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VEER NARMAD SOUTH GUJARAT UNIVERSITY

University Campus, Udhna-Magdalla Road, SURAT - 395 007, Gujarat, India.

વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી

યુનિવર્સિટી કેમ્પસ, ઉધના-મગદલા રોડ, સુરત - ૩૯૫ ૦૦૭, ગુજરાત, ભારત.

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પરીપત્ર

The University Grants Commission (Minimum Standards and Procedures for Award of Ph.D. Degree) Regulations, 2022 ની જોગવાઈઓને અનુરૂપ પીએચ.ડી. કોર્ષવર્કના અભ્યાસક્રમને અધતન કરવા અંગે એચ.આર.ડી. વિષયની RESEARCH AND RECOGNITION COMMITTEE ની તા.૧૧/૦૮/૨૦૨૫ ની સભાના ઠરાવ ક્રમાંક (૧) થી તૈયાર કરેલ આ સાથે સામેલ અભ્યાસક્રમને એકેડેમિક કાઉન્સિલે તેની તા.૧૪/૦૮/૨૦૨૫ ની સભાના ઠરાવ ક્રમાંક (૮૬) થી નીચે મુજબ મંજૂર કરેલ છે. તદ્દનુસાર ઘટતી કાર્યવાહી કરવાની જાણ કરવામાં આવે છે.

એકેડેમિક કાઉન્સિલની તા.૧૪/૦૮/૨૦૨૫ ની સભાનો ઠરાવ ક્રમાંક : (૮૬)

:: આથી ઠરાવવામાં આવે છે કે, એચ.આર.ડી. વિષયની RRC ની તા.૧૧/૦૮/૨૦૨૫ ઠરાવ ક્રમાંક : ૧ થી કરેલ ભલામણ સ્વીકારી પીએચ.ડી. કોર્ષવર્કના અભ્યાસક્રમને મંજૂર કરવામાં આવે છે.


કુલ સચિવ વતી

ક્રમાંક : પીએચ.ડી./કોર્ષવર્ક/૨૨૪૦૪/૨૦૨૫
તા.૨૦/૦૮/૨૦૨૫

- પ્રતિ,
૧. તમામ કોલેજના આચાર્યશ્રીઓ, યુનિવર્સિટીના વિવિધ વિભાગોના વડાશ્રીઓ, યુનિવર્સિટી પરિસરના સ્વનિર્ભર અભ્યાસક્રમોના કો-ઓર્ડિનેટરશ્રીઓ, તમામ પીએચ.ડી.ના માર્ગદર્શક શિક્ષકશ્રીઓ તરફ જાણ તથા અમલ કરવા સારૂ...
 ૨. યુનિવર્સિટીના તમામ વહીવટી વિભાગોના વડાશ્રીઓ તરફ જાણ તથા જરૂરી કાર્યવાહી અંગે...

Department of Human Resource Development

Course Structure for Ph.D. (Human Resource Development) Course Work (Effective from 2025)



Ph.D. (Human Resource Development) - Programme Outcomes and Programme Specific Outcomes

Programme Outcomes (POs)

PO Code	Programme Outcome
PO1	Demonstrate a comprehensive understanding of research methodologies and apply them effectively in scholarly research.
PO2	Develop the ability to critically review existing literature and frame meaningful research questions.
PO3	Uphold research and publication ethics and follow academic integrity in all research-related activities.
PO4	Attain advanced knowledge and theoretical understanding in the domain of Human Resource Development.
PO5	Apply discipline-specific knowledge to design and implement impactful and socially relevant HR research projects.
PO6	Communicate complex research findings effectively through publications, presentations, and academic discussions.

Programme Specific Outcomes (PSOs)

PSO Code	Programme Specific Outcome
PSO1	Apply research methodologies and quantitative/qualitative techniques to address complex problems in the field of HRD.
PSO2	Exhibit domain expertise in Human Resource Management and its allied areas such as Organizational Behaviour, Industrial Relations, and Performance Management.
PSO3	Demonstrate the ability to identify emerging issues in HRD and design research to address practical workplace challenges.
PSO4	Integrate ethical considerations and responsible conduct in research practices and scholarly writing.
PSO5	Select and specialize in an optional HRD area (e.g., OD, Training, IR) and demonstrate scholarly competence in that specific field.

Mapping of Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

PO	PSO1	PSO2	PSO3	PSO4	PSO5
PO1	3	2	2	2	1
PO2	2	2	3	2	1
PO3	2	1	2	3	1
PO4	2	3	3	2	2
PO5	3	3	3	2	3
PO6	2	2	3	2	2

Course Work Details

Course Code	Course Name	Type	Semester	Credits
101	Research Methodology	Compulsory	1	4
102	Research and Publication Ethics	Compulsory	1	2
103	Human Resource Management	Broad Field	1	4
104 - A	Organizational Change and Development	Optional	1	4
104 - B	Performance Management	Optional	1	4
104 - C	Organization Behaviour	Optional	1	4
104 - D	Training and Development	Optional	1	4
104 - E	Industrial Relations	Optional	1	4

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Outline of the Course Work:

• **Compulsory Papers:**

1. Research Methodology
2. Research and Publication Ethics

• **Broad Field Paper:** HRM (Human Resource Management)

- **Optional Paper:** One paper from the available HRM Optional Courses (e.g., Organizational Change and Development, Performance Management, Organization Behaviour, Training and Development, Industrial Relations).

