthening adaptive reactions to distress - Thriving under pressure - Aerobic exercise – Nutrition – Sleep - Healthy pleasures.

**Unit VI –Time management and Stress**

Principles of Time management-inability to say no-procrastination-delegation-getting organized-communication-process-barriers-overcoming barriers of communication-role of technology and tools for effective time management-role of group cohesiveness conflict resolving and stress-case studies.

### **Material for Reference –Web resource**

1. <http://www.sterrenstages.nl/uploads/managing-stress.pdf>
2. [https://www.mind.org.uk/media/1993364/how-to-manage-stress\\_2015.pdf](https://www.mind.org.uk/media/1993364/how-to-manage-stress_2015.pdf)
3. <http://www.gov.pe.ca/photos/original/StressManage.pdf>
4. [http://keltymentalhealth.ca/sites/default/files/toolkit\\_for\\_professionals-\\_module\\_4\\_-\\_stress\\_management.pdf](http://keltymentalhealth.ca/sites/default/files/toolkit_for_professionals-_module_4_-_stress_management.pdf)
5. <https://hydesmith.com/de-stress/files/StressMgt.pdf>

### **References**

1. Walt Schafer (2000). Stress management, (4th ed).New Delhi: Wadsworth – Cengage learning India Pvt. Ltd.
2. Lazarus, R. S. & Folkman, S. (1984). Stress, Appraisal and Coping, New Yourk;
3. Springer Publishing Company, Inc.
4. Pestonjee, D.M. (1999). Stress and Coping. (2nd) New Delhi: Sage publication.
5. Cartwright, S and Cooper, C. L. (1997): Managing workplace stress, New Delhi: Sage
6. Cooper, C. and Payne, R. (1988): Causes, Coping and Consequences of Stresses at
7. Work. Chichester: Wiley.

### **Course Outcome**

Student would know theory and practice on

1. Meaning and types of stress
2. Personality and stress
3. Relaxation strategies
4. Occupational stress
5. Individual and Organizational interventions
6. Stress related psychological problems
7. Coping stress
8. Health related issues.

# **BHARATHIDASAN UNIVERSITY –TIRUCHIRAPPALLI**

## **DEPARTMENT OF LIFELONG LEARNING**

### **COURSE-I RESEARCH AND PUBLICATION ETHICS**

#### **PHILOSOPHY AND ETHICS**

1. Introduction to Philosophy: definition, nature and Scope, Concept, Branches 2. Ethics: definition, moral philosophy, nature of moral judgements and reaction.

#### **SCIENTIFIC CONDUCT**

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 misrepresentation of data

#### **PUBLICATION ETHICS**

1. Publication ethics: definition, introduction and importance 2. Best practices /Standards setting initiatives and guidelines: 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 OPEN ACCESS PUBLISHING**

1. Open access publications and initiatives 2. SHEERPA/RoMEO online resource to check publisher copyright &Self – archiving policies 3. Software tool to identify predatory publications developed by SPPU 4. Journal finder /Journal suggestion tools viz.JANE., Elsevier journal Finder, Springer Journal Suggester, etc.,

#### **PUBLICATION MISCONDUCT**

A. Group Discussions 1. Subject specific ethical issues, FFP, authorship 2.Conflicts of interest 3. Complaints and appeals: examples and fraud from India and abroad B. Software tools Use of plagiarism software like Turnitin, Urkund and other open source software tools

#### **DATABASES AND RESEARCH METRICS**

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

B. Research Metrics 1. Impact Factor of Journal as per Journal Citation Report, SNIP, SJR, IPP, Cite Score 2. Metrics: h-index, g index, i10 index, altmetric

**Reference:**

Bird, A.(2006). Philosophy of Science.Routledge

MacIntyre, Alasdair (1967) A Short History of Ethics. London

P.Chaddah, (2018) Ethics in Competitive Research: Do not get Scooped; do not get Plagiarized, ISBN :978-9387480865

National Academy of Sciences, National Academy of Engineering and Institute of Medicine. (2009). On Being a Scientist: A Guide to responsible conduct in Research: Third Edition, National Academies Press.

Resnik, D.B.(2011) What is ethics in research & why is it important. National institute of Environmental Health Science, 1-10 Retrieved from

<https://www.niehs.nih.gov/research/resources/bioethics/whatis/index.cfm>

Beall, J: (2012) Predatory publishers are corrupting open access. Nature, 489(7415), 179-179.

