

Berhampur University, P.G. Department of IR&PM
M. Phil Syllabus /Pre-Ph. D

Unit I: Research Methodology and Quantitative Techniques: 100 Marks

- I. **Introduction:** Meaning and Importance of Social Science Research; Methods of Social Science Research; Social Phenomena and the Limitations for research on Social Phenomena.
- II. **Research Design I:** Identification of Research Problem; Theory: Meaning of Theory, Role of Theory, Basis for Theory; Hypothesis: Meaning of Hypothesis, Formulation of Hypothesis, Null Hypothesis and Utility of Null Hypothesis in Social Science Research.
- III. **Research Design II:** Data Collection--Sources of Data Collection; Techniques of Data Collection--Schedule, Questionnaire, Interview, Observation; and Report Writing.
- IV. **Quantitative Techniques:** Graphic presentation of data, Standard Deviation, Coefficient of Correlation, Rank Correlation, Chi Square, Regression Analysis.
- V. **Application of Computers for the Study and Analysis of Social Phenomena:**
Basic Knowledge about Computers—Fundamentals of Computers and Operating Systems, Introduction to MS Excel, Worksheet, Cell, Range, Tool Bars, Formatting, Copying and Moving data, Using formulae and functions, Working with charts and Printing of worksheet data.

References:

Adams, Research Methods for Graduate Business & Social Sciences, Prentice Hall.
Somekh, Research Methods in the Social Sciences, Prentice Hall.
S.C. Gupta, Statistical Methods
C.R. Kothari, Research & Methodology

Unit II: Strategic Human Resource Management: 100 Marks

- I. **Strategic HRM:** Evolution of the concept of Strategic HRM.
- II. **Theoretical Perspectives for Strategic HRM:**
 - i. Strategy-driven Perspectives :
 1. The Resource-based Theory
 2. The Behavioural Perspective
 3. The Cybernetics Model
 4. The Agency/Transaction Cost Theory
 - ii. Non-Strategic Perspectives
 1. Resource-driven and Power Model
 2. Institutional Theory
- III. **Integration of Business Strategy and Business Strategy:**
 1. Stages in the evolution of Business and HR Planning Integration
 2. Determinants of integration between Business and HR Planning
 3. Conditions under which Business and HR Planning may not be appropriate
 4. Business Strategy Planning Problems and Implications for Human Resource Managers.
- IV. **Implementation of Human Resource Strategy:**
 1. Workforce Utilization and Employment Practices
Cross-Training and Flexibility in assigning work, Using Work Teams, Operating on a non-union basis for efficient utilization of Human Resources.
 2. Dealing with Employee Shortages
Strategic Recruiting, Special Recruiting for Minorities and Females, Flexible Recruitment as a source of Labour, Managing Vendors of Outsourced Functions
 3. Selection of Employees
Reliability and Validity, Job Analysis, Interviews, Behavioural Interviews, Testing, Assessment Centres.
 4. Dealing with Employee Surpluses
Redeployment and Retraining, Early Retirement, Downsizing and Lay-offs, Termination Strategies.
 5. Special Implementation Challenges
Career Paths for Technical Professionals, Dual-career Couples.
 6. Use of Reward and Development Systems
 - a. Strategically-oriented Performance Measurements
MBO, Graphic Rating Scales, Narratives, Behaviourally Anchored Rating Scales, Behavioural Observation Scales, 360 Degree Feedback.
 - b. Strategically-oriented Compensation System
Traditional Compensation Systems, Skill-based Pay, Broadbanding, Team-based Pay, Variable Compensation.
 - c. Employee Development
Training Programmes, Training Methods, Management Development
- V. **Evolution of Strategic HRM in India.**

References

- Greer, Charles R., Strategic Human Resource Management: A General Manager's Approach, Pearson Education Inc., 2010.
- Sharma, Aradhana, Strategic Human Resource Management: An Indian Perspective, Response Books, New Delhi, 2006.