Course Code: HRM-402
Course Name: Human Resource Management
Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: After completing this course the students will be able to:

- To understand the essence of human resource management and what roles and functions a human resource manager performs in an organization.
- To comprehend that in contemporary business scenario human resource management has acquired a strategic role in the functioning of any business organization.

Attendance Requirements:
Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:
1. Mid Term Examination: 50
2. End Term Examination: 100
3. Internal Assessment: 50
   i. Attendance: 10
   ii. Presentation: 10
   iii. Assignment/Dissertation/Field Work: 10
   iii. Case Presentation/ Role Play: 10
   iv. Quiz/ Management Games or Activities: 10
Course Contents:

UNIT - I: Introduction to HRM (8 Hours)
Evolution- Genesis and Growth of HRM, Difference between Personnel Management and HRM, Strategic Human Resource Management, Objectives and Importance of HRM, Functions of HRM, Role of HR Manager, Jobs and Careers in HR

UNIT - II: Human Resource Planning (8 Hours)
Importance and Process of Human Resource Planning; Demand and Supply forecasting Techniques- Managerial Judgment, Trend Analysis, Ratio Analysis, Delphi Techniques, Replacement Chart; Job Analysis Process and Methods - Interview, Questionnaires, Observation, Participant diary/log; Job Description; Job Specification; Job Design and its Approaches- Job Rotation, Job Enlargement and Job Enrichment

UNIT – III: Recruitment, Selection and HR Development (8 Hours)
Meaning and process of recruitment, sources of recruitment, developing and using application forms; Selection - Tests, Interviews and types of interviews; Difference between Recruitment and Selection
Concept and contents of induction and orientation, objectives of induction; Training and Development- Importance of training, training methods; Management Development - methods and techniques of management development

UNIT – IV: Performance Management and Performance Appraisal (8 Hours)

UNIT – V: Job Evaluation, Compensation and Industrial Relations (8 Hours)
Industrial Relations–Definition and Importance of Industrial Relations; Grievance Handling - Characteristics and Causes of Grievance, Model Grievance Procedure
Prescribed Text Books:

Suggested Extra Readings:
Course Code: MSO 410
Course Name: Business Communication

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to
- Facilitate the learners to assess their understanding and apply the concepts of business communication in real-time business contexts.
- Enable students to understand practical aspects of business communication and help them in communicating effectively both verbally and non-verbally at workplace.
- Enable students to develop their soft skills, such as listening and body language, and prepare for interviews and group discussions.

Attendance Requirements:
Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:
1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
   - Attendance: 10%
   - Library Assignment: 5%
   - Presentation: 5%
   - Quiz/Role Play/ Any other activities: 5%

Course Contents

UNIT I Introduction to Business Communication 4 Hours
- Business Communication and its importance, Communication Network in an Organization
- Process of Communication, Communication Barriers
- Communication Theories and their Application
- Strategies for Improving Communication

UNIT II Effective Listening and Reading Skills 4 Hours
- Meaning of Listening, Process of Listening
- Types of Listening
- Barriers to Effective Listening
- Reading Skills

UNIT III Non-verbal Communication Skills 4 Hours
- Introduction to Non-verbal Communication
- Significance of Non-verbal Communication in Organizations
- Types of Non-verbal Communication
- Kinesics, Oculesics, Haptics, Proxemics, Appearance and artifacts, Paralinguistic/vocalic, Chronemics

UNIT IV Verbal Communication Skills for Business 4 Hours
- General Preparation for an Interview
- Group Discussions
• Skills for Business Presentations
• Public Speaking Skills

Unit V Written Communication Skills for Business

• Resume Writing
• Business Writing Skills
• Writing Effective E-mails
• Report Writing

Text Book

Suggested Reading
Course Code: HRM 512
Course Name: Industrial Psychology
Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/optional work placement; literature survey/ library work; data collection/ field work; writing of papers/projects/dissertation/thesis; seminars, etc.)
Course Objectives: The course is designed to:
1. To understand the theoretical aspects of industrial psychology, its relation with other sciences and theories.
2. To gain an insight into the work environment and its effect on an individual.