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).



Course Code – 101: Research Methodology (RM)

Course Code: 101

Course Title: Research Methodology (RM)

Scheme of Instruction

Component	Total Duration	Period/Week	Credits
Instruction	60 Hours	4	4

Scheme of Examination:

Component	Marks
Internal Evaluation	30
End Semester Examination	70
Total Marks	100

Course Outcomes (COs)

CO Code	Course Outcome
CO1	Explain the meaning, scope, and significance of business research and the stages of the research process.
CO2	Formulate research problems and hypotheses, and distinguish between various types of research designs.
CO3	Apply appropriate data collection methods and sampling techniques for different research problems.
CO4	Construct and evaluate measurement scales and develop effective questionnaires for data collection.
CO5	Perform data analysis using SPSS and interpret results using parametric and non-parametric tests.
CO6	Prepare a comprehensive research report in both oral and written formats, adhering to ethical guidelines.

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Programme Specific Outcomes (PSOs)

PSO Code	Programme Specific Outcome
PSO1	Apply research methodologies and quantitative/qualitative techniques to address complex problems in the field of HRD.
PSO2	Exhibit domain expertise in Human Resource Management and its allied areas such as Organizational Behavior, Industrial Relations, and Performance Management.
PSO3	Demonstrate the ability to identify emerging issues in HRD and design research to address practical workplace challenges.
PSO4	Integrate ethical considerations and responsible conduct in research practices and scholarly writing.
PSO5	Select and specialize in an optional HRD area (e.g., OD, Training, IR) and demonstrate scholarly competence in that specific field.

CO-PSO Mapping Table

Course Outcome (CO)	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	1
CO2	3	2	3	2	1
CO3	3	2	3	2	2
CO4	3	1	3	2	2
CO5	3	2	3	1	2
CO6	3	2	3	3	2

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Course Content

Unit	Course Content	Instruction Hours
I	Introduction to Research: Meaning, Scope, Role of Research - Information technology in research, - Stages of Research Process - Literature Review and its importance, Types of Literature Review, Research in 21st century - Ethical issues in Business Research.	15
II	Research Design and Data Collection: Meaning, Types of Research - Problem Statement - Hypothesis and Testing of Hypothesis - Exploratory Research, Descriptive Research, Causal Research - Data collection Methods: Primary data, Secondary data, Nature, Types and issues in collecting Primary and Secondary data. Sampling Methods - Sample Size determination.	15
III	Measurement and Scaling: Concept of Measurement and Scaling - Types of Scales: Nominal, Ordinal, Interval and Ratio scales – Attitude scales: Thurston's, Likert's, Guttman's, Semantic differential scale - Reliability and validity of scales. Questionnaire Design: Types of Questions: Open ended, close ended - Procedure for developing Questionnaire.	15
IV	Data Analysis using SPSS and Research Report: Editing - Coding - Tabulation - Presentation of Tabular Data. Introduction to SPSS - Analysis of Data using SPSS - Parametric and Non-Parametric Statistics - Correlation - Factor Analysis - Interpretation of results - Report Format: Forms of Report, Oral and written report - Qualities of Good Research report.	15

Recommended Textbooks and References

General Research Methodology & Design

- Kothari, C.R. & Garg, Gaurav (2019).** *Research Methodology: Methods and Techniques* (4th Edition). New Age International Publishers.
 - Covers: Meaning, scope, types of research, hypothesis, sampling, scaling, questionnaire design, and report writing.
- Saunders, M., Lewis, P., & Thornhill, A. (2023).** *Research Methods for Business Students* (8th Edition). Pearson Education.
 - Widely used for explaining research processes, literature reviews, data collection, and ethical considerations.
- Cooper, D.R. & Schindler, P.S. (2017).** *Business Research Methods* (12th Edition). McGraw-Hill Education.
 - Comprehensive guide covering all stages of research, including design, ethics, and reporting.
- Sekaran, U. & Bougie, R. (2020).** *Research Methods for Business: A Skill Building Approach* (8th Edition). Wiley.
 - Focuses on practical skills for research, sampling, scales, questionnaire design, and SPSS basics.

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Literature Review and Ethical Issues

5. **Booth, W.C., Colomb, G.G., & Williams, J.M. (2016).** *The Craft of Research* (4th Edition). University of Chicago Press.
 - Emphasizes literature review, framing research problems, and structuring arguments.
6. **Resnik, D.B. (2020).** *The Ethics of Research with Human Subjects: Protecting People, Advancing Science, Promoting Trust*. Springer.
 - Focuses on ethical dimensions of modern research, including business research.

Information Technology & SPSS in Research

7. **Pallant, J. (2020).** *SPSS Survival Manual: A Step-by-Step Guide to Data Analysis using IBM SPSS* (7th Edition). McGraw-Hill Education.
 - Excellent for SPSS data analysis (parametric, non-parametric tests, factor analysis).
8. **Bryman, A., & Bell, E. (2019).** *Business Research Methods* (5th Edition). Oxford University Press.
 - Blends qualitative and quantitative methods, ICT in research, and modern trends.

Measurement, Scaling, and Questionnaire Design

9. **Zikmund, W.G., Babin, B.J., Carr, J.C., & Griffin, M. (2021).** *Business Research Methods* (9th Edition). Cengage Learning.
 - Covers attitude measurement scales, scaling techniques, reliability, and questionnaire design.
10. **Churchill, G.A. & Iacobucci, D. (2010).** *Marketing Research: Methodological Foundations*. South-Western Cengage Learning.
 - Known for details on scale development, measurement reliability, and validity.

