UNIVERSITY OF RAJASTHAN
JAIPUR

SYLLABUS

Master of Human Resource Management

Semester Scheme

I/II Semester Examination 2020-21
III/IV Semester Examination 2021-22

Dy. Registrar
(Academic)
University of Rajasthan
JAIPUR
1. **Eligibility:** Bachelor degree in any discipline recognized by this University with at least 45% marks in the aggregate.

2. **Scheme of Examination:** There will be five questions in all. The candidate will be required to attempt all the questions selecting one question from each unit with an internal choice (either/or).

3. **Semester Structure:** The details of the courses with code, title and the credits assigned are given below.
### First Semester

<table>
<thead>
<tr>
<th>S. No.</th>
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<td>THEORY AND PRACTICE OF MANAGEMENT</td>
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<td>HUMAN RESOURCE MANAGEMENT</td>
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<td>HRM 103</td>
<td>INDUSTRIAL RELATIONS AND SOCIAL SECURITY</td>
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<td>LABOUR ECONOMICS AND LABOUR WELFARE</td>
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<td>LABOUR LAWS</td>
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<td>MANAGEMENT THINKERS</td>
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<td>MODERN BUSINESS COMMUNICATION</td>
<td>6</td>
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</table>
MHRM 101: THEORY AND PRACTICE OF MANAGEMENT

Unit - I
Nature and Importance of Management, Process of Management, Managerial Roles, Functions of Management, Skills of an Effective Manager.

Unit - II
Planning, Managerial Decision Making, MBO, Departmentalization, Leadership Styles, Power and Distribution of Authority.

Unit - III
Leadership styles, Group Behavior and Team Building, Effective Communication System, Designing Control System.

Unit - IV

Unit - V
Global Environment of Management, Ethics in Management, Corporate Social Responsibility.

Books Recommended
MHRM 102: HUMAN RESOURCE MANAGEMENT

Unit-I

Unit-II
Job Analysis and Job Design: Human Resource Planning, Job Analysis, Job Description and Specifications.

Unit-III
Recruitment and Selection: Factors affecting Recruitment, Sources of Recruitment (Internal and External), Selection Process, Psychological tests for selection, Requirement of a good test for selection.

Unit-IV
Performance Appraisal: Concept and Objectives, Traditional and Modern Methods, Limitations.

Unit-V
Compensation Management, Job Evaluation, Base Compensation and Supplementary Compensation.

Books Recommended
HRM 103: INDUSTRIAL RELATIONS AND SOCIAL SECURITY

Unit-I
Industrial Relation: Concept, nature, importance, changing pattern of industrial relations in India.

Unit-II
Industrial Dispute: Meaning, causes, forms, effects, prevention and settlement machinery, Industrial peace.

Unit-III
Association of Employer and Employee Associations: Features, role, functioning, problems, suggestions. Study of Chamber of Commerce, ASSOCHAM.

Unit-IV

Unit-V

Books Recommended
3. Sen, Ratna, Industrial Relations: Text and Cases, Mcmillan India Pvt. Ltd.
MHRM 104: Labour Economics and Labour Welfare

Unit-I
Indian Labour: Characteristics and Socio-economic background, Sources of Labour Supply, Labour problems: Migration, Absenteeism, Labour turnover, Indebtedness and Housing.

Unit-II

Unit-III
Labour Administration in India- Centre and State, I.L.O.: Establishment, Objectives, principles, functions.

Unit-IV

Unit-V
Agencies of Labour welfare in India, Major welfare plans in India.

Books Recommended

MHRM 105: LABOUR LAWS

Unit-I
Indian Trade Union Act, 1926
Industrial Employment (Standing Order) Act, 1946

Unit-II
Payment of Wages Act, 1936
Minimum Wages Act, 1948

Unit-III
Factories Act, 1948

Unit-IV
Industrial Dispute Act, 1965

Unit-V
Maternity Benefit Act, 1961
Payment of Bonus Act, 1965

Books Recommended
1. Kapoor, N.D. : Industrial Laws
2. Mishra, S. N. : Industrial Laws
4. Selvaj, Nambudiri and Monappa : Industrial Relations and Labour Laws, Tata
   McGraw Hill.
HRM 106: MANAGEMENT THINKERS

Unit-I
Spirituality and Management - Concept of Spirituality, Indian Ethos and Values, Role of Values in Management, Western Values vis a vis Indian Values, Applications of Yoga in Management - Personality Development, Meditation and Management of stress.