Attendance Requirement: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:
1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
   • Presentation - 10%
   • Assignment/Project work/Field Work: 10%
   • Quiz/Role Play-5%

Course Contents:

UNIT I: Introduction to Industrial Psychology (4 Hours)
- Industrial Psychology- History and Development of the Field of Industrial Psychology
- Characteristics and Objectives of Industrial Psychology; Is Industrial Psychology a Science?
- Methods of Industrial Psychology; Major fields of Industrial Psychology
- Industrial Psychological Tests-Validity, Reliability, Objectivity and Standardisation; Steps in Psychological Test Development

UNIT II: Personnel Selection Tests and Techniques (4 Hours)
- General Intelligence Tests, Tests of Achievement, Aptitude Tests, Tests of Personality and Interest
- The Selection Interviews
- Assessment Centers

UNIT III: Individual Psychology at Workplace (4 Hours)
- Emotional and Spiritual Intelligence for Employee Performance
- Learning and Reinforcement in Organizations
- Employee Aggression and Personnel Counselling
• Occupational Health Psychology, Stressors in the Work Environment, Effects of Stress, Responding to Stress, Stress Management Programs

UNIT IV: Social Psychology at Workplace (4 Hours)
• Transactional Analysis- A Model for Effective Communication
• Johari Window Model for Relationship Management
• Power and Political Behaviour in Organizations
• Workplace Sensitivity Training for Employees

UNIT V: Organizational Psychology (4 Hours)
• Industrial Accidents and their Prevention
• Industrial Fatigue and its Effects on Human Performance
• Boredom and/or Monotony- Effects and Countering the Effects
• Human Performance: Time and Motion Study, Engineering Psychology and Ergonomics

Prescribed Text Books:

Suggested Additional Readings:
Course Code: HRM 416

Course Name: Employability Skills

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to make the students knowledgeable about the various skills and competencies that will help them to achieve their potential and help them in improving their employability prospects.

Attendance Requirements: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
   - Attendance and Class Participation: 10%
   - Role Plays: 15%

Course Contents

UNIT I
- Employability skills
- Components of employability

UNIT II
- Finding a job
- Interview and Selection
- The First day on Job
- Personal Skills: Speaking

UNIT III
- Basic Service Conditions: Wages
- Basic Service Conditions: Hours and Leave
- Personal Skills: Writing
- Work, Self Confidence and Excellence
UNIT IV

- Asking the Right Questions
- Giving Instructions
- Being Critically Conscious

UNIT V

- Discipline, Penalties Termination of Service
- Leadership Skills: Meeting Negotiating
- Justice, Equality, Fraternity and Freedom

Prescribed Text Books:

Suggested Additional Readings:
1. Narula, S. S.(2013), Personality Development and Communication Skills, Taxman
Course Code: HRM 504

Course Name: Social Security and Labour Welfare

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to
1. To make students of HR understand the growth of labour welfare movement.
2. To give an insight into the various labour welfare and social security measures being provided to workers by the government.

Attendance Requirement:
Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:
1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
   - Class Participation- 10%
   - Presentations - 10%
   - Assignment- 5%

Course Contents:

UNIT I Social Security 4 Hours
- Evolution of Social Security
- Approaches to Social Security
- Characteristics of Social Security

UNIT II 4 Hours
- Social Assistance
- Social Insurance
- Mutual Benefits
- ILO and Social Security

UNIT III Development of Labour Welfare 4 Hours
- Historical Development of Labour Welfare
- Approaches of Labour Welfare
- Theories of Labour Welfare
- Principles of Labour Welfare
UNIT IV Welfare Provisions

- Statutory Welfare Provisions
- Voluntary Welfare Provisions
- Agencies for Labour Welfare
- Welfare of Special Categories of Labour

UNIT V Welfare Measures

- Industrial Safety, Industrial Health
- Industrial Housing
- Industrial Hygiene
- Labour Welfare Practices in Europe
- Labour Welfare Practices in India

Text Books:


Additional Readings:

Course Code: HRM 509  
Course Name: Performance Management - Systems & Strategies

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/optional work placement; literature survey/ library work; data collection/ field work; writing of papers/projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to
- Acquaint students with Performance Management System.
- Enable students to understand the significance of performance management System and appraisal mechanisms in the organization.