Sampling and Hypothesis Testing

11. **Gupta, S.P. (2020).** *Statistical Methods* (44th Edition). Sultan Chand & Sons.
 - Indian context book, good for hypothesis testing, sampling distributions, and statistical tools.
12. **Field, A. (2018).** *Discovering Statistics Using IBM SPSS Statistics* (5th Edition). Sage Publications.

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).

Course Code – 102: Research and Publication Ethics

Course Code: 102

Course Title: Research and Publication Ethics

Scheme of Instruction

Component	Total Duration	Period/Week	Credits
Instruction	30 Hours	2	2

Scheme of Examination:

Component	Marks
Internal Evaluation	15
End Semester Examination	35
Total Marks	50

Course Outcomes (COs)

CO Code	Course Outcome
CO1	Understand the fundamental concepts of philosophy and ethics, and their relevance to academic research.
CO2	Recognize ethical norms in scientific conduct and maintain integrity in research practices.
CO3	Recognize ethical norms in scientific conduct and maintain integrity in research practices.
CO4	Utilize open access platforms and digital tools to identify suitable journals and predatory publishers.
CO5	Demonstrate awareness of publication misconduct and employ software tools to check plagiarism.
CO6	Use databases and bibliometric indicators to assess research quality and impact.

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Programme Specific Outcomes (PSOs)

PSO Code	Programme Specific Outcome
PSO1	Apply research methodologies and quantitative/qualitative techniques to address complex problems in the field of HRD.
PSO2	Exhibit domain expertise in Human Resource Management and its allied areas such as Organizational Behavior, Industrial Relations, and Performance Management.
PSO3	Demonstrate the ability to identify emerging issues in HRD and design research to address practical workplace challenges.
PSO4	Integrate ethical considerations and responsible conduct in research practices and scholarly writing.
PSO5	Select and specialize in an optional HRD area (e.g., OD, Training, IR) and demonstrate scholarly competence in that specific field.

CO-PSO Mapping

Course Outcome (CO)	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	1	1	3	1
CO2	1	1	1	3	1
CO3	1	1	1	3	1
CO4	2	1	2	2	1
CO5	1	1	2	3	1
CO6	3	2	3	2	2

Course Content

Course Content

Unit	Course Content	Instruction Hours
THEORY		
I	PHILOSOPHY AND ETHICS: Introduction to philosophy: definition, nature and scope, concept, branches, Ethics: definition, moral philosophy, nature of moral judgments and reactions	3
II	SCIENTIFIC CONDUCT: Ethics with respect to science and research, Intellectual honesty and research integrity, Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP),	5

Unit	Course Content	Instruction Hours
	Redundant publications: duplicate and overlapping publications, salami slicing, Selective reporting and misrepresentation of data	
III	PUBLICATION ETHICS: Publication ethics: definition, introduction and importance, Best practices / standards setting initiatives and guidelines: COPE, WAME, etc., Conflicts of interest, Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types, Violation of publication ethics, authorship and contributor ship, Identification of publication misconduct, complaints and appeals, Predatory publishers and journals	7
PRACTICE		
IV	OPEN ACCESS PUBLISHING: Open access publications and initiatives, SHERPA/RoMEO online resource to check publisher copyright & self-archiving policies, Software tool to identify predatory publications developed by SPPU, Journal finder / journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggester, etc.	4
V	PUBLICATION MISCONDUCT: Group Discussions (2 hrs.), Subject specific ethical issues, FFP, authorship, Conflicts of interest, Complaints and appeals: examples and fraud from India and abroad, Software tools (2 hrs.) Use of plagiarism software like Turnitin, Urkund and other open source software tools	4
VI	DATABASES AND RESEARCH METRICS: A. Databases (4 hrs.): Indexing databases, Citation databases: Web of Science, Scopus, etc. B. Research Metrics (3 hrs.): 1. Impact Factor of journal as per Journal Citation Report, SNIP, SIR, IPP, Cite Score, 2. Metrics: h-index, g index, i10 index, altmetrics	7

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Recommended Textbooks and References

Unit I: PHILOSOPHY AND ETHICS

Topics: Introduction to philosophy, ethics, moral judgments

Instruction Hours: 3

References:

1. Thilly, F. (2018). A History of Philosophy. Prabhat Prakashan.
2. Frankena, W. K. (1973). Ethics. Prentice-Hall.
3. Mackenzie, J. S. (2007). A Manual of Ethics. BiblioBazaar.
4. Rachels, J., & Rachels, S. (2019). The Elements of Moral Philosophy (9th ed.). McGraw-Hill Education.
5. Singer, P. (1994). Ethics. Oxford University Press.

Unit II: SCIENTIFIC CONDUCT

Topics: Research ethics, FFP, redundant publications

Instruction Hours: 5

References:

1. National Academy of Sciences. (2009). On Being a Scientist: A Guide to Responsible Conduct in Research (3rd ed.). National Academies Press.
2. Steneck, N. H. (2007). ORI Introduction to the Responsible Conduct of Research. Office of Research Integrity, U.S. Department of Health & Human Services.
3. Resnik, D. B. (2020). The Ethics of Science: An Introduction. Routledge.
4. Shamoo, A. E., & Resnik, D. B. (2015). Responsible Conduct of Research (3rd ed.). Oxford University Press.
5. UGC (2021). UGC Guidelines for Research and Publication Ethics (RPE).