Unit-II
Indian Epics and Management - Dimensions of Vedic Management, Bhagwad Gita, Ramayan, Kautilaya’s Arthshastra.

Unit-III

Unit-IV
Western Thinkers I - F.W. Taylor, Henri Fayol, Elton Mayo, Herbert Simon.

Unit-V
Western Thinkers II - Peter F. Drucker, William G. Ouchi, Tom Peters, Gary Hamel.

Books Recommended

MHRM 107: MODERN BUSINESS COMMUNICATION

**Unit I**
Business Communication: Definition, Types, Principles of Effective Communication, Barriers and Remedies to Communication.

**Unit II**
Business Letter: Layout, Kinds of Business letters- Interview, Communication and Technology, video Conferencing, Fax, E-mail, Multi-media presentations, Web 2.0 and Communication, Skype, LinkedIn, Facebook and WhatsApp.

**Unit III**
Public Speaking, Seminar Presentation, Interview, Group Discussion, Effective Listening.

**Unit IV**
Report Writing, Agenda, Minutes of Meeting, Memorandum, Office Order, Circular, Notes.

**Unit V**
Business Etiquettes and Manners: Shake hand, Dress sense, Dining Etiquettes, Introducing a guest, E-mail Etiquettes, Workplace Etiquettes, Telephone Etiquettes.

**Books Recommended**
2. Thomas, Jane, Murphy, Herta and Hilderbrandt, Herbert: Effective Business Communication, Tata McGraw-Hill.
UNIVERSITY OF RAJASTHAN JAIPUR

SYLLABUS OF

MASTER OF HUMAN RESOURCE MANAGEMENT (MHRM)

(SEMESTER SCHEME)

(SECOND SEMESTER 2020-21)

1. Eligibility: It is given in the Prospectus of the University of Rajasthan.

2. Scheme of Examination: There will be five questions in all. The candidate will be required to attempt all the questions selecting one question from each unit with an internal choice (either/or).

3. Semester Structure: The details of the courses with code, title and the credits assigned are given below.
### Syllabus of MHRM (Business Administration)

**Second Semester**

<table>
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<td>HRM 202</td>
<td>BUSINESS RESEARCH METHODS</td>
<td>6</td>
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<td>HRM 203</td>
<td>PRESENTATION IN SEMINAR AND VIVA VOCE</td>
<td>6</td>
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<td>HRM 204</td>
<td>ORGANIZATIONAL BEHAVIOUR</td>
<td>6</td>
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<td>5</td>
<td>HRM 205</td>
<td>DESIGNING ORGANIZATIONAL STRUCTURE</td>
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<td>6</td>
<td>HRM 206</td>
<td>TRAINING AND DEVELOPMENT</td>
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<td>7</td>
<td>HRM 207</td>
<td>COMPENSATION MANAGEMENT</td>
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</table>
HRM 201 - Strategic Management

UNIT I

UNIT II
Environmental Scanning: Appraisal of External Environment, Dynamics of Internal Environment, Organizational Capabilities and Appraisal, Core competence.

UNIT III

UNIT IV

UNIT V

Books Recommended:
1. Azhar Kazmi : Strategic Management
2. P. Rao : Strategic Management
3. L.M. Prasad : Strategic Management
4. Ravi Kumar : Strategic Management
HRM 202 - Business Research Methods

Unit I
Meaning and Objectives of Research, Need and Importance of Research in Business, Types of Research, Problems in Social Science Research, Identification of Research Problem.

Unit II

Unit III
Questionnaire and Schedule, Interviews, Observation. Scaling: Importance and Techniques, Editing, Coding, Classification and Tabulation.

Unit IV

Unit V

Books Recommended:
1. Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, Tata McGraw-Hill.
5. C.R. Kothari: Research Methodology, Wiley Eastern Ltd.
HRM 203 – Presentation in Seminar and Viva Voce

1. Presentation in Seminar: 50 Marks
2. Viva-Voce based on presentation: 50 Marks

The Department/College shall organise Seminar in Second Semester and announce topics (at least ten). Students can make presentations on topic of his/her choice. The presentation shall be evaluated by internal examiner appointed by Head of the Deptt. and external examiner appointed by the university.

The Viva-voce examination will be based on the presentation made by the student. The Department shall maintain record of the presentation made with a photograph pasted on the copy of the presentation made with signature, date of presentation etc.
HRM 209 - Organizational Behaviour

Unit I
Organizational Behaviour - Definition, Scope, Importance, Concepts of Organizational Behaviour, Models of O.B.