<https://doi.org/10.1038/489179a>

Indian National Science Academy (INSA), Ethics in Science Education, Research and Governance (2019), ISBN:978-81-939482-1-7. [http://www.insaindia.res.in/pdf/Ethics\\_Book.pdf](http://www.insaindia.res.in/pdf/Ethics_Book.pdf)

**BHARATHIDASAN UNIVERSITY –TIRUCHIRAPPALLI**

**DEPARTMENT OF LIFELONG LEARNING**

**COURSE- II CORE AREA OF RESEARCH: HIGH PERFORMANCE WORK  
SYSTEMS**

**Unit -1: Introduction to High Performance Work Systems (HPWS)**

Origin of HPWS – Definition and Meaning - Purpose and the Philosophy of HPWS - Approaches to HPWS – Green Field Vs Brown Field - Dimensions of HPWS - HPWS and Organizational Values, HPWS and Job Design, HPWS and Employee Engagement, HPWS and TQM, HPWS and Organizational Performance- Internal and External fit of HPWS

**Unit – 2: Theoretical Underpinnings of HPWS**

AMO model, Contingency theory, Conservative Resource Theory, Job-demand resource theory, Human Capital Theory, Resource-based View (RBV) of a firm theory, Social Exchange theory.

**Unit – 3: HPWS as a Bundle of HR Practices**

Bundle of Human Resource Practices - Recruitment and selection, Training, compensation, Rewards and recognition, decentralised decision making, competitive compensation and internal promotion-employee participation-result oriented appraisal-teamwork design- Role of HR in sustainable business models, Concepts of Sustainable HRM.

**Unit – 4: HPWS for Managing Performance, Rewards and Mobility**

Job design and job Evaluation-Meaning, Definition, methods -Performance Appraisal- Definition- objectives- Methods of Performance Appraisal-Process of Performance Appraisal; Compensation –Nature, Objectives, Components of Pay Structure, Factors Influencing performance, rewards and internal (career) mobility in organizations-Employee participation-Job security.

**Unit – 5: HPWS and the Future of Work**

Future of Work, Drivers of Change – Work, Workplace, Workforce - Impact of HPWS in the Future of Work – Challenges of building Cross-functional capabilities in HPWS environments – HPWS as a Strategic HRM Intervention - Designing a High-Performance Work System - Leadership and Cultural Levers of HPWS in organizations.

## **Bibilography**

- Appelbaum, E., Bailey, T., & Berg, P. (2000). *Manufacturing Advantage: Why High-Performance Work Systems pay off*. USA: Cornell University Press
- Boxall, P. (2012). High-performance work systems: what, why, how and for whom? *Asia Pacific Journal of Human Resources*, 50, 169–186doi:10.1111/j.1744-7941.2011.00012.x
- Aswathappa, K, *Human Resource Management: Text and Cases*, McGraw Hill Education, 7th Edition, 2013.
- Jacob Morgan (2014) , *The Future of Work*, Wiley Publication.

**BHARATHIDASAN UNIVERSITY –TIRUCHIRAPPALLI**

**DEPARTMENT OF LIFELONG LEARNING  
RELATED AREA TO SUPPORT RESEARCH- : STRATEGIC HUMAN RESOURCE  
MANAGEMENT**

**Unit-I**

Human Resource Planning: Objectives of Human resource planning, Types of planning: Aggregate planning, Succession Planning. Design and Resign of Work Systems : Design of work systems, Job rotation, Redesign of work systems, job analysis, Strategic work redesign in Action, Mergers and Acquisitions, Understanding change, Managing Change

**Unit-II**

Vision, mission, culture, Leadership performance, Team work promotion, Organisation culture, The Environment – Competitive Forces (Five Forces Model) – SWOT Analysis – Strategic Capabilities – Organisation Resources –Core Competencies – Value Chain, System And Network

**Unit-III**

Challenges in strategic Human Resource Management: Impact of technology, HR issues and challenges related to technology, Ethical Behaviour, Workforce Demographic changes and diversity Nature of Strategy and Strategic Decisions – Strategic Management – Strategy Development Process

**Unit IV**

Aligning HR strategy with business, Human resources adds value to the business, Models of strategy, the process of Strategic management, A Strategic approach to manpower acquisition – recruitment and selection, Strategic development of human resources, Analysis of environment , Organizational Self- Assessment, Establishing Goals and objectives, importance of strategic planning for business success, Setting strategy- Corporate Strategies, Business unit Strategies, An introduction to market driven strategy, Resource driven strategy. The Evolving/ Strategic Role of Human Resource Management

**Unit V**

Barriers to Strategic HR, Strategic approach to management structure, job design. Objectives of Human resource planning, Types of planning: Aggregate planning, Succession Planning.

## **Bibliography**

1. Aswathappa. K, Human Resource Management: Text and Cases, McGraw Hill Education, 7th Edition, 2013.
2. David A. DeCenzo, Stephen P. Robbins, Susan L. Verhulst, Fundamentals of Human Resource Management, 12th Edition, 2016.
3. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
4. Jeffrey A. Mello, Strategic Human Resource Management, Thompson Learning, U.S.A, 2002