Unit III: PUBLICATION ETHICS

Topics: Authorship, publication misconduct, COPE, WAME

Instruction Hours: 7

References:

1. COPE (Committee on Publication Ethics) – <https://publicationethics.org/>
2. WAME (World Association of Medical Editors) – <https://www.wame.org/>
3. Elsevier. (n.d.). Ethics in Research & Publication. <https://www.elsevier.com/authors/journal-authors/policies-and-ethics>
4. ICMJE (International Committee of Medical Journal Editors) – <http://www.icmje.org/>
5. Patnaik, P. (2021). Publication Ethics and Malpractice. International Journal of Research Publication and Reviews.



Unit IV: OPEN ACCESS PUBLISHING

Topics: OA initiatives, SHERPA/RoMEO, Journal finders

Instruction Hours: 4

References:

1. Suber, P. (2012). Open Access. MIT Press.
2. SHERPA/RoMEO – <http://sherpa.ac.uk/romeo/>
3. Directory of Open Access Journals (DOAJ) – <https://doaj.org/>
4. Elsevier Journal Finder – <https://journalfinder.elsevier.com/>
5. Springer Journal Suggester – <https://journalsuggester.springer.com/>
6. University tools (e.g., SPPU tool for identifying predatory journals – as per institutional website).

Unit V: PUBLICATION MISCONDUCT (Practice)

Topics: Group discussions, FFP, software tools

Instruction Hours: 4

References:

1. Turnitin – <https://www.turnitin.com/>
2. Ouriginal (formerly Urkund) – <https://www.ouriginal.com/>
3. Shashidhar, K. (2020). Plagiarism: Causes, Detection and Avoidance. Journal of Academic Ethics.
4. ORI Case Studies – https://ori.hhs.gov/case_studies
5. UGC-CARE guidelines on academic integrity – <https://ugccare.unipune.ac.in>

Unit VI: DATABASES AND RESEARCH METRICS

Topics: Web of Science, Scopus, impact metrics

Instruction Hours: 7

References:

1. Clarivate Analytics – Web of Science – <https://www.webofscience.com/>
2. Elsevier – Scopus – <https://www.scopus.com/>
3. Journal Citation Reports (JCR) – <https://jcr.clarivate.com/>
4. Moed, H. F. (2005). Citation Analysis in Research Evaluation. Springer.
5. Bornmann, L., & Daniel, H. D. (2009). The state of h index research: Is the h index the ideal way to measure research performance? EMBO reports.

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Course Code – 103: Human Resource Management

Course Code: 103

Course Title: Human Resource Management

Scheme of Instruction

Component	Total Duration	Period/Week	Credits
Instruction	60 Hours	4	4

Scheme of Examination:

Component	Marks
Internal Evaluation	30
End Semester Examination	70
Total Marks	100

Course Outcomes (COs)

CO Code	Course Outcome
CO1	Understand the significance, objectives, functions, and evolving perspectives of Human Resource Management (HRM) in changing internal and external environments.
CO2	Analyze HR planning processes and techniques, and demonstrate knowledge of models and organization of HRM functions.
CO3	Evaluate recruitment and selection processes, performance management systems, and compensation strategies including job evaluation and wage administration.
CO4	Examine Human Resource Development (HRD) strategies across cultures, including training needs assessment, performance appraisal, and career development.
CO5	Analyze grievance handling mechanisms, collective bargaining processes, and employee participation in industrial democracy.

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Programme Specific Outcomes (PSOs)

PSO Code	Programme Specific Outcome
PSO1	Apply research methodologies and quantitative/qualitative techniques to address complex problems in the field of HRD.
PSO2	Exhibit domain expertise in Human Resource Management and its allied areas such as Organizational Behavior, Industrial Relations, and Performance Management.
PSO3	Demonstrate the ability to identify emerging issues in HRD and design research to address practical workplace challenges.
PSO4	Integrate ethical considerations and responsible conduct in research practices and scholarly writing.
PSO5	Select and specialize in an optional HRD area (e.g., OD, Training, IR) and demonstrate scholarly competence in that specific field.

Course Outcome (CO)	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	3	2	1	2
CO2	2	3	2	1	2
CO3	2	3	3	1	3
CO4	2	3	3	1	3
CO5	1	3	2	2	2

Course Content

Unit	Course Content	Instruction Hours
I	Human Resource Management (HRM) – Significance, objectives, functions, concepts and perspectives in HRM, HRM in changing environment, external and internal environment. Models of HRM, organizing HRM function. Human Resource Planning – Objectives, process and techniques.	15
II	Recruitment and Selection – Sources of recruits; Recruiting methods; selection procedure; selection tests; placements and follow up. Performance management systems. Compensation and benefits – Job evaluation techniques, wage and salary administration; fringe benefits, human resource records and audit.	15
III	Human Resource Development: HRD - meaning, scope, importance. HRD across cultures, Organizational Training systems, need assessment, training program valuation, performance appraisal design & development, legal issues, implementation & evaluation, role of appraisals in managing performance, career development & planning.	15
IV	Grievance management, collective bargaining – Concept; Process; Pre-requisites: new trends in collective bargaining, industrial	15

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Unit	Course Content	Instruction Hours
	democracy and employee participation. Objectives and forms of employee participation.	