Attendance Requirement:
Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:
1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
   - Class Participation - 10%
   - Case Studies - 5%
   - Presentation - 10%

Course Contents:

UNIT I: Introduction to Performance Management (4 Hours)
- Concept and Definition of Performance Management
- Objectives of Performance Management
- Advantages and Disadvantages of Performance Management system
- Characteristics of Ideal Performance Management system
- Difference between Performance Appraisal and Performance Management

UNIT II: Performance Management Process (4 Hours)
- Performance Planning
- Performance Execution
- Performance Assessment
- Performance Review
- Performance Renewal and Recontracting
UNIT - III: Implementing Performance Management Systems (4 Hours)

- Defining Performance, Determinants of Performance
- Performance Dimensions, Measuring Performance
- Measuring Results and Behaviour
- Preparing Communication
- Ongoing Monitoring and Evaluation
- Performance Management Documentation

UNIT IV: Performance Management and Strategic Planning (4 Hours)

- Definition and Purpose of Strategic Planning
- Linking Performance Management to Strategic Plan
- E-Performance Management System

UNIT - IV: Performance Management and Employee Development (4 Hours)

- Coaching and Coaching Styles
- Process of Coaching
- Mentoring
- Performance Review Meetings

Prescribed Text Books:


Suggested Additional Readings:

Course Code: HRM 515
Course Name: International HRM

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objective: The course is designed to
- Help students in understanding Basic Concept of International Human Resource management
- Make students familiar with expatriates and challenges of expatriation
- To give an exposure to the students for HR activities in International Business

Attendance Requirements:
Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:
1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25% i.e. 25 marks out of 100
   - Attendance: 10%
   - Assignment: 5%
   - Presentation: 5%
   - Quiz/Role Play/ Any other activities: 5%

Course Contents:
UNIT-I: Introduction to IHRM (4 Hours)
- Defining International HRM, Model of IHRM
- Difference between Domestic and International HRM
- Variables that moderate difference between domestic and international HRM
- Case: Global Human Resource Management at Coca-Cola

UNIT-II: Staffing Decisions in IHRM (4 Hours)
- Approaches to Staffing: Ethnocentric, Polycentric, Geocentric, Regiocentric
- Reasons for Using International Assignments, Types of International Assignments
- Selection Criteria for Expat Selection in International Assignments
- Reasons for Expatriate Failure, Managing Expatriate Failure
UNIT-III: International Training and Development (4 hours)
- Expatriate Training- Components of Effective Pre-departure Training Program
- Phases in International Training Programme
- CCT Programme: Theoretical Framework for CCT Training
- Case Study: Training at McDonald’s

UNIT-IV: Expatriates Performance Management and Compensation Management (4 hours)
- Steps in Performance Management of International Employees
- International Compensation- Variables influencing Compensation
- Key Components of International Compensation Program
- Approaches to International Compensation

UNIT-V: Industrial Relations and Repatriation Issues (4 Hours)
- International Industrial Relations: Approaches and Key Players in IR
- Key issues in International Industrial Relations
- Repatriation- Process of Repatriation
- Managing Repatriation

Text Books:

Additional Readings:
Course Code: MSO 401
Course Name: Management Principles and Functions
Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:
- Present a thorough and systematic exposure of Management theory and practice.
- Provide a basic understanding of fundamental concepts and principles of Management.
- Enable the students to understand the basic roles, skills and functions of Management.

Attendance Requirement:
Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:
1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
   - Attendance: 5%
   - Class Participation: 5%
   - Library Assignment: 5%
   - Presentation: 5%
   - Quiz/Role Play/ Any other activity

Course Contents:

UNIT - I: Introduction to Management (4 Hours)
- Meaning and Importance of Management
- Nature and Functions of Management, Levels of Management
- Managerial Roles, Skills of Managers, Kinds of Managers
- Evolution of Management Theory
- Social Responsibilities and Ethics of Business

UNIT - II: Planning and Decision Making (4 Hours)
- Planning: An Overview, Importance of Planning at Organizations
- Steps in Effective Planning
- Hierarchy of Organization Plans
- Decision Making, Types of Decisions
• Steps to Rational Decision Making

UNIT - III: Organizing (4 Hours)
• Meaning of Organizing, Four Building Blocks of Organizing
• Organizational Design and various approaches
• Types of Organizational Structures
• Elements of Structure: Work Specialization, Unity of Command, Span of Control, Authority and Responsibility, Centralization and Decentralization, Departmentalization

UNIT - IV: Leading (4 Hours)
• Teams and Teamwork
• Motivating and Rewarding Employees
• Leadership and Trust
• Communication and Negotiation

UNIT – V: Controlling (4 Hours)
• Meaning and Need of Control
• Steps in Control Process
• Types of Control, Financial Control, Budgetary Control System, Auditing
• Essentials of Effective Control System

Prescribed Text Books:

