



(Master of Science in Quality and Productivity Management) (Master of Science)  
(M. Sc.) (QPM) Semester (II)

Course Code	PS02CQPM54	Title of the Course	Fundamentals of HRM, TQHRM and Supply Chain Management
Total Credits of the Course	4	Hours per Week	04

Course Objectives:	<ol style="list-style-type: none"> <li>1. Identify and Understand issues and practices pertaining to the major HRM functions within the context of a Industry environment</li> <li>2. A thorough understanding of the factors that determine the business environment of emerging markets, the relevant changes over time, and the implications for corporate strategies devised for those markets.</li> <li>3. The impact of business on strategic HRM and its various functions, including HR planning, recruitment &amp; selection, training &amp; development, compensation management, performance management, safety &amp; health and employee relations</li> </ol>
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Course Content		
Unit	Description	Weightage* (%)
1.	<p><b>Elements of Human Resource Management:</b> Introduction, meaning, definition, nature and scope of HRM and HRD, features of HRM, HRM functions, objectives of HRM, policies, procedures and Programmes, practices. Line and staff responsibility role of HR manager, HR Manager as a Strategic partner, Opportunities and Challenges in Human Resource Management.</p> <p>Job design and Job analysis</p> <p><b>HR planning:</b> Definition and need for HRP, benefits of HRP and factors affecting HRP</p> <p><b>Recruitment:</b> definition, recruitment policy, factors affecting, centralized and decentralized recruitment, recruitment sources, recruitment techniques, recruitment process, cost benefit analysis of recruitment sources.</p> <p>Selection, placement and Induction: meaning and definition of selection, essentials of selection procedure, significance of selection process, various types of tests (aptitude, achievement, situational, interest, personality), different types of interviews and interview process,</p>	25
2.	<p><b>Performance management:</b> Introduction, meaning, need, purpose, -</p>	25





	<p>objectives, contents of Performance Assessment System, appraisers and different methods of appraisal, uses of performance appraisal, limitations and problems of performance appraisal, 360 degree Appraisal, post appraisal feedback.</p> <p><b>Human Resource Development:</b> Introduction, definition, concepts, activities Training and development: meaning of T &amp; D, importance of training, benefits of training, need and objectives, assessment of training needs, areas of training, training methods, on-the job and off-the-job training, advantages of training, training procedures and final evaluation.</p> <p><b>Employee mobility:</b> Internal mobility: Introduction, meaning, different types.</p> <p>Promotion: meaning, purpose, bases of merit, seniority, merit cum seniority, benefits, problems, promotion policy. Transfer, Demotion, Career Planning and Development and External Mobility.</p>	
3.	<p><b>Total Quality Human Resource Management:</b></p> <p>(1) <b>Employee management system:</b> Yearly Process-Career Planning, Six Monthly Process- Clarify role and mutual consent on role expectations, Evaluate employee performance, Document development plan; Ongoing development-Coaching, Guiding, Mentoring, developmental activities, rewards and recognitions, and feedback. Yearly Processes- Elimination of hierarchical, Organization chart, Flex time scheduling and Redesign the work system.</p> <p><b>EMPOWERED MANAGEMENT SYSTEM:</b></p> <p><b>Ongoing processes-</b> Alignment, Authority and Opportunity, Capability, Commitment, Self managed work teams, Investment of employee energy in R &amp; D, Team approach to decision making, Quality circles, Suggestion schemes, Social architecture, Information networks, Employee incentives on information, participation and consultation.</p> <p>Comparison between HR and TQHRM.</p>	25
4.	<p>Basic concept/ definitions/ scope/ Comparison between Logistics and SCM/ Global Supply Chain scenario and importance/ Conventional Supply chains/ Supply chain participants/ channel agencies/ Relationship Management, concept of extended enterprises/ Bull-whip effect.</p> <p>decision phases - process view -competitive and supply chain strategies - achieving strategic fit – supply chain drivers - obstacles - framework - facilities - inventory – transportation - information - sourcing - pricing.</p>	25
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Teaching-Learning Methodology	Lectures, ICT Tools, Management Game, Group Discussion
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Internal Written / Practical Examination (As per CBCS R.6.8.3)	15%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance (As per CBCS R.6.8.3)	15%
3.	University Examination	70%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Describe the workforce planning process and the challenges involved in planning the in workforce for an enterprise.
2.	Describe the implications of the different staffing options and the various types of employees for the organization.
3.	Advocate for training and development programs for the industry workforce and higher authority.
4.	Determine the characteristics of successful selection programs and exemplary practices
5.	assess the role of cultural value dimensions in the design, implementation, and evaluation of a performance management system
6.	Systematically illustrate, define, categorise, and analyse a broad range of issues and problems facing supply chain management in the organisation.

Suggested References:	
Sr. No.	References
1.	P.SUBBA RAO (2002), "Personnel and Human Resource Management" Himalaya Publishing House, Mumbai.
2.	Seema Sanghavi (2014), "Human Resource Management" Vikas Publishing house





	pvt.ltd, New Delhi.
3.	Sharma, S. (2010). "Supply Chain Management, Concepts, Practices, and Implementation" Oxford University Press, New Delhi.
4.	Cardy, R. and Dobbins, G.H. (1996). Human Resources Management in a Total Quality Environment: Shifting from a Traditional to a TQHRM Approach, Vol 1, No 1, Journal of Quality Management .

On-line resources to be used if available as reference material
On-line Resources
Business Week - <a href="http://www.resourcecenter.businessweek.com">http://www.resourcecenter.businessweek.com</a>

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