Recommended Textbooks and References

1. . **Dessler, Gary (2020)**. Human Resource Management (15th Edition). Pearson Education.
2. **Armstrong, Michael (2020)**. Armstrong’s Handbook of Human Resource Management Practice (15th Edition). Kogan Page.
3. **Aswathappa, K. (2019)**. Human Resource Management: Text and Cases. McGraw Hill Education.
4. **Mathis, Robert L., & Jackson, John H. (2019)**. Human Resource Management (15th Edition). Cengage Learning.
5. **Rao, V.S.P. (2020)**. Human Resource Management: Text and Cases. Excel Books.
6. **Decenzo, David A., Robbins, Stephen P., & Verhulst, Susan L. (2019)**. Fundamentals of Human Resource Management (13th Edition). Wiley.
7. **Werner, Jon M., & DeSimone, Raymond L. (2012)**. Human Resource Development (6th Edition). Cengage Learning.
8. **Snell, Scott, & Bohlander, George (2013)**. Managing Human Resources (16th Edition). South-Western Cengage Learning.
9. **Monappa, Arun, & Saiyadain, Mirza S. (2012)**. Personnel Management. Tata McGraw Hill.
10. **Mamoria, C.B., Gankar, S.V. (2012)**. Personnel Management: Text and Cases. Himalaya Publishing House

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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Course Code – 104 - A: Organizational Change and Development

Course Details

Course Code: 104 - A

Course Title: Organizational Change and Development

Paper: (Optional)

Scheme of Instruction

Component	Total Duration	Period/Week	Credits
Instruction	60 Hours	4	4

Scheme of Examination:

Component	Marks
Internal Evaluation	30
End Semester Examination	70
Total Marks	100

Course Outcomes (COs)

CO Code	Course Outcome
CO1	Understand the fundamental concepts, objectives, nature, scope, and core values of Organization Development (OD).
CO2	Identify and analyze the forces driving planned change at individual, group, and organizational levels.
CO3	Evaluate different models of change and their applicability in managing organizational transformation effectively.
CO4	Examine the characteristics of effective change programs and develop strategies for implementing change in organizations.
CO5	Analyze future trends and the relevance of OD in modern organizations, emphasizing transformative and macro-level change.

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Programme Specific Outcomes (PSOs)

PSO Code	Programme Specific Outcome
PSO1	Apply research methodologies and quantitative/qualitative techniques to address complex problems in the field of HRD.
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PSO3	Demonstrate the ability to identify emerging issues in HRD and design research to address practical workplace challenges.
PSO4	Integrate ethical considerations and responsible conduct in research practices and scholarly writing.
PSO5	Select and specialize in an optional HRD area (e.g., OD, Training, IR) and demonstrate scholarly competence in that specific field.

CO-PSO Mapping

CO \ PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	2	3	3	1	2
CO3	3	3	3	2	3
CO4	3	3	3	2	3
CO5	2	3	3	2	3

Mapping Scale: 1 = Slight, 2 = Moderate, 3 = Substantial

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Course Content

Unit	Course Content	Instruction Hours
I	Introduction: Objectives of Organization Development - Defining Organization Development - Nature and Scope of Organization Development - Assumptions, Values and Belief in Organization Development - Values and Belief of Organization Development - System Theory of Organization Development.	15
II	PLANNED CHANGE: International training - Stimulating - Forces for change (External Forces and Internal Forces) - Change Program - Individual level change - Group level of change - Organizational Level Change.	15
III	MODELS OF CHANGE: Introduction - Characteristics of Effective Change Program - Models of change - System model of change - The continuous change process model - Change and transition management model - Organizational growth model.	15
IV	FUTURE TRENDS IN OD: Future Trends - Macro System - Trends - Interpersonal Trends - The Future of Organizational Development - Embrace Transformative Change for Relevance of OD in Modern Organizations.	15

Recommended Textbooks and References

1. **French, Wendell L., Bell, Cecil H., & Zawacki, Robert A. (2011).** Organization Development and Transformation: Managing Effective Change (7th Edition). McGraw-Hill Education.
2. **Cummings, Thomas G., & Worley, Christopher G. (2021).** Organization Development and Change (11th Edition). Cengage Learning.
3. **Brown, Donald R. (2010).** An Experiential Approach to Organization Development (8th Edition). Pearson Education.
4. **Singh, Kavita (2012).** Organization Change and Development. Excel Books, New Delhi.
5. **Harigopal, K. (2019).** Management of Organizational Change: Leveraging Transformation (2nd Edition). Sage Publications India.
6. **Beckhard, Richard (1997).** Organization Development: Strategies and Models. Addison-Wesley.
7. **Pattanayak, Biswajeet (2005).** Human Resource Management. Prentice-Hall of India – chapters on OD and change.

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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Course Code – 104 - B: Performance Management

Course Code: 104 - B

Course Title: Performance Management

Paper: (Optional)

Scheme of Instruction

Component	Total Duration	Period/Week	Credits
Instruction	60 Hours	4	4

Scheme of Examination:

Component	Marks
Internal Evaluation	30
End Semester Examination	70
Total Marks	100

Course Outcomes (COs)

CO Code	Course Outcome Statement
CO1	Critically evaluate the fundamental concepts, theories, and strategic importance of performance management systems in diverse organizational contexts.
CO2	Design and implement effective performance planning and goal-setting strategies, including the development of Key Performance Indicators (KPIs) and SMART goals.
CO3	Analyze various performance monitoring and assessment methods, including advanced appraisal techniques, and identify common rating errors and their mitigation strategies.
CO4	Develop proficiency in conducting impactful performance review meetings and delivering constructive feedback, considering psychological, communication, and ethical dimensions.

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CO Code	Course Outcome Statement
CO5	Formulate performance improvement and development plans, understanding their linkages with training, reward management, talent management, and succession planning.
CO6	Investigate contemporary and emerging issues in performance management, including the impact of technology, cultural factors, and ethical concerns, and propose relevant research question.

Programme Specific Outcomes (PSOs)

PSO Code	Programme Specific Outcome
PSO1	Apply research methodologies and quantitative/qualitative techniques to address complex problems in the field of HRD.
PSO2	Exhibit domain expertise in Human Resource Management and its allied areas such as Organizational Behavior, Industrial Relations, and Performance Management.
PSO3	Demonstrate the ability to identify emerging issues in HRD and design research to address practical workplace challenges.
PSO4	Integrate ethical considerations and responsible conduct in research practices and scholarly writing.
PSO5	Select and specialize in an optional HRD area (e.g., OD, Training, and IR) and demonstrate scholarly competence in that specific field.

CO and PSO Mapping

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	1	-	3
CO2	2	3	2	-	-
CO3	2	3	2	1	-
CO4	1	2	2	3	-
CO5	1	3	2	-	2
CO6	3	2	3	2	1

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Mapping Scale: 1 = Slight, 2 = Moderate, 3 = Substantial

Course Content

Unit	Course Content	Instruction Hours
Unit I	<p>Fundamentals and Strategic Planning of Performance Management - Concept, nature, scope, and importance of PM- Performance Management vs. Performance Appraisal- Historical development and trends in PM- Strategic relevance of PM in organizations- Stakeholders in PM- Role clarity and expectation setting- Linking individual goals to organizational strategy- Performance contract and work planning</p>	15
Unit II	<p>Performance Goal Setting, Monitoring, and Assessment - Key Performance Indicators (KPIs) and SMART goals- Competency mapping and performance standards- Ongoing performance review and feedback mechanisms- Methods of performance appraisal: Traditional and Modern- 360-degree feedback, Management by Objectives (MBO), Balanced Scorecard- Behaviourally Anchored Rating Scales (BARS)- Common rating errors and rater training</p>	15
Unit III	<p>Performance Review, Feedback, and Development - Conducting performance review meetings- Feedback – types, techniques, and models (e.g., SBI, STAR)- Psychological aspects of feedback and employee receptiveness- Role of communication and coaching in PM- Legal and ethical issues in performance feedback- Performance development plans (PDPs)- Linkages between PM and Training & Development- Reward management and compensation linkage- High and low performance management strategies- Talent management and succession planning</p>	15
Unit IV:	<p>Contemporary Issues and Research in Performance Management - Cultural and contextual issues in PM- PM in public vs. private sector- Technological advances: Use of AI and analytics in PM- Critique of PM practices: fairness, bias, impact on motivation- Research trends and future directions in PM- Measuring effectiveness of PM systems</p>	15
Total		60 Hours

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Suggested Readings and References

1. Armstrong, M. & Baron, A. (2005). Managing Performance: Performance Management in Action. CIPD Publishing.
2. Aguinis, H. (2013). Performance Management, 3rd Edition. Pearson Education.
3. Pulakos, E.D. (2009). Performance Management: A New Approach for Driving Business Results. Wiley-Blackwell.
4. HBR Articles on Performance Management and Feedback – Harvard Business Review (relevant articles on trends and innovations in PM).
5. Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2017). Human Resource Management. Pearson Education.
6. CIPD Research Reports and Practitioner Tools – www.cipd.co.uk
7. Relevant Journal Articles from:
 - Human Resource Management Review
 - Academy of Management Journal
 - International Journal of Human Resource Management
 - Personnel Review

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Course Code – 104 - C

Paper – Organizational behaviour

Course Code: 104-C

Course Title: Organizational Behaviour

Scheme of Instruction

Component	Total Duration	Period/Week	Credits
Instruction	60 Hours	4	4

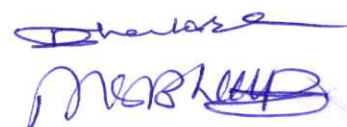
Scheme of Examination

Component	Marks
Internal Evaluation	30
End Semester Examination	70
Total Marks	100

Course Outcomes (COs)

Upon successful completion of this course, students will be able to:

CO Code	Course Outcome
CO1	Understand the evolution, theoretical foundations, and interdisciplinary nature of Organizational Behaviour (OB).
CO2	Analyze individual and group-level behavior through concepts like personality, perception, learning, motivation, and group dynamics.
CO3	Evaluate leadership styles, communication processes, and power dynamics within organizations.
CO4	Examine organizational culture and change models to manage resistance, stress, and diversity.

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CO Code	Course Outcome
CO5	Explore emerging trends and research areas in OB, including virtual teams, ethics, and emotional intelligence.