Unit II
Motivation - Definition, Importance, Motives: Characteristics, Types - primary and secondary, Theories of motivation.

Unit III
Group Dynamics and Team Building - Theories of group formation, formal and informal groups, Importance of team building, Conflict - Definition, Traditional Vs Modern view of conflict, Types of conflict - intra personal, interpersonal, organizational, constructive and destructive conflict, conflict management.

Unit IV
Stress Management - Definition, causes, types, Management of stress, Interpersonal Relations, Organizational Culture & Climate.

Unit V
Personality - Development of personality, Attributes of personality, Ego state, transactional analysis, Johari window.

Books Recommended:
1. Organisational Behaviour : Mehta & Chouhan
2. Principles and Practices of Management: Shejwalkar
3. Essentials of Management: Koontz H and Weitrich
5. Management: Stonen and Jane
6. Organisational Behaviour: Stephen Robbins
7. Organisational Behaviour: Keith & Davis
8. Organisational Behaviour: Fred Luthans
11. Understanding Organisational Behaviour: Udaipareek
HRM 205 - DESIGNING ORGANISATIONAL STRUCTURE

UNIT-I
Concept of organisation Structure, Formation of organisation structure- Formal and Informal. Contingent factors in organisation design- Environment strategy Technology.

UNIT-II
Work design- theories of work design, Factors in work design- job Enrichment and job enlargement, Authority, Power and Status.

UNIT-III
Concept of organizational, Creation of Establishing values and socialization of Employees Strategy and Structure and 7s framework.

UNIT-IV
Organisation effectiveness- Concept, approaches to measure effectiveness- Goal approach, system- resource approach, strategic constituencies approach, criteria for organisational effectiveness, Managerial effectiveness.

UNIT-V

Books Recommended
HRM 206 - TRAINING AND DEVELOPMENT

UNIT-I
Introduction to Training Concept: Meaning, Objectives, Need For Training, Importance of Training, Concepts of Education, Training Development, Overview of Training Functions, Types of Training, Role and Qualities of Training Manager.

UNIT-II
Learning, Principles of Learning, Theories of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, E-Learning.

UNIT-III

UNIT-IV
Designing and Implementing a Training Programme:, Methods and Techniques of Training, Training aids, Management Development Programme, Budgeting of Training.

UNIT-V
Evaluation of Training Programme: Meaning, Objectives, levels, stages, techniques, Why training fails, Essentials of effective training.

Suggested Readings
1. Mehta, Gupta & Upadhyaya: Training & Development
2. Patrick, John: Training Research and Practice
3. Stone, Martin: A Handbook of Training
4. Choudhary, Paul: Handbook of Training Methodology and Management
HRM 207 - COMPENSATION MANAGEMENT

UNIT-I

UNIT-II
Strategic importance of variable pay- Determination of Inter and Intra industry Compensation differentials. Individual and Group Incentives.

UNIT-III
Dearness Allowance Concept- Emergence and Growth in India. The role of fringe benefits in reward systems, Retirement Plans including VRS/Golden Handshake Schemes.

UNIT-IV
Executive Compensation. Compensation Systems in Multinational Companies and IT companies including ESOP.

UNIT-V
Collective Bargaining Strategies- Long term settlements- Cases of Productivity Settlements- Exercises on drawing up 12 (3) and 18 (1) settlements. Emerging Trends in IR due to LPG.

Suggested Books

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<th>S. No.</th>
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<td>MHRM 301</td>
<td>Performance Management System</td>
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<td>Organisation Development</td>
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<td>MHRM 303</td>
<td>Human Resource Development</td>
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<td>Strategic Leadership</td>
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<td>Business Ethics and Corporate Governance</td>
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<td>MHRM 306</td>
<td>International Human Resource Management</td>
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<td>MHRM 307</td>
<td>Knowledge Management</td>
<td>6</td>
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Unit I
Introduction

Unit II

Unit III

Unit IV
Performance related concepts, Benchmarking, six sigma, marching, balance scorecard, Pygmalion effect.

Unit V
Performance improvement system, Annual performance appraisal system, performance indicators, kaizen technique, 5S, quality circle, Just in time

Books Recommended:
Unit I

Unit II
Understanding Organizations, Approaches to Understanding Organizations, Key Organizational Designs, Procedures, Differentiation, Integration, Basic Design, Dimensions, Determination of Structure, Forces in shaping Organization, Life Cycles in organization.