Suggested Additional Readings:
<table>
<thead>
<tr>
<th>Lectures</th>
<th>Topics</th>
<th>Prescribed Text Book</th>
<th>Chapter No.</th>
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| Lecture – 1 | Meaning and Importance of Management | Book – 1  
Book – 2 | Chapter – 1  
Chapter – 1 |
| Lecture – 2 | Nature and Functions of Management | Book – 1  
Book – 2 | Chapter – 1 |
| Lecture – 3 | Roles of Managers, Types of Managers | Book – 1  
Book – 2 | Chapter – 1 |
| Lecture – 4 | Evolution of Management Thought | Book – 1  
Book – 2 | Chapter – 2 |
| Lecture – 5 | Social Responsibilities of Business | Book – 1  
Book – 2 | Chapter – 3  
Chapter – 4 |
| Lecture – 6 | Nature and Importance of Planning | Book – 1  
Book – 2 | Chapter – 4  
Chapter – 5 |
| Lecture – 7 | Steps in Effective Planning and Limitations of Planning | Book – 1  
Book – 2 | Chapter – 4  
Chapter – 5 |
| Lecture – 8 | Decision Making, Steps to Rational Decision Making | Book – 1  
Book – 2 | Chapter – 5  
Chapter – 5 |
| Lecture – 9 | Models of Decision-Making Behaviour, Difficulties in Decision Making | Book – 1  
Book – 2 | Chapter – 6  
Chapter – 5 |
| Lecture – 10 | Meaning and Importance of Organisation, Principles of Organizing | Book – 1 | Chapter – 7 |
| Lecture – 11 | Formal and Informal Organization, Span of Management | Book – 1 | Chapter – 7 |
| Lecture – 12 | Organizational Structures | Book – 2 | Chapter – 9 |
| Lecture – 13 | Line, Staff and Functional Authority | Book – 1 | Chapter – 7 |
| Lecture – 14 | Delegation of Authority and Decentralization of Authority | Book – 1 | Chapter – 7 |
| Lecture – 15 | Teams and Teamwork | Book – 1 | Chapter – 9 |
| Lecture – 16 | Motivating and rewarding employees | Book – 1 | Chapter – 9 |
| Lecture – 17 | Leadership, trust and communication | Book – 1 | Chapter – 18 |
| Lecture – 18 | Types of Control methods, steps in control process | Book – 1 | Chapter – 18 |
| Lecture – 19 | Control Techniques | Book – 2 | Chapter – 18 |
| Lecture – 20 | Essentials of control system | Book – 2 | Chapter – 18 |
Course Code: POM 401
Course Name: Operations Management

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:
- Enable the students to understand basic concepts of Operations Management.
- Acquaint the students about Production and Operations functions.
- Enable the students to understand the decision making relating to Operations and Productivity of an organization.

Attendance Requirement:
Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:
1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment: 25%
   - Class participation: 5%
   - Presentations: 5%
   - Assignment: 5%
   - Case studies and case lets: 10%

Course Contents:

UNIT – I: Introduction to Operations Management (5 Hours)
- Nature and Scope of Production and Operations Management
- Role of Operations Management
- Operations in Global Environment

UNIT – II: Designing Operations (3 Hours)
- Product Design and Analysis
- Make or Buy Decision

UNIT – III: Location and Layout (4 Hours)
- Layout Strategies
- Location Strategies
UNIT – IV: Forecasting (4 Hours)
- JIT
- Demand Forecasting

UNIT – V: Managing Inventory and Productivity (4 Hours)
- Inventory Management
- Productivity and Efficiency
- Application of Operations Management in Industry

Note: Cases and freeware’s will be used to provide practical insights to understand operations

Prescribed Text Books:


Suggested Readings

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Lectures</th>
<th>Topics</th>
<th>Prescribed Text Book</th>
<th>Chapters</th>
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<tr>
<td>1.</td>
<td>1</td>
<td>Nature and Scope of Production and Operations Management</td>
<td>Book – 1 Book – 2</td>
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<td>3.</td>
<td>1</td>
<td>Operations in Global Environment</td>
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<td>4.</td>
<td>1</td>
<td>Product Design and Analysis</td>
<td>Book – 1</td>
<td>Chapter – 4</td>
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<td>5.</td>
<td>1</td>
<td>House of Quality</td>
<td>Book – 1</td>
<td>Chapter – 4</td>
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<td>8.</td>
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<td>Strategic Importance of Layout Strategies</td>
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<td>9.</td>
<td>1</td>
<td>Types of Layouts</td>
<td>Book – 2 Book – 1</td>
<td>Chapter – 3 Chapter – 8</td>
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<td>10.</td>
<td>1</td>
<td>Strategic Importance of Location Strategies, Factors that affect Layout</td>
<td>Book – 2 Book – 1</td>
<td>Chapter – 2 Chapter – 7</td>
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<td>11.</td>
<td>1</td>
<td>Methods of Evaluating Location Alternatives</td>
<td>Book – 2 Book – 1</td>
<td>Chapter – 2 Chapter – 7</td>
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<td>13.</td>
<td>1</td>
<td>JIT</td>
<td>Book – 2 Book – 1</td>
<td>Chapter – 8 Chapter – 15</td>
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<tr>
<td>14.</td>
<td>1</td>
<td>Forecasting – Strategic Importance</td>
<td>Book – 1</td>
<td>Chapter – 3</td>
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<td>15.</td>
<td>1</td>
<td>Forecasting Methods</td>
<td>Book – 1</td>
<td>Chapter – 3</td>
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<tr>
<td>17.</td>
<td>1</td>
<td>Work Study and Measurement</td>
<td>Book – 1</td>
<td>Chapter – 9</td>
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<tr>
<td>18.</td>
<td>1</td>
<td>Inventory Management</td>
<td>Book – 2 Book – 1</td>
<td>Chapter – 6 Chapter – 11</td>
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<tr>
<td>19.</td>
<td>1</td>
<td>Productivity and Efficiency</td>
<td>Book – 1</td>
<td>Chapter – 1</td>
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<tr>
<td>20.</td>
<td>1</td>
<td>Application of operations in Industry</td>
<td>Book -1</td>
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<td><strong>Total</strong></td>
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</table>
Course Code: POM 505
Course Name: Total Quality Management
Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.).

Course Objectives: The course is designed to:
- Enable the students to understand basic concepts of Total Quality Management.
- To impart philosophies of Quality with business studies keeping in view the Total Quality movement and contextual contribution of Japanese Management Practices and thinkers.
- Help the students to use the understanding of total quality management in current dynamic business environment.

Attendance Requirement:
Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:
1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment: 25%
   - Class participation: 5%
   - Presentations: 10%
   - Case Studies: 5%
   - Assignments/Live Projects: 5%

Course Contents:

UNIT - I: TQM Movement – Thinkers, philosophies and contributions by thinkers (4 Hours)
- Contribution of Japanese management and rise of quality as business philosophy.
- Contributions of Dr. W. Edwards Deming: Theory of Knowledge (Fourteen principles), Deming Circle.
- Contributions of Dr Joseph Juran: Juran’s quality trilogy (Quality Planning, Quality Control & Quality Improvement)
- Contributions of Philip Crosby: concept of ‘zero defect’, four absolutes of quality, quality vaccine and six C’s.

UNIT - II: Building and Sustaining Global Total Quality Organizations (4 Hours)
- Quality Function Deployment (QFD)
• Concept of Quality Standards and Six Sigma

UNIT - III: Quality Improvement Tools and techniques (4 Hours)
• Kaizen (Continuous Improvement): Imai’s Kaizen; Kaizen and Innovation
• Kanban, Jidoka and TPS (Toyota Production system)
• Quality Circles, Quality Control and quality assurance

UNIT – IV: Tools of TQM (Measurement Tools) (4 Hours)
• Cause-and-effect diagram (“fishbone” or Ishikawa diagram)
• Control Chart: Contribution of Walter A. Shewhart
• Pareto’s Chart

UNIT – V: Contemporary Issues in TQM (4 Hours)
• TQM in the Service Sectors: Implementation of TQM in service organization - Framework for improving service quality,
• Model to measure service quality programs.
• SERVQUEL

Prescribed Text Books:

Suggested Readings:
Course Code: CSR 408
Course Name: Leadership Development
Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/optional work placement; literature survey/ library work; data collection/ field work; writing of papers/projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed:

1. To grasp the required skills of a leader who aspire to assume leadership roles in organizations.
2. To understand the cognitive, emotional, social, cultural, spiritual, moral and behavioral aspects of leadership.