Programme Specific Outcomes (PSOs)

PSO Code	Programme Specific Outcome
PSO1	Apply research methodologies and quantitative/qualitative techniques to address complex problems in the field of HRD.
PSO2	Exhibit domain expertise in Human Resource Management and its allied areas such as Organizational Behavior, Industrial Relations, and Performance Management.
PSO3	Demonstrate the ability to identify emerging issues in HRD and design research to address practical workplace challenges.
PSO4	Integrate ethical considerations and responsible conduct in research practices and scholarly writing.
PSO5	Select and specialize in an optional HRD area (e.g., OD, Training, IR) and demonstrate scholarly competence in that specific field.

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CO – PSO Mapping

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	1	0	0	0
CO2	1	1	1	0	0
CO3	1	1	1	1	0
CO4	1	1	1	1	1
CO5	1	1	1	1	1

Note: '1' indicates a strong correlation between the Course Outcome and the Programme Specific Outcome, while '0' indicates no correlation.

Course Content

Unit	Course Content	Instruction Hours
I	Theoretical Foundations of OB: Nature, evolution, and interdisciplinary roots of OB; OB models – Classical, Neoclassical, Contemporary; Globalization, technology, and OB relevance.	15
II	Individual and Group Behavior: Personality, perception, learning, motivation theories (Maslow, Herzberg, Vroom, etc.); Group formation, dynamics, norms, and decision-making; Team building and conflict management.	15
III	Leadership, Communication, and Power: Theories of leadership – Trait, Behavioral, Transformational, Servant leadership; Organizational communication – types, barriers, and networks; Power, politics, influence, and negotiation.	15
IV	Culture, Change, and Emerging OB Issues: Organizational culture and climate (Schein, Hofstede); Change models (Lewin, Kotter), resistance to change, and OD; Stress, diversity, workplace ethics, virtual teams, emotional intelligence, and future directions in OB research.	15

Textbooks and References

Textbooks:

1. Robbins, S. P., & Judge, T. A. (2022). Organizational Behavior (18th ed.). Pearson Education.
2. Luthans, F. (2011). Organizational Behavior (12th ed.). McGraw-Hill Education.

Additional References:

3. Greenberg, J. (2013). Behavior in Organizations. Pearson Education.
4. Kreitner, R., & Kinicki, A. (2013). Organizational Behavior (10th ed.). McGraw-Hill.
5. McShane, S. L., & Von Glinow, M. A. (2017). Organizational Behavior. Tata McGraw-Hill.
6. HBR Articles on Leadership, Motivation, and Organizational Change – Harvard Business Review.

Research articles from:

- Academy of Management Journal
- Journal of Organizational Behavior
- Human Relations
- Organizational Dynamics

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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Course Code – 104 - D

Paper – Training and Development

Course Code: 104-D

Paper Title: Training and Development

Level: Ph.D. Coursework (HRM)

Scheme of Instruction

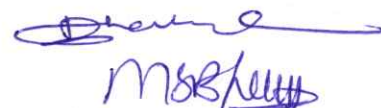
Component	Total Duration	Period/Week	Credits
Instruction	60 Hours	4	4

Scheme of Examination

Component	Marks
Internal Evaluation	30
End Semester Examination	70
Total Marks	100

1. Course Outcomes (COs)

CO Code	Course Outcome
CO1	Distinguish between training, education, and development; assess training needs using organizational, task, and individual-level analysis.
CO2	Design effective training programs using instructional design models and apply adult learning theories and diverse training methods.
CO3	Implement training programs using modern technologies like LMS, AR/VR, and MOOCs; apply strategies for engaging adult learners in diverse formats.
CO4	Evaluate training effectiveness using established models like Kirkpatrick, Phillips ROI, and CIPP; measure training impact using analytics.
CO5	Critically examine emerging trends such as micro learning, adaptive learning, and integrate them into future research in T&D.



2. Programme Specific Outcomes (PSOs)

PSO Code	Programme Specific Outcome
PSO1	Apply research methodologies and quantitative/qualitative techniques to address complex problems in the field of HRD.
PSO2	Exhibit domain expertise in Human Resource Management and its allied areas such as Organizational Behavior, Industrial Relations, and Performance Management.
PSO3	Demonstrate the ability to identify emerging issues in HRD and design research to address practical workplace challenges.
PSO4	Integrate ethical considerations and responsible conduct in research practices and scholarly writing.
PSO5	Select and specialize in an optional HRD area (e.g., OD, Training, IR) and demonstrate scholarly competence in that specific field.

3. CO-PSO Mapping

CO \ PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	1	3
CO2	2	3	3	1	3
CO3	1	3	3	2	3
CO4	3	3	2	2	3
CO5	3	3	3	2	3

Mapping Legend: 1=Slight, 2=Moderate, 3=Substantial

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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Course Content

Unit	Course Content	Instruction Hours
I	Introduction and Training Needs Analysis (TNA): Training vs. education vs. development, Evolution and importance of training, TNA: organizational, task, individual level, Competency mapping and gap analysis.	15
II	Training Design and Delivery: Instructional design models (ADDIE, ASSURE, ISD), Learning theories (Behaviorism, Andragogy, and Experiential), Training methods: on-the-job, simulations, e-learning, gamification, Trainer competencies and learning styles.	15
III	Training Implementation and Technology: Planning and managing training programs, Learning Management Systems (LMS), AR/VR, MOOCs, Engaging adult learners in hybrid/virtual formats, Cross-cultural sensitivity in training delivery.	15
IV	Training Evaluation and Emerging Trends: Kirkpatrick's model, ROI (Phillips), CIPP, Measuring impact: dashboards, analytics, effectiveness, Leadership and career development, Micro learning, adaptive learning, and T&D research directions.	15

Textbooks and References

Textbooks:

1. Noe, R. A. (2020). Employee Training and Development (8th ed.). McGraw-Hill Education.
2. Blanchard, P. N., & Thacker, J. W. (2019). Effective Training: Systems, Strategies, and Practices (6th ed.). Pearson.