Unit III
O.D. Interventions: Team Interventions, Inter-group Interventions, Personal, Interpersonal and Group Process Interventions, Comprehensive Interventions, Structural Interventions.

Unit IV
Implementations and Assessments of O.D., Reasons for Failure and Success of O.D. Efforts, Assessment of O.D and Change in Organizational Performance, The impact of O.D.

Unit V

Books Recommended:
3. French, Bell and Vohra: Organization Development, Pearson Education.
MHRM 303 - Human Resource Development

Unit I


Unit II

Sub-systems and Mechanisms of HRD, HRD Matrix, Principles of Designing HRD Systems, Functions of HRD Department, Qualities required for HRD manager.

Unit III

Training & Development: Objectives and Importance of Training, Training Need Assessment, Types and Methods of Training, Evaluation of training program.

Unit IV

Organization Development (OD), Objectives, Various OD Interventions, Transactional Analysis, Sensitivity Training, Team Building.

Unit V

Career Planning, Succession Planning, Employee Counselling, Feedback, HRD in India.

Books Recommended:

MHRM 304 - Strategic Leadership

Unit I
Strategic Leadership - Meaning, Role of Strategic Leader in organisation, Leadership vs. managing, Leadership Theories & Styles.

Unit II
Transactional vs. Transformational Leaders, Leadership skills, Leadership and Motivation, Leadership and Morale.

Unit III
Leading with values, Leadership and innovations, Leadership and organisational culture.

Unit IV
Emotional Intelligence and Leadership, Spirituality and Leadership, Indian philosophy and Leadership, Leadership for Competitive advantage.

Unit V
Six Sigma and Leadership, Leadership and organisational effectiveness, Commandments for excellent Leadership.

Books Recommended:

Unit I-
Meaning and Importance of Business Ethics, Ethical Dilemma, Values and Work Ethics.

Unit II-
Indian Ethos in Management- Basic principles of Indian Ethos, Geeta and Management, Spirituality and Ethics.

Unit III-
Social Responsibilities of Business, Arguments for and against Social Responsibilities of business, Consumer protection, Employee protection, Legal Provisions about CSR.

Unit IV-
Corporate Governance, Codes of Corporate Governance, Recommendations of Various Committees, Lessons from USA and other developed countries.

Unit V-
Business and Environmental Ethics, Unethical Practices in India, Quality of Work Life, Ethics in Advertising.

Books
MHRM - 306

International Human Resource Management

Unit I

Introduction of international human resource management, Overview of organizational structure in MNCs, international dimensions of HRM, Approaches of IHRM.

Unit II

International Staffing, Compensation and Benefits. Training and development.

Unit III

Performance Management in International Organisations. Expatriations & Repatriation.

Unit IV

Sustaining International Business operations, Managing People in International Context.

Unit V

Indian Multinational Companies, Issues, Challenges and theoretical development, Cultural dimensions, Changing scenario of IHRM.

Books Recommended:

MHRM-307
Knowledge Management

Unit I
Knowledge Management: Definition, Scope, Significance, Techniques; Difficulties in Knowledge Management; Implementation of Knowledge Management; Types and Principles of Knowledge Management; Knowledge Dynamics.

Unit II
Pillars of Knowledge Management; Knowledge based Products; Inventory Management – Supply Chain Planning; The Seven Layers of Knowledge Management; Critical success factors in Knowledge Management Implementation.

Unit III
Information Technology and Knowledge Management, E-Commerce and Knowledge Management; Customer Relationship Management and Knowledge Management; Benchmarking and Knowledge Management; Total Quality Management and Knowledge Management.

Unit IV
What is a Knowledge worker? Managing Knowledge Worker; Strategies for Human Capital and Talent Management; Job Hopping; Effective Career Planning; Performance Management for Competitive Advantage.

Unit V
The Learning Organization; The Mystique of a Learning Organization; Knowledge Management in Indian Organizations: Some Issues; Learning and Change: Cross Functional Areas and Knowledge Management; Finance, Marketing, Call Centers.