Attendance Requirement:
Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:
1. Mid Term Examination: 25
2. End Term Examination: 50
3. Continuous Internal Assessment: 25
   - Attendance- 10
   - Class Participation- 5
   - Quiz-5
   - Presentation: 5

Course Contents:

UNIT I: INTRODUCTION TO LEADERSHIP (4 Hours)
- Introduction to Leadership, Leadership Myths
- The Interactional Framework for Leadership
- Leadership Styles and Followership Styles
- Multiple Intelligences of a Leader

UNIT II: LEADERSHIP APPROACHES (4 Hours)
- Trait Approach
- Behavioral Approach
- Contingency Approach
- Contemporary Approach
UNIT III: SKILLS FOR DEVELOPING YOURSELF AS A LEADER (5 Hours)
  • A-O-R Model of Leader Development
  • Building Technical Competence
  • Building Effective Relationship with Superiors and Peers
  • Development Planning
  • Building Credibility and Influencing Others

UNIT IV: SKILLS FOR DEVELOPING OTHERS (4 Hours)
  • Setting Goals
  • Providing Constructive Feedback
  • Building High Performance Teams
  • Delegating and Coaching

UNIT V: SKILLS TO DEAL WITH SITUATIONS (3 Hours)
  • Leadership and Change
  • Skills for Optimizing Leadership as Situations Change
  • Managing Conflict and Negotiation

Prescribed Text Books:

Suggested Additional Readings:
Course Code: HRM 503  
Course Name: Human Resource Development

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- help students understand the emerging need and functions of Human Resource Development in context to organizational goals, development and strategies.
- identify content, outcomes and processes of HRD applications and to understand diverse issues in HRD with their implications on the organisation.
- Train students to apply HRD for bringing out organisational effectiveness.

Attendance Requirements:
Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
   - Attendance and Participation: 10%
   - Assignment: 5%
   - Case Discussion/Quiz : 5%
   - Presentation : 5%

Course Contents:

UNIT – I: The Fundamentals of Human Resource Development (5 Hours)

- Introduction to HRD : Meaning, scope and evolution of HRD
- Functions of HRD: Roles and competencies of HRD professionals, framework for HRD process, challenge to organization and HRD professionals.
- Factors Influencing Employee Behaviour : Model of employee behaviour, external and internal factors influencing employee behaviour
- HRD Matrix
UNIT – II: Frame work of Human Resource Development (4 Hours)

- Assessing HRD Needs: Task analysis, person analysis, the HRD process
- Designing and Implementing effective HRD Program: HRD Intervention, identifying training needs, implementation of training programs, training methods and media, training delivery methods
- Evaluation of HRD Program: The purpose of HRD evaluation, models and Framework of evaluation, assessing the Impact of HRD Programs

UNIT – III: Learning and Training (3 Hours)

- Learning Principles
- Learning Styles
- Training Methods

UNIT - IV: Human Resource Development Applications (4 Hours)

- Career Management and Development: Career concepts, models of career development, issues in career development.
- Management Development: Strategies for management development, approaches used to develop managers.
- Organisation Development and Change: OD theories and concepts, designing intervention strategy

V: Emerging Issues in HRD (4 Hours)

- Strategic HRD
- Globalization of business and their Impact on HRD
- Managing Diversity of Workforce
- Employee Counselling and Wellness Services: Employee assistance programme, stress management and intervention, issues in employee counselling

Prescribed Text Books:


Suggested Extra Readings:

Course Code: CSR 407  

Course Name: Interpersonal Effectiveness

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Enable students to be effective in interpersonal relations
- Help students to acquire the attributes of good human being
- Develop insight and skills among students for understanding others
- Groom skills, attitudes and values to be effective in interpersonal effectiveness

Attendance Requirements:
Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:
1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
   a. Attendance and Class Participation: 10
   b. Assignment: 05
   c. Presentation: 05
   d. Class room activities like quiz: 05

Course Contents

UNIT I  Self - Awareness and Introspection (3 Hours)
- Introspection – Concept and Techniques
- Self Assessment – SWOT Analysis
- Johari Windows- Knowing Yourself
- Using your potential
UNIT - II: Self - Empowerment (4 Hours)
- Concept of Self Empowerment
- Building of positive attitudes – meaning and techniques
- Managerial Grid

UNIT III: Emotional Intelligence, Etiquettes and Manners (4 Hours)
- Emotional Intelligence - concept and components
- Developing Emotional Intelligence
- Etiquettes and manners
- Guidelines for grooming etiquettes

UNIT IV: Interpersonal Communication (4 Hours)
- Communication - Definition and Process
- Barriers in Communication
- Tips for effective communication
- Importance of Body Language
- Management of Time – essential steps

UNIT V: Interpersonal Relationships (5 Hours)
- Interpersonal Relationship - Definition and determinants
- Process of developing interpersonal relations
- Transaction Analysis - Ego States, Stroking and Life Positions

Text Books:

Additional Readings:
5. Thomas A. Harris,(2004) I'm OK--You're OK. Harper Perennial