Additional References:

1. Rae, L. (2001). Planning and Designing Training Programmes. Kogan Page.
2. Phillips, J. J., & Stone, R. D. (2002). How to Measure Training Results. McGraw-Hill.
3. Kirkpatrick, D. L., & Kirkpatrick, J. D. (2006). Evaluating Training Programs: The Four Levels (3rd ed.). Berrett-Koehler.
4. Harvard Business Review (HBR): Articles on Training, Learning Technologies, and Adult Learning.

Research Journals:

1. Human Resource Development Quarterly
2. International Journal of Training and Development
3. Journal of Workplace Learning
4. Journal of Human Resource and Sustainability Development





Course Code – 104 - E

Paper – Industrial Relations

Course Code: 104-E

Paper Title: Industrial Relations

Level: Ph.D. Coursework (HRM)

Scheme of Instruction

Component	Total Duration	Period/Week	Credits
Instruction	60 Hours	4	4

Scheme of Examination

Component	Marks
Internal Evaluation	30
End Semester Examination	70
Total Marks	100

Course Outcomes (COs)

CO Code	Course Outcome
CO1	Understand the theoretical foundations, evolution, and stakeholders of industrial relations in India and globally.
CO2	Analyze the role and functioning of trade unions, and evaluate collective bargaining strategies and their impact.
CO3	Critically assess mechanisms for dispute resolution and disciplinary procedures within industrial relations systems.
CO4	Examine contemporary issues, labor reforms, and challenges related to globalization, informalization, and gig economy in the IR context.
CO5	Conduct scholarly research in the field of industrial relations with ethical integrity and methodological rigor.

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Programme Specific Outcomes (PSOs)

PSO Code	Programme Specific Outcome
PSO1	Apply research methodologies and quantitative/qualitative techniques to address complex problems in the field of HRD.
PSO2	Exhibit domain expertise in Human Resource Management and its allied areas such as Organizational Behavior, Industrial Relations, and Performance Management.
PSO3	Demonstrate the ability to identify emerging issues in HRD and design research to address practical workplace challenges.
PSO4	Integrate ethical considerations and responsible conduct in research practices and scholarly writing.
PSO5	Select and specialize in an optional HRD area (e.g., OD, Training, IR) and demonstrate scholarly competence in that specific field.

CO-PSO Mapping

CO \ PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	3	2	1	2
CO2	1	3	2	1	2
CO3	2	3	3	2	3
CO4	3	3	3	2	3
CO5	3	2	3	3	3

Mapping Legend: 1 = Slight Contribution, 2 = Moderate Contribution, 3 = Substantial Contribution

Unit-wise Course Content

Unit	Course Content	Instruction Hours
I	Fundamentals of Industrial Relations: Meaning, scope, and evolution of IR Theoretical approaches: Unitary, Pluralistic, Marxist, Dunlop Role of government, employers, and workers • Contemporary challenges in IR	15
II	Trade Unionism and Collective Bargaining: History and role of trade unions in India, Theories of trade unionism (Webbs, Marx, Gandhi, Modern), Collective bargaining: process, types, and effectiveness, Negotiation strategies and case studies	15

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Unit	Course Content	Instruction Hours
III	Dispute Resolution and Discipline: Industrial disputes: types, causes, resolution mechanisms, Conciliation, arbitration, adjudication, Code of discipline, grievance handling, and domestic enquiry, Role of labor courts, tribunals, and labor offices	15
IV	Labour Reforms and Research in IR: Labour Codes 2020 (with focus on IR Code), Globalization, gig economy, in formalization and IR challenges, Gender, diversity, and ethical issues in IR, Trends, methods, and areas of IR research	15

Textbooks and References

Core Textbooks:

1. Mamoria, C.B., Mamoria, S., & Gankar, S.V. (Latest Ed.). *Dynamics of Industrial Relations in India*. Himalaya Publishing House.
2. Monappa, A., Nambudiri, R., & Selvaraj, P. (Latest Ed.). *Industrial Relations and Labour Laws*. McGraw Hill Education.
3. Venkata Ratnam, C.S. (Latest Ed.). *Industrial Relations*. Oxford University Press.

Supplementary Readings:

4. Singh, B.D. (Latest Ed.). *Industrial Relations: Emerging Paradigms*. Excel Books.
5. Sinha, P.R.N., Sinha, I.B., & Shekhar, S.P. (Latest Ed.). *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education.
6. Chhabra, T.N., & R.K. Suri. *Industrial Relations: Concepts and Issues*. Dhanpat Rai Publishing.

Research Articles & Reports:

- Ministry of Labour and Employment, Government of India – Code on Industrial Relations, 2020
- International Labour Organization (ILO) Reports
- EPW (Economic & Political Weekly) – articles on labor and industrial relations
- Select papers from *Indian Journal of Industrial Relations (IJIR)*
 - **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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