Books Recommended:
### MHRM IVth Semester Session

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<td>Strategic Human Resource Development</td>
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<td>MHRM 402</td>
<td>Personality Development and Human Skills</td>
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<td>MHRM 403</td>
<td>Project Report and viva-voce</td>
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<td>Contemporarly Issues in Human Resource Management</td>
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<td>MHRM 405</td>
<td>Strategic Human Resource Management</td>
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<td>MHRM 406</td>
<td>Quality Management</td>
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<td>MHRM 407</td>
<td>Human Resource Information System</td>
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MHRM 401 - Strategic Human Resource Development

UNIT I

UNIT II
Strategic Approach in Industrial Relations, HRD as a Profession, HRD Assessment and Audit, Electronic Human Resource Management (E-HRM).

UNIT III

UNIT IV
Cross-cultural HRM, Domestic vs International HRM (IHRM), Cross-cultural Educational and Training Programmes, Building a Multicultural Organization, Cross-Border Merger, Acquisition and Repatriation, Current Challenges in Outsourcing Career and Competency Development.

UNIT V
Strategic Knowledge Management, Competencies and Career Management, Competency-based Compensation, Employee Development.

Books Recommended:

MHRM 402 - Personality Development and Human Skills

Unit I


Unit II

Personality Formation Structure: mind mapping, competence mapping and 360 assessment and development, types of persons: Extrovert, Introvert, Ambient person.

Unit III


Unit IV

Effective Thinking: Thinking Skills, Thinking Styles, Concept of Six thinking Hats.

Unit V


Recommended Books:

2. Newstrom J. Keith D., Organizational Behavior, (TMH, New Delhi)
3. P C Aqians, Organizational Behavior, (Excel Books Delhi)
4. Hellriegel D & Slocum, J.W., Organizational Behavior, (South Western & Thomson Learning)
5. Shiv Khera, You Can Win
6. Pramod Batra. Management Thought
7. Stephen Covey, 8 Habits
8. Stephen Covey, 7 Habits of Highly Effective People. 3 Basic Managerial Skills for all (Prentice Hall of India Pvt. Ltd.)
9. Mehra. Anil & Chouhan, Bhumija - Organizational Behavior (RBD) Jaipur
MHRM - 403

Project Report and Viva-Voce
Report Writing : 50 Marks
Viva-Voce : 50 Marks
Contemporary Issues in Human Resource Management

UNIT I

UNIT II
Quality of work life, Emotional Intelligence, Talent Management.

UNIT III
Improving work culture in organisation, Improving Managerial Effectiveness.

UNIT IV
New trends in training and development, Management of employees retention, Employee engagement, Influence of power and politics.

UNIT V
Ethical Issues in HR, Human Resource Management practices in the Indian organisations, Culture and Technology, Encouraging creativity in organisation.

Books Recommended:

4. Khandwalla, Pradip N.: Corporate Creativity.
5. Abraham, Sarah: Work Place.
MHRM-405 Strategic Human Resource Management

Unit I-
Strategic HRM-Concept, Role of HR Manager, Strategic HR Planning, Managing HR in Competitive Environment.

Unit II-
Strategies for Hiring Talented Employees, Retaining Talented Employees, Employee Engagement Strategies.

Unit III-
Strategic Training process, Strategic HRD, Succession Planning and Competency Mapping and Career Management.

Unit IV-

Unit V-

Books
Unit 1
Evolution of Quality, Concept of Quality, Quality Functions, Benefits of Quality, Measurement of Quality, Quality Systems Standards.

Unit 2

Unit 3
Total Preventive Maintenance, Zero Defects and Continuous Improvement, Kaizen, 5S, Quality Circles, Just in Time, Six Sigma, Benchmarking, PDCA Model.

Unit 4
Teamwork in quality, Role of Leadership and Commitment in Quality Deployment, Team Building, Motivation and Rewards, Total Employee Involvement, Employee Empowerment.

Unit 5
Customer Satisfaction, Measurement and Retention, Creating Quality Culture, Quality Awards, Organizational Re-engineering Quality in Service Sector.

Books Recommended:
4. B. L. Hanson & P. M. Ghare, Quality Control & Application, Prentice Hall of India
UNIT I
An introduction, Historical background, Data and information, Growing need for information, Information Economics.

UNIT II
Role of MIS at various management levels, Essentials of an effective MIS, Information Networks, MIS to Business Intelligence.

UNIT III

UNIT IV
Information System and HRD, Performance and Potential Appraisal.

UNIT V
Information System and Training, Training Need Identification, Training Methods and their evaluation, Emerging concepts of MIS and their use in HRM.

Books Recommended: